

23. *The "Guidelines and Procedures for Appraisal Review Committee" be updated and re-written by the newly created Appraisal and Promotion Policy Unit (APOU) to reflect the changes in the appraisal system and to incorporate the suggestions from the discussion in Item 4.2.*
24. *On every Appraisal Review Committee, the Chairman be officially and functionally bilingual, and a minimum of one additional member be at least officially bilingual.*
25. *When an appraisal report is returned to the rater with a request for more information, a copy of the request be sent automatically to the ratee for her/his information and comment if necessary. If the rater refuses to provide the additional information requested, the ratee should be advised immediately.*
26. *The appraisal system always remain an open system where supervisors and employees are free to contribute as much as possible into the system.*
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27. *Terms of reference and guidelines and instructions for promotion boards be completely re-written (this should be done by the Appraisal and Promotion Policy Unit, if adopted).*
28. *Promotion boards should be composed of at least three fluently bilingual members plus a non-voting secretary (possibly a SCY not included in area of selection), who will take notes of comments made by board members or of marks awarded.*
29. *Apart from Knowledge, which should have a weight factor of 2(two), no other individual Rated Requirement be given additional weight.*
30. *The "overview" feature be abolished, i.e., no marks be added to the general total for "overview" (the Board will still retain the power to adjust marks for Rated Requirements as warranted in their judgement by the substantiation provided in the narrative portions).*