

The range of marks within the scale allows the rating officer to define better to what extent the employee did not meet, met or exceeded the requirements, e.g., low, middle or high point within each range of marks. The employee is to be rated only on the requirements for the employee's present level as demonstrated in the performance of duties.

Before completing appraisal reports, supervisors should read carefully the Statement of Qualifications for the secretary's current level and the next higher level in order to understand the factors which distinguish the two levels.

All Rated Requirements must be assessed either as demonstrated or as potential.

Narrative assessments must not simply repeat descriptions of duties or phraseology used in Statements of Qualifications or the numerical rating scale. They should demonstrate rather than assert. Raters must avoid making a case for the importance of the job as opposed to the quality of the secretary's performance in the job.