

4. PROMOTION PROCESS

4.1. APPRAISAL REVIEW COMMITTEE (ARC) PROCEDURES

THE PROBLEM

Are the ARCs performing a useful function, or should their function be somewhat altered?

DISCUSSION

The establishment of Local Review Panels was considered by the Committee. It was concluded that these panels would be possible only at large or medium-sized posts. A Local Review Panel could maintain relativity in appraisals emanating from its own mission. However, the purpose of an ARC is to judge all reports in relation to all others in the employee's group and level, and this can only be done effectively by the same Committee considering all reports.

The present function of an ARC is to review the report for completion of all sections, narrative substantiation of check marks, and to seek further substantiation where it is lacking. A ratee then finds out that a request has been made for more information on her/his appraisal report only when it comes to signing the substantiation furnished by the rater. In certain cases where the rater refuses to add any more comment, she/he has no way of even knowing that such a request has been made by the ARC.

The Committee considered that, in cases where further substantiation is sought from rating officers, a copy of the request (telex or memorandum) be sent to the rated employee. This alerts the employee to the fact that something is lacking in the report. If the requested information is not forthcoming within a reasonable length of time, the employee may wish to take some action to ensure equity in her/his appraisal report and in the promotion process. Also, the Committee felt that in some cases there