

4.2. PROMOTION BOARDS

THE PROBLEM

Promotion Boards do not necessarily use the same criteria; neither need they follow the procedures in the same way.

DISCUSSION

There are several problems with the selection process, and many employees are quite unaware as to how a promotion board functions. Also, not all promotion boards necessarily use the same criteria. Employees are not aware that some Rated Requirements are weighed - by how much and for what reasons.

The check marks on every appraisal report being used in a particular promotion exercise are averaged out, regardless of the length of the appraisal report; i.e., a report covering three months can be worth as much as one covering twelve months.

Up to a total of twenty-five marks can be awarded for "overview", at the discretion of the board; the marks are based on a review of the entire appraisal file and a "gut feeling" of the board members. In discussions with members of past boards and with a PSAC Representative, the Committee found that the overview mark is the most vulnerable aspect of the promotion process. It is the most frequent aspect of attack by the PSAC in an appeal case, and the most difficult to defend by the Department's Representative.

The Committee considers that the same criteria should be applied by all promotion boards and that this criteria should be made known to all employees in advance of a promotion exercise.