

Employees, while agreeing that the appraisal is fair and honest, counter with: "but if it isn't 'outstanding', it won't get me promoted." Thus, the result of "honesty is the best policy" has been that "nice guys finish last", and many good employees have been the victims of a self-perpetuating dilemma. The pleas in the past for stopping inflated reports have largely been ignored.

WE THEREFORE RECOMMEND THAT

1. *The appraisal method for promotion be continued for rotational SCYs.*
2. *Beginning with the introduction of the new system recommended by the Committee, a "get tough" policy will have to be adopted (or we will be caught in the same carousel again).*