

Rated Requirements were fitted in under the headings on the form - sometimes not too successfully; for example:

SCY-1 - under Analysing

"Ability to make routine decisions in dealing with telephone enquiries and visitors, the scheduling of appointments and the handling of mail."

SCY-2 - under Controlling

"Ability to screen and distribute incoming mail."

"Ability to receive and direct telephone enquiries."

Putting the cart before the horse also resulted in a lack of linkage from level to level in the Rated Requirements for Abilities and Knowledge. This lack of linkage - or progression - made it difficult for promotion boards to project potential for promotion and to defend their projections to an appeal board. In fact, it was this very lack of linkage and the promotion board's inability to defend successfully its projections which resulted in the cancellation of the first SCY 1-2 and SCY 2-3 promotion processes.

Personal Suitability factors (Potential for Effectiveness on the present form) have never been defined and raters have applied differing interpretations to the same factor; e.g., "adaptability" to some meant adaptability to the work environment, while to others it meant adaptability to foreign environment. The Committee considered "Volume of Work" to be irrelevant. To what does "volume" apply? Volume would be relevant if one were being paid for piece work in a factory. It was felt that "industriousness", or how a secretary applied herself/himself to the job and made use of her/his time, is more important than "volume".