

## APPENDIX A

# How to Write Accountability

**What is the difference between major 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.

For example: "Manage the consular program"

**OBJECTIVES** (three to five) describe the major functions that are expected of the employee during the appraisal year to discharge his or her responsibilities. Emphasis should be placed on depth as opposed to breadth. These major objectives should be specific and measurable, and where applicable should include reference to management of financial, human, physical and/or technological resources; policies; and programs. Avoid including major objectives over which the employee has little or no control. The percentage of time spent throughout the appraisal period on each major objective is not required.

For example: If your job description includes responsibility for managing the consular program, a related major job-specific objective might be:

"Reduce post expenditures on the repatriation of distressed Canadians by training duty officers and developing closer links with local agencies by the end of the year."

**Why do we need to formalize major objectives?**

- To ensure that raters and employees have a common understanding of what is expected
- To make it easier for raters to determine if employees have been successful
- To make staff more accountable, by basing performance pay primarily on results achieved vis-à-vis well-defined responsibilities and major objectives, as well as on overall performance