

Introduction: What Has Changed and Why

Accountability (responsibilities, objectives, and results achieved)

At the beginning of each appraisal period and/or new assignment, employees and raters are to agree on major responsibilities and measurable job-specific objectives (three to five) to be accomplished during the appraisal year. Where applicable, raters should include major objectives that will enable measurement of the employee's management of financial, human, physical and/or technological resources; policies; and programs.¹ The format of this exercise of setting major objectives is left to the discretion of the rater. Both the rater and the employee must indicate on the appraisal form when this exercise took place. At the end of the appraisal period or assignment, the rater will be required to assess the employee on the results achieved vis-à-vis his or her major objectives. Comments should also be provided on any factors outside the control of the employee that helped or hindered him or her to achieve the major objectives.

Employment equity/official languages

Sensitivity to employment equity and official languages should be considered throughout the appraisal report, and assessed specifically under "Leadership and Teamwork."²

Mid-year review

Although the rater should regularly review the responsibilities and major objectives (three to five) with the employee throughout the appraisal year, at least once during the year the rater is required to review them formally with the employee and discuss progress made toward these major objectives. The format of this mid-year review is left to the discretion of the rater. Major objectives will likely evolve during the year in response to changing circumstances, and major objectives may be added, deleted or modified. The rater should, however, 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. This is also an opportunity for the rater to identify areas where the employee needs to improve his or her skills and to determine/recommend the appropriate training or counselling that may be required. Both the rater and the employee are required to certify on the appraisal form when the review took place.

¹ See Appendix A - How to Write Accountability

² See Appendix D - Employment Equity and Official Languages