

2.2. ALTERNATIVE SYSTEMS

THE PROBLEM

Appraisal reports may not be the most appropriate tool to assess the candidate's readiness and/or qualifications for promotion.

DISCUSSION

The Committee had received some comments from secretaries regarding the possibility of using other staffing tools (such as tests, exams, and interviews) in order to assess merit for promotion. Bearing this in mind, the Committee had a closer look at the CR and CM reports, to see if any of the alternate systems that were being proposed could be of some use for the SCY Group. Although quite interesting and innovative, it was the consensus of the Committee that, with an updated appraisal system and a less subjective promotion process, the appraisal reports could once again be proved to be the most appropriate tool for promotion purposes for rotational personnel.

Notwithstanding the above, the Committee also had a closer look at other organizations' promotion schemes and found them inadequate for the rotational concept. Being bound by Treasury Board Regulations, the Public Service Employment Act and Regulations, plus Public Service Commission procedures and regulations, the Committee found those alternate systems unsuitable.

The appraisal method for promotion appears to be as fair as any other method studied by the Committee. For a rotational service it also appears to be the most practical one. It is, however, flawed by abuses of the system. Appraisals are used as threats and blackmail, and both employees and supervisors are to blame. Supervisors told the Committee that they try to give an honest and fair appraisal of the employee's performance.