

## Chapter 1: Roles and Responsibilities

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performance issues you need to address will come up naturally. Understanding developed primarily through the employee's own efforts is more likely to be acted upon than understanding that comes from a supervisor's evaluation. Don't rush the discussion.

When you explain your assessment, **be concrete**. This is particularly important if your evaluation differs from the employee's self-assessment. You must give specific detailed examples if the employee is to gain insight into her behaviour. The goal of the appraisal process should be to encourage the development of the employee and enhance her contribution to the Department. The rater's evaluation of the employee's performance is not "negotiable," but it should be open for discussion and clarification.

Another goal of appraisal discussions should be to **generate ideas** about the steps that the employee can take to improve her performance. Would training help? Different kinds of assignments? More structure? Less structure? What can you do as her supervisor to help the employee improve her performance?

### ***Fully substantiate***

Promotion Boards and Appraisal Review Committees will base their decisions on the overall contents of the appraisal report. They will decide what level of performance has been demonstrated by the results achieved vis-à-vis major objectives (Accountability) and by the performance demonstrated throughout the remainder of the report. As a rater, you must therefore provide detailed results achieved<sup>1</sup> and carefully substantiate<sup>2</sup> your performance assessments. Although the tickmarks have been abolished, it is not the intention that raters should arbitrarily replace a tickmark by writing out the performance level itself (e.g. fully satisfactory; superior). It is your responsibility to provide sufficient substantiation to support your assessment of the performance level demonstrated by the employee.

You are strongly encouraged to keep a record of the employee's accomplishments throughout the year, while the details and context are still fresh in your mind. You could make notes in your desk diary and/or keep an appraisal file for reports and other outputs.

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<sup>1</sup> See Appendix A - How to Write Accountability

<sup>2</sup> See Appendix E - What Is a Full Substantiation?