

Role of the rater

The rater should complete an employee's appraisal report **before** the employee and/or the rater depart for their next assignments in order that meaningful discussions can take place.

Raters' evaluations are key to the integrity of human resource management and promotion within the foreign service. It is essential, therefore, that you take this responsibility seriously, inform yourself, and prepare thoughtful, accurate and timely appraisal reports. These reports should reflect your critical and honest assessment of both the strengths and weaknesses of the employee's performance. Inflated reports undermine the validity of the promotion system and give employees an unrealistic sense of their performance and advancement prospects.

Accountability (responsibilities, objectives and results achieved)

Major responsibilities and three to five major job-specific objectives should be established with employees at the beginning of each appraisal period and/or new assignment. This is your opportunity to clearly explain what you expect of each employee. You are more likely to get the results you want if there is a common understanding of the responsibilities and major objectives.

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. The more specific and measurable the major objectives are, the easier it will be to determine at the end of the year if the employee has met them, and the easier it will be to write your assessment. Where applicable, you should include major objectives that enable measurement of the employee's management of financial, human, physical and/or technological resources; policies; and programs.¹ The percentage of time spent throughout the appraisal period on each major objective is not required.

The format of this exercise of setting responsibilities and major objectives is left to your discretion. However, you are strongly encouraged to keep a written record of

¹ See Appendix A - How to Write Accountability