

2. That, since the present Statements of Qualifications are poorly written and relate only loosely to the rating form and the duties actually performed by SCY's abroad, the Department adopt a new set of Statements of Qualifications which the Committee has developed.

3. That, since the present appraisal form shares common defects with the present Statements of Qualifications, the new appraisal form developed by the Committee in conjunction with the new Statements of Qualifications be adopted by the Department.

4. That new guidelines for the preparation of SCY appraisals be adopted, and that they place considerable emphasis on job descriptions and descriptions of responsibilities as the basis for appraisals, and that they make mandatory the preparation by SCY's of narrative summaries as contributions to the appraisals.

5. That it be ensured that all Promotion Boards have at least some bilingual members, that experience abroad (covered by at least one annual appraisal) be a basic requirement for promotion to the SCY-2 level, and that knowledge only be weighted (by a factor of 2) and that the "overview" factor be abolished. All these recommendations are reflected in the proposed scoring sheet developed by the Committee.

6. That more attention be given to training secretaries (in foreign languages, diplomatic protocol, writing skills, supervisory skills for senior secretaries) and that skill development and experience be established as a criteria for determining assignments, especially with regard to use of the second Canadian language, English or French, as the case may be. The Committee considered that these recommendations in turn required more continuity in the support staff assignment section, perhaps by making one of the assignment officers non-rotational.

7. That supervisors of secretaries be trained in supervisory skills and in appraisal preparation, and that the position of "Divisional Secretary" be abolished in Divisions with less than three secretaries, and further, that such Divisional Secretaries as will be retained should follow the above-mentioned training programmes.