

and would be a disadvantage to those who don't. Some interest was expressed for interviews, but it was felt that some of the flaws associated with tests applied equally to interviews. For the Secretarial Group, it was felt that interviews would be of only minimal assistance in a promotion exercise and would not be cost-effective - too little would be gained for what would be expended in terms of time, effort and money. Further, there is the question of logistics for a rotational group scattered all over the globe. Several interview teams would be required, and this would raise a question with regard to appeals. Unless the same interview team interviewed all candidates, an appeal board could rule that the same criteria was not applied to all candidates. Perhaps a system of interviews augmented by appraisal reports might become logistically feasible at some time in the future if all missions abroad and headquarters were to be linked by satellite TV communications.

Regardless of whatever may happen in the future and whichever method of promotion may be developed, there is still a need for appraising employee performance. A review of the present appraisal and promotion system unveiled problems at almost every stage of the process. The problems and the Committee's recommendations are discussed under the appropriate headings which follow.