

## Chapter 1: Roles and Responsibilities

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your discussions with your employees. Throughout the year, you should also continuously review with your employees their responsibilities, major objectives and performance. These discussions can help you rationalize the distribution of work among those under your supervision, encourage initiative, identify resources needed to perform responsibilities and to achieve major objectives, and help build team spirit. Major objectives will evolve throughout the year in response to changing circumstances.

**Results achieved** provides 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. At the end of the appraisal year or assignment, you will be required to assess the results achieved by the employee vis-à-vis his or her major objectives.

**Both the rater and the employee are required to certify on the appraisal form when this initial exercise of setting responsibilities and major objectives took place.**

### *Mid-year review*

Since one of the goals of this appraisal system is to improve performance, it is essential that raters and employees **formally** discuss performance and progress toward major objectives **at least once** during the appraisal year. As a rater, this is your opportunity to clarify misunderstandings, identify additional resources that may be needed to meet major objectives, adjust major objectives to reflect the changing environment, reinforce positive work habits, identify any areas that need improvement, and determine/recommend appropriate training or counselling **before the end of the appraisal year** (or assignment). Periodic discussions with your employee should mean that there are no surprises at the end of the year. They should also make it easier to write the final appraisal report, especially if you have kept notes on these discussions. Although major objectives may be changed throughout the appraisal year, you should ensure that the employee receives credit at the end of the year for performance in a major objective that was deleted or modified during that assessment period. You can also use the mid-year review as an opportunity to seek feedback from your staff on your own performance. The format of this mid-year review is left to your discretion. However, you are encouraged to keep a written record of this discussion.

**Both the rater and the employee are required to certify on the appraisal form when this review took place.**