

What happens to major objectives if circumstances change?

Raters are encouraged to regularly discuss progress toward major objectives with their staff and are required to do so formally at least once per year (**mid-year review**). If circumstances change, major objectives may be added, deleted or modified. Raters should ensure that the employee receives credit at the end of the year for performance in a major objective that was deleted or modified. Raters should note and explain these changes in Part II of the appraisal form, "Accountability (Responsibilities, Objectives and Results Achieved)," and also describe any working conditions outside the control of the employee that either helped or hindered the achievement of major objectives.

What are the characteristics of good major objectives?

- 1) ***Significant*** - major objectives should be important enough to make a difference (depth as opposed to breadth)
- 2) ***Realistic***
- 3) ***Listed in order of importance***
- 4) ***Limited in number*** - three to five is realistic for most jobs
- 5) ***Supportive of departmental objectives***
- 6) ***Specific and measurable***

ALL MAJOR JOB-SPECIFIC OBJECTIVES SHOULD CONTAIN THE FOLLOWING KEY ELEMENTS:

**Action
Purpose
Time Frame/Standards**