

WE THEREFORE RECOMMEND THAT

1. *Employees be provided with a guide to the appraisal and promotion system in the form of a "kit". The kit should contain:*
 - a). *A pamphlet explaining the appraisal and promotion system*
 - b). *Statements of Qualification for all SCY levels*
 - c). *A copy of the new appraisal form(s)*
 - d). *Guidelines and Instructions for the Preparation of the Rotational Secretary Appraisal Form*
 - e). *A scoring sheet used by promotion boards, together with an explanation of how it is applied.*
 - f). *A pamphlet on the Grievance Procedure*
 - g). *A pamphlet on the Appeal Procedure*
2. *The preparation by the secretary of a summary of activities during the appraisal period, either in narrative or in point form, be made mandatory.*
3. *Employees be encouraged to play a more active role in the preparation of their appraisal reports.*