

Chapter 1: Roles and Responsibilities

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

Mid-year review

It is essential that raters and employees **formally** discuss performance and progress toward major objectives **at least once** during the appraisal year. The format of this mid-year review is left to the discretion of the rater. This is your opportunity to bring any problems to your rater's attention, to suggest modifications to your major objectives, or to request additional resources (e.g. training, staff, funds) to help you reach your goals. You should discuss progress toward your major objectives with your rater, and seek clarification if necessary. Although major objectives may be changed throughout the appraisal year, the rater should ensure that you receive credit at the end of the year for your performance in a major objective that was deleted or modified during that assessment period. This can also be an opportunity for you to provide feedback to your manager about how he or she can help you achieve your major objectives.

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

Provide substantive input

Employees have an important role to play in ensuring that their appraisals are fully substantiated.¹ You should provide your rater with information about your accomplishments during the year that can be used to illustrate your qualifications. This is important not only to jog your rater's memory, but also to bring attention to things that the rater may not have observed first-hand, and to elaborate on the context and complexity of your tasks. **This does not mean you should write your own appraisal.** Your rater is solely responsible for assessing your performance. However, the Appraisal Review Committee and the Promotion Board have not had an opportunity to observe your performance, and must form their judgements based on the examples your rater provides to support his or her assessment. The more detail about your work and environment that you provide, the clearer the picture will be.

You are strongly encouraged to collect input for your appraisal throughout the year, while the details and context are still fresh in your mind. You could make notes in your desk diary, keep an appraisal file for reports and other outputs, or use a form of

¹ See Appendix E - What Is a Full Substantiation?