

Any comments additional to the appraisal form itself must be seen by all parties concerned. comments should be related to specific areas of disagreement, should provide concrete examples to illustrate the employee's point of view, and should avoid emotive terminology.

ARE SHORT NARRATIVE
MEMORANDA ACCEPTABLE?

Brief narrative assessments in memoranda form are acceptable if the period covered does not exceed one month. Assessments of periods covering three months or less should be prepared on the abbreviated Rotational Secretary Appraisal Report form. Assessment periods exceeding three months should be handled through the full ROSAR form.

WHY ARE STATEMENTS
OF QUALIFICATIONS
IMPORTANT?

There are Statements of Qualifications for each of the four levels in the secretarial group. Statements of Qualifications must be the main reference point in the preparation of appraisals for two reasons. First, they are the sole benchmark against which performance can be assessed throughout the service where assignments at the same level vary widely in content and environment; second, they are the standard against which candidates for promotion are assessed by Promotion Boards. Since appraisal reports are the only tool by which a candidate's merit for promotion is assessed, it follows that reports must be prepared so as to permit and, indeed, facilitate the process of assessment. Appraisal reports which do not contain information of the kind which Statements of Qualifications specify can damage