

17. *An in-depth training course be initiated by the Appraisal and Promotion Policy Unit (see Recommendation No. 5 on page 1 ) on "How to Rate and Write Appraisals" for each officer before departure on posting and/or return to headquarters.*
18. *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.*
19. *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.*
20. *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 Qualifications 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.*
21. *The preparation by the secretary of a summary of activities during the appraisal period, either in narrative or in point form, be made mandatory.*
22. *Employees be encouraged to play a more active role in the preparation of their appraisal reports.*