

Role of the employee

The nature of our work in the foreign service means that the rater's written assessments are critically important for all aspects of personnel management. It is essential, therefore, that you fully understand how the system works, participate actively in the appraisal process, and ensure that your own appraisals meet the standards outlined in these guidelines.

Accountability (responsibilities, objectives and results achieved)

At the beginning of each appraisal period and/or new assignment, you should take an active role with the rater in determining your major responsibilities and three to five major job-specific objectives.

Your **responsibilities** are those major activities that are assigned to you for the appraisal year and may be derived from the job description. These responsibilities provide the framework from which the major objectives are developed.

Your **objectives** (three to five) describe the major functions performed by you throughout the appraisal period to discharge your 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.¹ The percentage of time spent throughout the appraisal period on each major objective is not required.

Your responsibilities and major objectives, along with your performance, should be reviewed continuously by your rater throughout the appraisal year. Through discussions with your rater you have an opportunity to influence your job package and demonstrate initiative by proposing projects. The goal of this exercise is for you and your rater to come to a common understanding about what you are expected to accomplish.

Your **results achieved** are the outcome of the major functions (objectives) performed by you and should reflect the extent to which you have met your responsibilities. The rater will be required to assess the results you achieved vis-à-vis your major objectives at the end of the appraisal year or assignment.

¹ See Appendix A - How to Write Accountability