

3.4. SUPERVISOR

THE PROBLEM

Generally speaking, supervisors know neither how to write appraisal reports nor how to assess their own administrative support staff.

DISCUSSION

Many factors are at play when supervisors are rating administrative support staff which usually are not at play when rating FS officers, one factor being that few supervisors recognize the significance of the Statements of Qualifications and the relative importance of the factors on the appraisal form for support staff. Widely varying standards are used (especially in small posts), and this makes it almost impossible for a promotion board to judge an appraisal equitably. This is especially true in the case of supervisors/rating officers from other government departments who are, themselves, assessed under a different promotion system and are unfamiliar with the External Affairs' Appraisal and Promotion Systems.

WE THEREFORE RECOMMEND THAT

1. *An in-depth training course be initiated by the Appraisal and Promotion Policy Unit (see Recommendation No. 5 on page 7) on "How to Rate and Write Appraisals" for each officer before departure on posting and/or return to headquarters.*
2. *A general review of the appraisal system and related issues, such as promotion board, grievances and appeal systems, be included on the agenda for all pre-posting briefings and orientation courses.*
3. *Officers from other departments be included (this is a must) in such training, since they will be serviced by support staff who are subject to the External Affairs Promotion Regulations.*