

features. The summary may be prepared in point form. It must be recognized that these summaries are only an input to appraisals and supervisors retain exclusive authority over the use they make of them. Such summaries should, however, be useful as a primary source of the kind of concrete evidence of specific activities which should appear in the narrative sections of the appraisals. Secretaries bear some responsibility for the quality of their appraisals. When the importance of appraisals is recalled, it should be evident that every secretary has a direct and immediate interest in obtaining an appraisal that will satisfy fully the Department's criteria for adequacy, completeness and substantiation. A good rating officer will seek to avoid doing ratings at the last minute. Secretaries should submit their summary of activities to their rating officer at least two weeks before the report is typed in final form. At least one week before the report is typed in final, rating officers should show their draft reports to the secretary being rated. The draft should then be discussed thoroughly before being typed in final form. This is not a mandate for more pressure to "inflate" reports, but a reminder that the secretary being rated does bear a portion of the responsibility for her/his report - and may well suffer some of the impact of reports being found wanting in any respect.