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**REPORT OF THE SPECIAL
COMMITTEE ON THE
APPRAISAL AND
PROMOTION SYSTEM
OF THE ROTATIONAL
SCY GROUP**

1978

OTTAWA, July 6, 1978

~~CONFIDENTIAL~~

PERSONNEL INFORMATION

Executive Summary

Report of the Special Committee
on the Appraisal and Promotion System
of the Rotational SCY Group

Widespread discontent among the rotational SCY's, which stemmed from slow advancement within the group and non-existent further career possibilities for those at its higher levels, led to the presentation to the Under-Secretary on March 4, 1977, of a petition demanding urgent attention to and solutions of the problems of these employees.

2. Many of the problems in this group are also the result of decisions taken outside the Department of External Affairs, principally the decision of Treasury Board to re-classify the former ST-SEC Group into the present SCY Group, and the continuing reluctance of the Board to recognize the rotational secretaries as a special and unique group, distinct in numerous ways from SCY's elsewhere in the Public Service. The Committee's mandate, however, was to study and make recommendations concerning the appraisal and promotion system and such other aspects of personnel management affecting the SCY Group as came within the exclusive purview of the Department of External Affairs.

3. In this context, the Committee made a series of recommendations which can be summarised as follows:

1. That an appraisal and promotion policy unit be established within the Bureau of Personnel, and that it be responsible for, among other things, producing a Manual of Appraisals and an appraisal and promotions information kit, and for improving the quality of appraisal preparation in the Department through training of supervisors and employees (or whatever means it judges appropriate) in their rights and responsibilities in appraisal preparation.

2. That, since the present Statements of Qualifications are poorly written and relate only loosely to the rating form and the duties actually performed by SCY's abroad, the Department adopt a new set of Statements of Qualifications which the Committee has developed.

3. That, since the present appraisal form shares common defects with the present Statements of Qualifications, the new appraisal form developed by the Committee in conjunction with the new Statements of Qualifications be adopted by the Department.

4. That new guidelines for the preparation of SCY appraisals be adopted, and that they place considerable emphasis on job descriptions and descriptions of responsibilities as the basis for appraisals, and that they make mandatory the preparation by SCY's of narrative summaries as contributions to the appraisals.

5. That it be ensured that all Promotion Boards have at least some bilingual members, that experience abroad (covered by at least one annual appraisal) be a basic requirement for promotion to the SCY-2 level, and that knowledge only be weighted (by a factor of 2) and that the "overview" factor be abolished. All these recommendations are reflected in the proposed scoring sheet developed by the Committee.

6. That more attention be given to training secretaries (in foreign languages, diplomatic protocol, writing skills, supervisory skills for senior secretaries) and that skill development and experience be established as a criteria for determining assignments, especially with regard to use of the second Canadian language, English or French, as the case may be. The Committee considered that these recommendations in turn required more continuity in the support staff assignment section, perhaps by making one of the assignment officers non-rotational.

7. That supervisors of secretaries be trained in supervisory skills and in appraisal preparation, and that the position of "Divisional Secretary" be abolished in Divisions with less than three secretaries, and further, that such Divisional Secretaries as will be retained should follow the above-mentioned training programmes.

RECOMMENDATIONS

JUN 20 1977

THE COMMITTEE RECOMMENDS THAT

1. *An Appraisal and Promotion Policy Unit be established within the Bureau of Personnel.*
2. *The mandate of the Unit incorporate at least the points mentioned in the discussion above.*
3. *The Unit produce a Manual of Appraisal for the use of managers, supervisors and employees, which would cover all aspects of the appraisal and promotion system - policies, procedures and forms used by all occupational groups within the Department.*
4. *APOU produce an Appraisal and Promotion Information Kit to include all Statements of Qualifications for the employee's group, a copy of the appraisal form(s), scoring sheet, ARC guidelines, promotion board guidelines, and guidelines and instructions for completing appraisal reports, in order that the appraisal and promotion system remains an open system.*
5. *APOU arrange a seminar for all personnel on how to write appraisals and on how to rate employees in order that they be able to understand the system better.*
6. *APOU include in the pre-posting briefing and orientation course for new employees, a seminar on how the appraisal and promotion system functions in External Affairs.*
7. *If the proposal to create an APOU is not adopted, Recommendations Numbers 4, 5 and 6 be initiated by APOS.*
8. *The appraisal method for promotion be continued for rotational SCYs.*

PERSONNEL INFORMATION

8. That secretarial job packages be reviewed with a view to reducing the amount of straight typing (perhaps by hiring more typists, both rotational and non-rotational) and that secretaries be given a chance (through APROD or lateral transfers to the CR Group) to gain experience in other areas such as administration, consular or personnel, with a view to improving their long-term career prospects (perhaps through promotion from APROD into a rotational AS Group). Provision should be made for secretaries to volunteer for Temporary Duty.

9. That the Departmental establishment be reviewed with a view to improving the officer/secretary ratio in a number of areas; and that the classification of secretarial positions be raised. In particular, all SCY-1 positions should be training positions, with SCY-2 being the effective working level (as in other Departments). All SCY positions abroad should be classified at least at the 2 level. In addition, numerous other positions should be up-graded (e.g. secretaries to Heads of Post could all be SCY-4).

10. That information on accommodation at posts abroad be made available to secretaries before postings are accepted, and that the minimum housing standards for SCY's be two-bedroom units.

4. One of the major conclusions of the Committee is that alternative selection procedures (tests, interviews) are inappropriate to the rotational foreign service secretary and that the present system of promotion board using supervisor-prepared appraisal report be continued.

9. *The Statements of Qualifications (Annex 'B'), as re-written, be adopted and implemented when this report is accepted.*
10. *The Summary of Duties on the Statements of Qualifications be removed permanently for rotational SCYs and only the actual duties/responsibilities as performed by the secretary be taken into account.*
11. *The required permission be sought from the Public Service Commission for the raising of the Basic Requirement for Experience.*
12. *The new Rotational Secretary Appraisal Report form (ROSAR) and the abbreviated ROSAR form be adopted as per Annexes 'C' and 'E'.*
13. *Part B of the form (Duties/Responsibilities) require a job description to be jointly formulated or agreed upon by the secretary and the supervisor, no later than three (3) months after arrival of either the secretary or the supervisor or the beginning of a new appraisal period.*
14. *A Circular Document or Administrative Notice be issued to all posts to introduce the new system well in advance of the annual call for appraisals.*
15. *A notice be included in the Administrative Notice every three months to remind management of their obligation to prepare and discuss job descriptions with their employees, as described in our Recommendation Number 2.*
16. *New Guidelines and Instructions for the Preparation of the Rotational Secretary Appraisal Report which have been prepared (Annexes 'F' and 'G') be adopted and implemented.*

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.*

23. *The "Guidelines and Procedures for Appraisal Review Committee" be updated and re-written by the newly created Appraisal and Promotion Policy Unit (APOU) to reflect the changes in the appraisal system and to incorporate the suggestions from the discussion in Item 4.2.*
24. *On every Appraisal Review Committee, the Chairman be officially and functionally bilingual, and a minimum of one additional member be at least officially bilingual.*
25. *When an appraisal report is returned to the rater with a request for more information, a copy of the request be sent automatically to the ratee for her/his information and comment if necessary. If the rater refuses to provide the additional information requested, the ratee should be advised immediately.*
26. *The appraisal system always remain an open system where supervisors and employees are free to contribute as much as possible into the system.*
- *
27. *Terms of reference and guidelines and instructions for promotion boards be completely re-written (this should be done by the Appraisal and Promotion Policy Unit, if adopted).*
28. *Promotion boards should be composed of at least three fluently bilingual members plus a non-voting secretary (possibly a SCY not included in area of selection), who will take notes of comments made by board members or of marks awarded.*
29. *Apart from Knowledge, which should have a weight factor of 2(two), no other individual Rated Requirement be given additional weight.*
30. *The "overview" feature be abolished, i.e., no marks be added to the general total for "overview" (the Board will still retain the power to adjust marks for Rated Requirements as warranted in their judgement by the substantiation provided in the narrative portions).*

31. *The new scoring sheet (see Annex 'H') be adopted and implemented for future SCY promotion boards.*
32. *No change be made to the existing practice of holding promotion boards once a year.*
33. *Should it be declared illegal to have an experience factor as recommended in the proposed Statements of Qualifications, however, two-year eligibility lists be made in order to have better information on all candidates considered for promotion.*
34. *To provide continuity, at least one of the secretarial assignment officers should be non-rotational but with a rotational background.*
35. *The rotational assignment officers be posted for a period of not less than two years.*
36. *Deputy Heads of Division or the Personnel Bureau be officers from a non-rotational environment, in order to provide some form of continuity within the Bureau of Personnel.*
37. *Divisions with fewer than three secretaries do not have a Divisional Secretary, but if such situations do exist, that a review be carried out.*
38. *All Divisional Secretaries be given courses in supervisory skills and human relations.*
39. *Divisional Secretaries be given a definite area of authority and responsibility.*
40. *A general review of the Divisional Secretary concept be carried out by the Bureau of Personnel.*

41. *A greater emphasis be put on the development of effective writing skills, and that APOD take a more initiative, rather than responsive, role in training.*
42. *Courses and/or seminars be initiated for officers on personnel management and human relations topics; for example, a one- or two-day Officer/Support Staff session to discuss and demonstrate proper business practices and constructive use of a secretary.*
43. *Pre-posting seminars or briefings be given to prepare for new assignments. A two-week temporary duty as an "observer" in the related geographic division just before posting departure would be a realistic and lasting teaching method.*
44. *Training for, or information on, utilization of new equipment and systems introduced by the Department be given, to assist secretaries in more efficient use of time and resources; for example, Word Processing equipment, computer systems, copy and printing methods.*
45. *Special training be given in Protocol Division, to teach essentials of diplomatic practices as required at more responsible positions at posts.*
46. *Employees posted to countries where neither official Canadian language is used be given at least basic language training prior to leaving for a post. A budget should be provided for this purpose.*
47. *The importance and nature of typing in the job package of a Foreign Service Secretary be re-evaluated.*
48. *Study the possibility of hiring non-rotational typists and rotational typists, bearing in mind the "word processing concept".*
50. *In the immediate future, there be no SCY-1 positions abroad, and that all SCY-1 positions be in Ottawa for training purposes.*

51. Management hire a greater number of non-rotational typists in Ottawa for those areas where a great deal of typing is done, in order to provide a better job package for those secretaries returning from abroad.
52. The ratio of officers to secretaries, which is too high in some areas and too low in others, be revised and adjusted to a more meaningful operational ratio in order to benefit secretarial development and departmental operations.
53. The basic requirement under experience be upgraded to require one annual appraisal report from a post abroad at the SCY-1 level in a SCY-2 position.
54. Positions abroad bear three classification levels - Junior (SCY-2), Intermediate (SCY-3) and Senior (SCY-4) - and that these positions be classified in accordance with a jobbing system.
55. The Department establish its own Departmental classification benchmarks for SCYs in relation to what is prescribed by the Treasury Board.
56. Positions abroad be established at the minimum of the SCY-2 level, and that recruitment remain at the SCY-1 level, with eligibility for promotion to the SCY-2 level upon meeting all the established requirements.
57. The Classification Section obtain all the job descriptions which were done in the last (1975) re-classification exercise and that, using these descriptions as a guide, all duties being done at all levels be itemized and three job descriptions be written for each level. If this means exploiting the classification system to ensure the correct benchmarks are arrived at, the Committee recommends such exploitation.

58. *The Classification Section classify positions on the basis of the new job descriptions and the positions then be matched with position numbers at posts, according to the breakdown on Pages 44 and 45.*
59. *A thorough study and re-classification be carried out of all SCY rotational positions in Ottawa, using the same principle as that for positions abroad.*
60. *A number of rotational positions in the AS and PE Groups be developed to which secretaries could advance. These positions could include Executive Assistants to Heads of Posts at certain large posts (Washington, London, Paris come to mind), administrative, personnel and consular officers. This would also provide an avenue out of their occupational ghetto for those secretaries who do not want to sacrifice their rotationality for advancement.*
61. *Beginning with the introduction of the new system recommended by the Committee, a "get tough" policy will have to be adopted (or we will be caught in the same carousel again).*
62. *A training path for career progression be established, in order to prepare SCYs for promotion into the officers' ranks.*
63. *Along with an establishment review and formal training of supervisors, it be emphasized that duties and responsibilities can be delegated to SCYs.*
64. *The APROD concept be tried at selected missions abroad.*
65. *Should the APROD concept be adopted, it provide for progression into the AS rotational stream.*
66. *Before APROD is adopted, the implication be fully explained to the secretarial group and other administrative support staff groups.*

67. *If the APROD concept is not adopted, the Department seek to create a single FS support staff occupational group based on the CR classification standards, and that such a group provide progression to the AS rotational stream.*
68. *The Department consider opening up opportunities for lateral transfer from the SCY to the CR Group - perhaps by competition. (For example, in a given promotion exercise, a proportion of positions would be reserved for competition among SCYs. It is conceded that the number would have to be kept low so as not to jeopardize the career advancement of CRs.)*
69. *A policy be developed to allow SCYs to fill CR positions on a one-time basis.*
70. *A program of rotating secretaries through various divisions on initial assignment in Ottawa be instituted, and that the initial assignment provide for experience in a minimum of three divisions, with the employee spending approximately three to four months in each division, so that secretaries receive training and learn something about the various functions of the Department.*
71. *Secretaries returning to Ottawa from abroad be given an opportunity to work in an area of expressed interest, and that these assignments also include secondments to the foreign service sections of departments for which we supply support services, e.g., E & I, Industry, Trade and Commerce, CIDA, etc.*
72. *Secretaries, whose known assignments abroad will be with another department, be given an opportunity to receive training prior to taking up the assignment.*
73. *A card system of job descriptions be devised so that secretaries will have a better idea of job content in order to plan their own career development better.*

74. *The type of job be indicated in the annual Support Staff Posting Program (at present, this only indicates whether it is that of Head of Post Secretary).*
75. *Rather than an annual list of support staff vacancies anticipated, this list be published quarterly.*
76. *The Department urge the Public Service Commission to establish better and more specific language training courses for foreign service secretaries.*
77. *The designated relief centres for specific posts be retained.*
78. *A "Temporary Duty Register" be established in APO, so that secretaries wishing to be considered for temporary duty assignments could register officially for such consideration.*
79. *Positions be staffed at the proper level and, in cases where extenuating circumstances do not exist, preference be given to secretaries whose classification level corresponds to that of the position available in the assignment selection.*
80. *Information about housing units be improved and be provided before the posting confirmation rather than after.*
81. *Overall housing policy for SCYs be reviewed to raise the minimum standards to two-bedroom units.*
- *82. *The Appraisal Review Committee, when reviewing appraisal reports, should only have in hand the current appraisal report and not the entire appraisal file.*
83. *Beginning with the introduction of the new system recommended by the Committee, a "get tough" policy will have to be adopted (or we will be caught in the same carousel again).*

ACKNOWLEDGEMENTS

A secretary is a secretary is a secretary - and wherever she is, the typewriter is always chained to her wrist. In its effort to study and make recommendations for improvements to the appraisal and promotion system, the Committee wishes to express its appreciation for the assistance of those secretaries who provided us with written expressions of their views and to those who accepted our invitation to be interviewed. Managers who have expressed their views to the Committee have also contributed to a great extent in the preparation of this report.

We would like to express our appreciation to the French Embassy, the American Embassy, the Australian Embassy, the Ontario Provincial Government, the Royal Bank of Canada in the Lester B. Pearson Building and at their Head Office in Montreal for giving us some of their time and for supplying us with explanations, documentation and answers to our questions regarding their appraisal systems.

We would also like to express our appreciation to the Departments of Defence, Manpower & Immigration, Industry, Trade & Commerce, and the NCRO of the Public Service Commission, for sharing their views, problems and solutions regarding their appraisal systems and ours.

Last but not the least, we appreciated the concerns and opinions expressed by the Public Service Alliance of Canada regarding our proposals and the current appraisal system, and information regarding classification provided by Treasury Board.

Such a report, even if it is written by a special Committee, has to rely on various sources of information on which to base its recommendations. Without the help and co-operation of many, the preparation of this report would not have been possible.

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INTRODUCTION

The following report is submitted to senior personnel management in the Department of External Affairs in an effort to improve the system of promotion and the career opportunities of rotational secretaries in the Canadian foreign service. The need for such a report is evident because of wide-spread discontent among rotational secretaries, as reflected in a petition to the Under-Secretary of State for External Affairs dated March 4, 1977 which sought to eliminate the inequities in the Department's appraisal and promotion system as it relates to secretaries. A Committee was given a mandate to deal with these issues (see Annex 'A').

The need to take immediate and appropriate action to raise the morale of the SCY group cannot be overly stressed. Rotational secretaries see themselves as being in a ghetto from which there is little chance of escape. With the elimination some years ago of the rotational AS stream, there now exists no stream beyond the SCY 4 level to which secretaries can aspire, unless they agree to become non-rotational. The problem created by the lack of advancement opportunity in the rotational field is compounded by the fact that advancement within the SCY stream itself is very slow and, at times, capricious. Something is seriously wrong with a promotion system that takes a good secretary an average of ten years to be promoted to SCY 2. When one considers that all promotions have been delayed for two years since the reclassification of the secretarial group in January 1976, it is understandable that morale among FS secretaries has reached a record low.

This report deals mainly with the appraisal and promotion system per se and a number of changes are recommended, particularly with respect to the Statements of Qualifications and the appraisal form itself. It should be recognized, however, that reform of the promotion system itself only partially meets the concerns of rotational secretaries. Reform of the system will have little impact unless there is a corresponding significant increase in opportunities for advancement, both within the SCY group and beyond it. Most of the problems encountered by the secretarial group stem

from the reluctance of Treasury Board to recognize the FS secretarial group as a unique and separate employee group. While it recognizes this fact, the report also contends that there is much which the Department itself can do, within the constraints of present legislation, to improve the career opportunities of rotational secretaries. These improvements relate largely to the classification of secretarial positions, inter-group mobility, the creation of rotational positions beyond the SCY group and the training of supervisors and secretaries alike. These subjects constitute the second part of our report.

On the principle that lengthy reports have a way of being admired, but not read, it was agreed at the outset that, despite the complexity and severity of the problems related to the SCY group, this report should be brief but concise. It contains sufficient discussion to support our recommendations, but we hope it does not tax the attention span of the reader. We urge that full copies of this report be distributed to all posts and divisions.

1. THE STUDY

1.1. THE COMMITTEE

On February 13, 1978 the Bureau of Personnel Management, acting on recommendations made by a Mandate Committee, established a Committee whose ultimate goal and purpose was to recommend improvements to the present system in order to make it equitable and to develop a better utilization of rotational SCY resources.

The Committee's mandate had been determined following consultations between management and the Public Service Alliance of Canada (PSAC), which is reproduced as Annex 'A'. The Committee members were:

Denis J. Pion Chairman	(PE)	-	APOS
Olga Borsa	(SCY)	-	Prague
Murielle Mailhot	(SCY)	-	
Joyce Plezia	(SCY)	-	APR
Marianne Wasywich	(SCY)	-	
Peter Van Brakel	(FS)	-	APOA

The Committee met on a full time basis from February 13 to March 23, 1978.

1.2. THE COMMITTEE'S APPROACH

The Committee analyzed a great deal of documentation from within this organization and other organizations. It also sought ideas from other Departments of the federal and provincial governments, foreign embassies, private industry, the Public Service Commission, Treasury Board and the Public Service Alliance of Canada.

In addition, the Committee interviewed a cross-section of SCYs and supervisors at all levels, to solicit their views on how they considered their roles vis-a-vis each other in the Foreign Service context.

1.3. THE STUDY

The various tools for promotion - tests, interviews, appraisal reports, etc. - were studied. Without exception, all outside agencies consulted used appraisal reports as the tool, or one of the tools, for promotion and again, without exception, there were two universal problems: inflated reports and subjectivity. The Americans' attempt at dealing with inflation is to obligate the rating officer to name at least two areas in which the employee requires improvement. The problem of subjectivity is inherent in any appraisal process and can never be removed entirely.

In other agencies, where the appraisal method for promotion worked reasonably well (at least from the management's point of view), they were allowed to set their own ground rules. The area of selection was narrowed by either a time in grade requirement or the actual pre-selection by personnel division of the candidates to be considered by a promotion board. (In the latter, only the top-rated and usually three times the number of candidates as there were positions, were selected.) In some agencies promotions were appealable, in others they were not.

In short, from outside sources, the Committee found some worthy ideas, but no perfect system. It was concluded that the solution to our problems must come from within. Further, we had to design that system within the framework of the regulations by which we are presently bound - those of the Public Service Commission and the Treasury Board.

The Committee studied alternatives to the appraisal method for promotion. Practical, radical, revolutionary and even futuristic suggestions were considered. The ideas and suggestions were tried out on a cross-section of secretaries. There was agreement in one area - the idea of tests was rejected. What form would the tests take, and what would they actually prove? Further, tests would favour those who have an aptitude for tests,

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.

2. GENERAL

2.1. APPRAISAL AND PROMOTION POLICY UNIT (APOU)

There is a definite need within the Bureau of Personnel to ensure that policies are updated and made known to everyone and that Appraisal Systems appropriate to every group are maintained and revised on a regular basis.

DISCUSSION

This Committee fully endorses the recommendation from the CR Study Group Report for the establishment of an Appraisal and Promotion Policy Unit (APOU) in full operation within the Bureau of Personnel.

In order to ensure a continuing form of progression and improvement (after each study has been concluded and the report on each submitted), and considering that appraisals are a major task in the Personnel Bureau every year, there is a pressing need to institute a working unit to look after the operation of appraisal systems and to update policy. Included in the mandate of this unit should be the responsibility of developing briefing sessions for all ARCs and Promotion Boards in the Department. This unit should also develop a half-day pre-posting briefing session on appraisals for employees and supervisors concerned before leaving for posting abroad.

For supervisors and employees abroad, there is a need for one unit in Ottawa to which all queries with regard to appraisals and promotions could be directed.

WE THEREFORE RECOMMEND THAT

1. *An Appraisal and Promotion Policy Unit be established within the Bureau of Personnel.*

2. *The mandate of Unit incorporate at least the points mentioned in the discussion above.*
3. *The Unit produce a Manual of Appraisal for the use of managers, supervisors and employees, which would cover all aspects of the appraisal and promotion system - policies, procedures and forms used by all occupational groups within the Department.*
4. *APOU produce an Appraisal and Promotion Information Kit to include all Statements of Qualifications for the employee's group, copy of the appraisal form(s), scoring sheet, ARC guidelines, promotion board guidelines, and guidelines and instructions for completing appraisal reports, in order that the appraisal and promotion system remains an open system.*
5. *APOU arrange a seminar for all personnel on how to write appraisals and on how to rate employees in order that they be able to understand the system better.*
6. *APOU include in the pre-posting briefing and orientation course for new employees, a seminar on how the appraisal and promotion system functions in External Affairs.*
7. *If the proposal to create an APOU is not adopted, Recommendations Numbers 4, 5 and 6 be initiated by APOS.*

2.2. ALTERNATIVE SYSTEMS

THE PROBLEM

Appraisal reports may not be the most appropriate tool to assess the candidate's readiness and/or qualifications for promotion.

DISCUSSION

The Committee had received some comments from secretaries regarding the possibility of using other staffing tools (such as tests, exams, and interviews) in order to assess merit for promotion. Bearing this in mind, the Committee had a closer look at the CR and CM reports, to see if any of the alternate systems that were being proposed could be of some use for the SCY Group. Although quite interesting and innovative, it was the consensus of the Committee that, with an updated appraisal system and a less subjective promotion process, the appraisal reports could once again be proved to be the most appropriate tool for promotion purposes for rotational personnel.

Notwithstanding the above, the Committee also had a closer look at other organizations' promotion schemes and found them inadequate for the rotational concept. Being bound by Treasury Board Regulations, the Public Service Employment Act and Regulations, plus Public Service Commission procedures and regulations, the Committee found those alternate systems unsuitable.

The appraisal method for promotion appears to be as fair as any other method studied by the Committee. For a rotational service it also appears to be the most practical one. It is, however, flawed by abuses of the system. Appraisals are used as threats and blackmail, and both employees and supervisors are to blame. Supervisors told the Committee that they try to give an honest and fair appraisal of the employee's performance.

Employees, while agreeing that the appraisal is fair and honest, counter with: "but if it isn't 'outstanding', it won't get me promoted." Thus, the result of "honesty is the best policy" has been that "nice guys finish last", and many good employees have been the victims of a self-perpetuating dilemma. The pleas in the past for stopping inflated reports have largely been ignored.

WE THEREFORE RECOMMEND THAT

1. *The appraisal method for promotion be continued for rotational SCYs.*
2. *Beginning with the introduction of the new system recommended by the Committee, a "get tough" policy will have to be adopted (or we will be caught in the same carousel again).*

3. APPRAISAL SYSTEM

3.1. STATEMENTS OF QUALIFICATIONS

THE PROBLEMS

1. The present format of the Statements of Qualifications is inappropriate in relation to the Selection Standards.
2. The experience requirement, particularly for SCY-2 and SCY-3, is inadequate for a Foreign Service Secretary.
3. No proper credit or recognition is given for clerical duties performed under the present SCY Statements of Qualifications.

DISCUSSION

The Treasury Board study of the Secretarial, Stenographic and Typing Group conducted in 1975 resulted in the abolishment of "rug-ranking" and the production of new Selection Standards for the group. The Secretary sub-group was converted from levels SEC 1-5 to SCY 1-4, and positions were to be classified on the basis of the new Selection Standards. The first step should have been the preparation of Statements of Qualifications for each level, based on the new Selection Standards. Following this, an appropriate form should have been developed to assess the Rated Requirements of the Statements of Qualifications.

Rated Requirements

Our present Statements of Qualifications, although based on the Selection Standards in general, were obviously written around the present appraisal form (a "cart before the horse" situation). The

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".

Summary of Duties

Too often, secretaries have been rated on those duties or responsibilities as stated in the Summary of Duties on the Statements of Qualifications. No proper credit or recognition was given to the secretary who did some registry work, accounts, consular or other duties which at times are not of a secretarial nature.

Experience Factor

The Selection Standards distinguish Basic Requirements from Rated Requirements. The Basic Requirements provide for the inclusion of those essential qualifications that are used for initial screening purposes. Basic Requirements are minimum criteria and are not rated by degree. Experience refers to actual participation or practice in activities related to the duties and responsibilities of a position - the acquisition or exercise of knowledge or abilities in vocational or avocational circumstances. Experience requirements must not be expressed in terms of a specific number of years. To raise Basic Requirements for positions in this Group above the minimum prescribed, permission must be obtained from the Public Service Commission. (From Classification and Selection Standard manual.)

Merit Principle

There is a consensus feeling among rotational secretaries that the merit in the application of the Merit Principle is questionable in a rotational foreign service. A demonstrated ability to function effectively in a foreign environment is essential and this can only be done through a posting abroad. The fact that there were many

promotions in the SCY 1-2 group based on only a few days' experience in a post abroad contributed greatly to the already low morale among secretaries of long service with the Department whose own promotions had been hard-won.

When revising the Statements of Qualifications, the Committee based the review on the following principles:

1. Rated Requirements for Knowledge and Abilities to be linked to their increasing degree of complexity and responsibility from level to level.
2. Personal Suitability requirements to be revised to reflect the qualities essential to a rotational Foreign Service Secretary, and to be defined to avoid differing interpretations by rating officers.
4. Basic Requirement for Experience to be expressed in order to take into account the concept of a rotational Foreign Service Secretary.

WE THEREFORE RECOMMEND THAT

1. *The Statements of Qualifications (Annex 'B') as re-written be adopted and implemented when this report is accepted.*
2. *The Summary of Duties on the Statements of Qualifications be removed permanently for rotational SCYs and only the actual duties/responsibilities as performed by the secretary be taken into account.*
3. *The required permission be sought from the Public Service Commission for the raising of the Basic Requirement for Experience.*

3.2. APPRAISAL FORM

THE PROBLEM

The present form is inadequate in content and format and is not designed to rate the requirements of the present Statement of Qualifications for SCYs.

DISCUSSION

It goes without saying that the present appraisal form does require some major changes and does contain information that could possibly lead to a form of discrimination. Some of the major flaws are listed below:

Part I(A) - Basic Data

Date of Birth is considered irrelevant and it has been illegal on application for employment forms for many years.

Part I(B) - Recent Education and Training

Considered irrelevant.

Part II - Performance Review

The Duties and Responsibilities, check marks and supporting narrative are on different pages. It has proved extremely difficult for ARCs and promotion boards to sift through the various narrative sections in an effort to locate substantiation for check marks awarded. The various headings for Rated Requirements on the form are often in conflict with the requirements as stated in the Statements of Qualifications. There is confusion on the part of rating officers as to what to base the check marks on - the job description or the Statements of Qualifications.

Part III - Potential

Career and Development Interests (To be completed by the employee)

In practice, this part is used by neither the assignment section which relies on the Posting Preference Form or direct communication with employees nor by the Training and Development Section. Thus, it seems to serve no useful purpose here, and is considered irrelevant in an appraisal of performance.

Evaluation of Potential (To be completed by the supervisor)

This is also considered irrelevant, as it relates to the above.

Part IV - ARC Comments

This section is no longer being used by the ARC.

PROPOSED NEW FORM

A new form (see Annex 'C') was designed by the Committee in order to assess better the Rated Requirements as they pertained to the new Statements of Qualifications. The following changes were made:

Part A - Basic Data

Date of Birth was removed.

Function and Title was changed to Classification of Position.

Level of Post as defined in FSD 58 was added to Location.

Recent Education and Training was moved to Attachment I of the Appraisal Report Form (see Annex 'D').

Part B - Performance Review

The employee's job description and the narrative assessment of overall performance were placed side by side so that they can be read in relation to each other.

Part C - Assessment of Rated Requirements

A numerical scale is to be used to assess the Rated Requirements for Knowledge, Abilities and Personal Suitability. The range within the scale should allow the rating officer to define better the degree to which the employee did not meet, met, or exceeded the requirements as defined on the Statements of Qualifications for each level. There are no headings under the Knowledge and Abilities requirements. The rating officer must refer to the Statements of Qualifications, thus ensuring that each employee is rated on the same requirements as stated for her/his present level. There has been considerable confusion in the past over just what was to be rated; rating officers were applying different standards, with the result that employees were not being judged equally or fairly.

The narrative substantiation for each of the Rated Requirements immediately follows the numerical assessment. This simplifies the task for the rating officer, employee, ARCs and the promotion board.

Part D - Certification

The Rating Officer is required to certify that the report has been prepared after reading

- a) the Guidelines and Instructions
- b) the appropriate Statement of Qualifications for the level of the employee and for the next level, and
- c) that the contents of the report have been discussed with the employee.

The Reviewing Officer must certify that the report has been reviewed in light of all the above. The employee must certify that she/he has read (a) and (b) above and that the report has been discussed with the rating officer. If there is any disagreement, narrative substantiation must be provided for any point of difference.

Attachment 1

This sheet contains the information on employee career development interests. It is to be detached by APOR and copies distributed as indicated to the Assignment Section (APOA), Training and Development Section (APOD), and Human Resources and Planning Section (APOH).

WE THEREFORE RECOMMEND THAT

1. *The new Rotational Secretary Appraisal Report form (ROSAR) and the abbreviated ROSAR form be adopted as per Annexes 'C' and 'E'.*

2. *Part B of the form (Duties/Responsibilities) requires a job description to be jointly formulated or agreed upon by the secretary and the supervisor no later than three (3) months after arrival of either the secretary or the supervisor or the beginning of a new appraisal period.*
3. *A Circular Document or Administrative Notice be issued to all posts to introduce the new system well in advance of the annual call for appraisals.*
4. *A notice be included in the Administrative Notice every three months to remind management of their obligation to prepare and discuss job descriptions with their employees as described in our Recommendation Number 2.*

3.3. GUIDELINES FOR PREPARATION OF REPORTS

THE PROBLEM

The present Guidelines are outdated and some elements have been superseded by Circular Documents. Employees and rating officers are not always sure that they have all the latest information.

DISCUSSION

It was felt that there was just too much paper and too many words in too many places on how to prepare appraisal reports. One publication which would provide all of the guidelines and instructions in one place, briefly and concisely, is required. It is no secret that rating officers dislike writing appraisal reports. In order to be fair to the rated employee they must wade through a jungle of words. The employee, in an effort to determine whether she/he has been fairly assessed, must wade through the same jungle. When an already difficult task is made even more difficult, it tends to get put off - and off. The problem of last-minute and late appraisal reports has been a complication of the system.

WE THEREFORE RECOMMEND THAT

New Guidelines and Instructions for the Preparation of the Rotational Secretary Appraisal Report which have been prepared (Annex 'F' and 'H') be adopted and implemented.

(The guidelines explain when a report is required, type of report depending on length of appraisal period, inadmissible comments, etc. The instructions explain, point by point, how to Prepare the report.)

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.*

3.5. RATEE

THE PROBLEMS

1. Employees are ignorant of the promotion process in general, and many are unaware of their rights.
2. Employees play a too passive part in the preparation of their own appraisal reports.

DISCUSSION

The promotion process is a mystery to most employees. They do not know how their appraisal reports are scored by the promotion board, or that some of the Rated Requirements have a weight factor. They do not know that, following a promotion exercise, they have a right to see their scoring sheet as used by the promotion board.

Employees, themselves, play a too passive role in the preparation of their own appraisals. Although past directives have encouraged employees to provide their supervisors with a list of activities undertaken during the appraisal period few, in fact, have done this. They are then disappointed when the supervisor fails to make mention of a particular point in their report.

As outlined in Circular Document 34/76 of June 7, 1976, supervisors are encouraged to solicit a one-page narrative summary of the employee's activities during the appraisal period for consideration by the supervisor in preparing the appraisal report.

WE THEREFORE RECOMMEND THAT

1. *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 Qualification 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*
2. *The preparation by the secretary of a summary of activities during the appraisal period, either in narrative or in point form, be made mandatory.*
3. *Employees be encouraged to play a more active role in the preparation of their appraisal reports.*

4. PROMOTION PROCESS

4.1. APPRAISAL REVIEW COMMITTEE (ARC) PROCEDURES

THE PROBLEM

Are the ARCs performing a useful function, or should their function be somewhat altered?

DISCUSSION

The establishment of Local Review Panels was considered by the Committee. It was concluded that these panels would be possible only at large or medium-sized posts. A Local Review Panel could maintain relativity in appraisals emanating from its own mission. However, the purpose of an ARC is to judge all reports in relation to all others in the employee's group and level, and this can only be done effectively by the same Committee considering all reports.

The present function of an ARC is to review the report for completion of all sections, narrative substantiation of check marks, and to seek further substantiation where it is lacking. A ratee then finds out that a request has been made for more information on her/his appraisal report only when it comes to signing the substantiation furnished by the rater. In certain cases where the rater refuses to add any more comment, she/he has no way of even knowing that such a request has been made by the ARC.

The Committee considered that, in cases where further substantiation is sought from rating officers, a copy of the request (telex or memorandum) be sent to the rated employee. This alerts the employee to the fact that something is lacking in the report. If the requested information is not forthcoming within a reasonable length of time, the employee may wish to take some action to ensure equity in her/his appraisal report and in the promotion process. Also, the Committee felt that in some cases there

might be some injustice in judging two appraisal reports because of the fact that ARC members do not fully appreciate nuances of wording utilized in an appraisal report written in the second official language.

WE THEREFORE RECOMMEND THAT

1. *The "Guidelines and Procedures for Appraisal Review Committee" be updated and re-written by the newly created Appraisal and Promotion Policy Unit (APOU) to reflect the changes in the appraisal system and to incorporate the suggestions from the discussion above.*
2. *On every Appraisal Review Committee, the Chairman be officially and functionally bilingual, and a minimum of one additional member be at least officially bilingual.*
3. *When an appraisal report is returned to the rater with a request for more information, a copy of the request be sent automatically to the ratee for her/his information and comment if necessary. If the rater refuses to provide the additional information requested, the ratee should be advised immediately.*
4. *The appraisal system always remain an open system where supervisors and employees are free to contribute as much as possible into the system.*
5. *The Appraisal Review Committee, when reviewing appraisal reports, should only have in hand the current appraisal report and not the entire appraisal file.*

4.2. PROMOTION BOARDS

THE PROBLEM

Promotion Boards do not necessarily use the same criteria; neither need they follow the procedures in the same way.

DISCUSSION

There are several problems with the selection process, and many employees are quite unaware as to how a promotion board functions. Also, not all promotion boards necessarily use the same criteria. Employees are not aware that some Rated Requirements are weighed - by how much and for what reasons.

The check marks on every appraisal report being used in a particular promotion exercise are averaged out, regardless of the length of the appraisal report; i.e., a report covering three months can be worth as much as one covering twelve months.

Up to a total of twenty-five marks can be awarded for "overview", at the discretion of the board; the marks are based on a review of the entire appraisal file and a "gut feeling" of the board members. In discussions with members of past boards and with a PSAC Representative, the Committee found that the overview mark is the most vulnerable aspect of the promotion process. It is the most frequent aspect of attack by the PSAC in an appeal case, and the most difficult to defend by the Department's Representative.

The Committee considers that the same criteria should be applied by all promotion boards and that this criteria should be made known to all employees in advance of a promotion exercise.

The Committee also considers that, while Knowledge is important, the application of that Knowledge through demonstrated Abilities is more important. Of equal importance, for a rotational Foreign Service Secretary, are the Personal Suitability factors. On the present promotion board scoring, Knowledge is currently weighed by 6 for the SCY 1-3 and by 7 for the SCY-4.

Taking into consideration the following principles that:

1. Knowledge should be attributed a weight factor of 2 (two) for SCY 1-4 instead of 6 (six) for SCY-1-3, and a weight factor of 7 (seven) for SCY-4 (Knowledge will be then worth 10% of the possible marks, instead of 33%);
2. Appraisal reports be weighed in relation to the length of period the report covers, e.g., three months/twelve months, eight months/twelve months, etc;
3. Promotion Board members should have sufficient knowledge of both official languages,

WE THEREFORE RECOMMEND THAT

1. *Terms of reference and guidelines and instructions for promotion boards be completely re-written (this should be done by the Appraisal and Promotion Policy Unit, if adopted).*
2. *Promotion boards should be composed of at least three fluently bilingual members plus a non-voting secretary (possibly a SCY not included in area of selection), who will take notes of comments made by board members or of marks awarded.*
3. *Apart from Knowledge, which should have a weight factor of 2 (two), no other individual Rated Requirement be given additional weight.*

4. *The "overview" feature be abolished, i.e., no marks be added to the general total for "overview" (the Board will still retain the power to adjust marks for Rated Requirements as warranted in their judgement by the substantiation provided in the narrative portions).*
5. *The new scoring sheet (see Annex 'H') be adopted and implemented for future SCY promotion boards.*

4.3. ELIGIBILITY LIST

THE PROBLEM

Candidates on the eligibility list sometimes fall short of a promotion because the list does not cover a full year or more.

DISCUSSION

This Committee studied the possibility of holding a promotion board every two years and having an eligibility list also covering a period of two years, i.e., the year preceding the promotion exercise and the year following the promotion exercise. Considering our recommendation to increase the requirement under experience in the basic requirements, it was found unreasonable to create such a long waiting period before one could compete for a promotion.

The Committee has also studied the possibility of holding a promotion board every eighteen (18) months. This option presented some operational problems to management and employees, and was not given any further consideration.

There is some merit to these ideas, but it was felt by secretaries in general that, for psychological reasons, an annual promotion exercise is preferable.

WE THEREFORE RECOMMEND THAT

1. *No changes be made to the existing practice of holding promotion boards once a year.*
2. *Should it be declared illegal to have an experience factor as recommended in the proposed Statements of Qualifications, however, two-year eligibility lists be made in order to have better information on all candidates considered for promotion.*

5. PERSONNEL ADMINISTRATION

5.1. PERSONNEL ASSIGNMENTS

THE PROBLEMS

1. Foreign Service Officers' assignments last two years (approximately) with the Personnel Bureau. Secretaries consider that assignment period to be too short to provide continuity.
2. Considering that there are more than a hundred establishments abroad, and that Headquarters is here in Ottawa, there is a lack of continuity and of communication on a great number of aspects concerning personnel matters.

DISCUSSION

It is common practice within the Department of External Affairs that FS Officers assigned to the Personnel Bureau do not stay for a period longer than two years. This turnover of FS Officers who are not familiar with personnel policies, procedures, practices, programs and philosophy creates a perpetual state of uncertainty and lack of continuity within a bureau which must provide this form of continuity and certainty to the highest degree. Due to this turnover, it is quite evident that planning and organizing programs and policies are not a number one priority since a year of service is required before an officer is operational.

Again, before he/she is able to see any results of programs and policies that he/she might have instigated, he/she is re-assigned to another position outside the bureau. Consequently, his/her replacement might very well disagree with those policies and programs or not fully understand them and, therefore, put a temporary freeze on them or suspend them indefinitely. There is a need for assignment officers to develop a better

understanding of the personnel administration; the Bureau should be able to develop a growing nucleus of expertise within the Personnel Bureau, to provide a pattern of continuity among FS assignments to the Bureau, and to see that programs initiated are followed through.

WE THEREFORE RECOMMEND THAT

1. *To provide continuity, at least one of the secretarial assignment officers should be non-rotational but with a rotational background.*
2. *The rotational assignment officers be posted for a period of not less than two years.*
3. *Deputy Heads of Divisions or the Personnel Bureau be officers from a non-rotational environment, in order to provide some form of continuity within the Bureau of Personnel.*

6. STAFFING AND TRAINING

6.1. THE DIVISIONAL SECRETARY (DS) CONCEPT

THE PROBLEM

Some secretaries expressed a desire to see the position of Divisional Secretary abolished.

DISCUSSION

Some secretaries felt that their own jobs could be greatly enriched if there were no Divisional Secretaries, and they did not like having another person between themselves and their supervisors. They felt that they did not need this additional supervisor. New recruits see the Divisional Secretaries as something peculiar to the Department of External Affairs, and have not encountered a counterpart in previous positions. Secretaries feel that the Divisional Secretary is there primarily to provide training for junior secretaries but that many of them are not doing the job too well. One secretary said she preferred to look up procedures in the manuals herself - that she learned better that way than by being told. Supervisors from whom views were solicited felt that the Divisional Secretary was indispensable - that she was the focal point in the division and that this was very necessary with constantly changing staff. They saw the Divisional Secretary as a management position.

WE THEREFORE RECOMMEND THAT

1. *Divisions with fewer than three secretaries do not have a Divisional Secretary, but if such situations do exist, that a review be carried out.*

2. *All Divisional Secretaries be given courses in supervisory skills and human relations.*
3. *Divisional Secretaries be given a definite area of authority and responsibility.*
4. *A general review of the Divisional Secretary concept be carried out by the Bureau of Personnel.*

6.2. TRAINING

THE PROBLEM

There has been insufficient direction given to the training provided to SCYs in order to encourage personal aspirations, to provide a genuine opportunity for career progression, or to give an employee some personal sense of fulfillment, or both, as a contributing member of the Department.

DISCUSSION

This problem has been well documented already in the Secretarial Study of 1971 (pages 75-77). For any realistic growth and development in the Department there is a need for training in business administration and management and human relations techniques, as well as a specific knowledge of departmental practices and policies. For the diversified duties demanded by the Department, a much better knowledge is required of a SCY than the routine stenographic skills, and this should be available in supplementary training.

Although our Training Section is active in this field, it is apparent, from various studies and discussions conducted, that the information on opportunities offered to them is not being disseminated widely enough, and that the courses and facilities available are not being properly utilized or related to secretarial needs.

The major part of in-house training seems to come from the "trial and error" method of performing daily tasks, rather than by any constructive teaching program within the Department or between the supervisor and the employee.

WE THEREFORE RECOMMEND THAT

1. *A greater emphasis be put on the development of effective writing skills, and that APOD take a more initiative, rather than responsive, role in training.*
2. *Courses and /or seminars be initiated for officers on personnel management and human relations topics; for example, a one- or two-day Officer/Support Staff session to discuss and demonstrate proper business practices and constructive use of a secretary.*
3. *Pre-posting seminars or briefings be given to prepare for new assignments. A two-week temporary duty as an "observer" in the related geographic division just before posting departure would be a realistic and lasting teaching method.*
4. *Training for, or information on, utilization of new equipment and systems introduced by the Department be given, to assist secretaries in more efficient use of time and resources; for example, Word Processing equipment, computer systems, copy and printing methods.*
5. *Special training be given in Protocol Division, to teach essentials of diplomatic practices as required at more responsible positions at posts.*

6.3. TRAINING IN OTHER LANGUAGES

THE PROBLEM

Employees posted to countries where language could be a problem do not have any advance language instruction prior to arrival at the post.

DISCUSSION

Employees are often posted to countries where neither English or French is spoken. They may have to spend an initial period in a hotel before moving into permanent accommodation. Without some language instruction, they find it difficult to cope. For example, some secretaries have reported they were not even able to do something as simple as ordering a meal. Menus were written only in the language of the country, and restaurant employees were unable to speak either English or French. Possibly, a week or two at Berlitz would be all that would be needed to permit one to cope initially. Similar arrangements might be possible for employees being cross-posted.

WE THEREFORE RECOMMEND THAT

Employees posted to countries where neither official Canadian language is used be given at least basic language training prior to leaving for a post. A budget should be provided for this purpose.

7. CLASSIFICATION AND PAY

7.1. JOB DESCRIPTION AND CONTENT

THE PROBLEM

The quantity of typing given to secretaries in Ottawa and abroad denies them the opportunity to demonstrate other abilities which are given more weight in the classification and promotion processes.

DISCUSSION

The volume of straight typing (especially when the secretary is assigned to more than one officer) is usually high. In positions abroad, because of the classified nature of the subject matter, typing cannot be delegated to locally engaged staff. The percentage of typing, in relation to other duties, has a great bearing on the classification of the position. In addition, a high volume of typing denies the secretary the opportunity to demonstrate her/his other abilities or to gain varied experience which is necessary to enable her to move towards a higher level position in the administrative field. In the classification scoring exercise, a higher bench-mark should be awarded in recognition of the complexity of the FS secretary's typing function.

WE THEREFORE RECOMMEND THAT

1. *The importance and the nature of typing in the job package of a Foreign Service secretary be re-evaluated.*
2. *Study the possibility of hiring non-rotational typists and rotational typists, bearing in mind the "word processing concept".*

3. *Management hire a greater number of non-rotational typists in Ottawa for those areas where a great deal of typing is done, in order to provide a better job package for those secretaries returning from abroad.*

7.2. CLASSIFICATION OF POSITIONS

THE PROBLEM

Classification of some SCY positions abroad is too low for what is required of them.

DISCUSSION

In the non-rotational stream, the classification of a position is ideally reviewed every two (2) years. Given the impracticability of such a review in the rotational stream, because of the constant changes of employees and supervisors, it is important that the job be classified at a level which would reflect most fairly the widespread range of duties performed by both incumbent and supervisor; i.e., if a supervisor is a good performer and delegates well, the secretary's duties will also be varied and responsible.

Because of the extremely close working relationship of an officer and a secretary, it follows that the level of the supervisor rules the level of responsibilities placed on the secretary (the higher the level, the greater the range of responsibilities). Put another way, a qualified secretary who brings nearly all the tools of her/his profession to her/his job has the same responsibilities and demands made on her/him, regardless of where she/he is serving.

The Committee also felt that the range of responsibilities of a secretary at a post abroad is at least at the SCY-2 level of the Statements of Qualifications. She/he has to be prepared to replace SCYs of higher levels because of annual and sick leave or other emergencies. The practice in this Department is to send SCY-1s to fill SCY-2 and SCY-3 positions, thus demonstrating the faith in the employee's abilities.

Knowing that in other Departments SCY-1 is a training level and an under-fill situation where SCY-1s are promoted automatically after a year, the Committee could see no difficulty in having a similar system for External Affairs.

This does not create an "under-fill" situation requiring acting pay. An incumbent may "conditionally" under-fill her/his own position for one year and be promoted subsequent to meeting all requirements. In the case of promotion from SCY-1 to SCY-2, this would depend on demonstrated ability to function in a foreign environment through the submission of one annual appraisal report from a post abroad.

Also, the Committee considered that there should be no SCY-1 positions abroad. An examination of the Statements of Qualifications and of the duties being performed abroad showed little or no difference between those at the SCY-1 and SCY-2 levels. In discussions with rotational secretaries, officers and other federal government Departments, it was concluded that the rotational secretary was being extremely under-rated in comparison to the domestic secretary. Several departments do not have SCY-1 positions. They employ typists and stenographers in the junior positions and secretarial positions commence at the SCY-2 level.

Further, it was considered that the Department is able to recruit highly qualified secretaries because of the attractiveness of the opportunity to travel. On joining the Department, many secretaries with long years of experience have taken a sharp decrease in salary, and the prospect of long years without promotion or career progression considerably takes the edge off the attractiveness of the travel feature.

WE THEREFORE RECOMMEND THAT

- 1. In the immediate future, there be no SCY-1 positions abroad, and that all SCY-1 positions be in Ottawa for training purposes.*

2. *The basic requirement under experience be upgraded to require one annual appraisal report from a post abroad at the SCY-1 level in a SCY-2 position.*
3. *Positions abroad bear three classification levels - Junior (SCY-2), Intermediate (SCY-3) and Senior (SCY-4) - and that these positions be classified in accordance with a jobbing system.*
4. *The Department establish its own Departmental classification benchmarks for SCYs in relation to what is prescribed by the Treasury Board.*

7.3. ESTABLISHMENT REVIEW

THE PROBLEM

In some areas, especially at Headquarters, secretaries are limited to typing and stenographic duties and are therefore under-utilized, and in other areas they are under-employed because there are too many secretaries.

DISCUSSION

It is the feeling of this Committee that secretaries in Ottawa and abroad are not properly utilized, and are often considered an extension of a typewriter. In some areas, secretaries are so involved in typing that they do not have enough time to do more interesting projects or duties. Management should revise the ratio between FS officers and secretaries in order that secretaries be fully utilized in accordance with their potential and qualifications so that they are not limited to typing duties only. Again, in areas where they are under-employed, there probably should be fewer secretaries, or they should be given more meaningful duties that can be expected of a secretary. Management should also study the possibility of having a greater number of non-rotational typists and stenographers here in Ottawa. Consequently, rotational secretaries returning to Ottawa would find themselves in positions which are more challenging and more profitable for management and to the secretaries' careers.

WE THEREFORE RECOMMEND THAT

- 1. The ratio of officers to secretaries, which is too high in some areas and too low in others, be revised and adjusted to a more meaningful operational ratio in order to benefit secretarial development and departmental operations.*

7.4. CLASSIFICATION VS. CAREER OPPORTUNITIES

THE PROBLEM

The SCY pyramid plateaus at the SCY-2 level, and there is a bottleneck situation at the top. For the rotational secretary, there is no progression beyond the SCY-4 level.

DISCUSSION

The re-classification exercise of 1975, from SEC to SCY, was not handled in a professional manner. The first questionnaires were sent out with insufficient guidance, with disastrous results. The second effort, providing an example for completion of the questionnaire, resulted in the upgrading of many positions and the downgrading of some. Some questionnaires may have been filled out by under-fills who were not carrying out the full range of duties expected of the position, thus resulting in the position becoming under-classified. In the case of new positions added to the establishment, they were identified as SCY-1 positions and it is felt that most, if not all, were never subsequently classified after a job description had been formulated.

It is recognized that it is not the Classification Section's responsibility to write job descriptions, but it is obvious that assistance is required from some quarter. Positions are classified on the basis of questionnaires completed by incumbents. Because of a difference in descriptive ability, the same functions performed by different secretaries may receive different benchmarks. Classification should not depend on a secretary's knowledge of the "key" words. (Reference is also made in the Harman Review of November 24, 1977.)

Ideally, a position should be re-examined and re-classified, if necessary, six months after change of incumbent, supervisor, or a substantial change in duties and responsibilities of the position. In a rotational system, this would be a logistically onerous task. A complete re-classification is not recommended at this time.

Conversion results for the Department of External Affairs are comparable with those of the Public Service as a whole, except at the SCY-4 level, where we fall considerably short. Given the relatively higher percentage of senior officer positions in the Department, the Committee felt that the Foreign Service Secretary Group should be placed higher, in the top range, in comparison with the Public Service as a whole.

The Table below shows the numerical and percentage breakdown of rotational secretaries in comparison to the Public Service SCY Group as a whole:

Before January, 1976:

	<u>External</u>	<u>%</u>
SCY-1	315	65.35
SCY-2	115	23.85
SCY-3	34	7.05
SCY-4	12	2.48

After Last Promotion:

	<u>External</u>	<u>%</u>	<u>Public Service</u>	<u>%</u>
SCY-1	135	28	2,733	30.2
SCY-2	225	46.68	3,841	42.4
SCY-3	104	21.57	1,949	21.5
SCY-4	18	3.73	516	5.7

As will be seen readily, with only 3.73% of rotational secretaries at the SCY-4 level, room at the top is extremely limited.

Relating senior secretarial levels to FS officers' positions in the Department, the ratio is unrealistic. It becomes even more unrealistic given the fact that there are a greater number of senior officer positions in External Affairs as compared to other federal government departments.

Given below is a breakdown of officer positions.

1. Senior positions abroad, which would warrant the qualifications of a secretary at the SCY-4 level:

Ambassadors	-	56
High Commissioners	-	20
Ministers	-	9
¹ Consuls General	-	18
Heads of Delegations	-	13
		<u>116</u>

2. Middle level positions abroad, which would warrant the qualifications of a secretary at the SCY-3 level:

Minister-Counsellors	-	24
² Counsellors	-	171
Deputy Heads of Delegations	-	4
Military Adviser	-	1
³ Canadian Forces Attachés	-	24
		<u>224</u>

¹This figure represents the total number of Consuls-General. It would not mean that there would be a corresponding number of Canada-based SCY positions. In the USA and in some Commonwealth countries, secretarial positions are filled by locally-engaged staff.

²In the case of Counsellor positions, the size of the post should be considered; i.e., in a large post where there is a Minister or Minister-Counsellor, the Counsellor level would warrant a SCY-2. In a smaller post where the Counsellor must act as the Chargé d'Affaires during the absence of the Head of Post, the corresponding SCY position should be a SCY-3.

³Many of these secretarial positions are staffed by military NCOs.

3. All other managerial positions abroad warrant the qualifications of a secretary at the SCY-2 level.

The Committee did not fail to recognize the fact that the formula outlined above could be misconstrued as a reinstatement of the former "rug-ranking" concept. This was discussed and argued at some length, but the final verdict was always the same: call it what you will, there must be some well thought-out and just system whereby rotational positions can be classified in some way that will reflect most fairly the highest level of competence brought to a particular position. The position must be classified at the level of complexity and responsibilities expected - not at what the incumbent, who may be an under-fill, may be doing at the time of classification. This is not "rug-ranking", but "position-ranking", and is considered necessary for a rotational service.

WE THEREFORE RECOMMEND THAT

1. *Positions abroad be established at the minimum of the SCY-2 level, and that recruitment remain at the SCY-1 level, with eligibility for promotion to the SCY-2 level upon meeting all the established requirements.*
2. *The Classification Section obtain all the job descriptions which were done in the last (1975) re-classification exercise and that, using these descriptions as a guide, all duties being done at all levels be itemized and three job descriptions be written for each level. If this means exploiting the classification system to ensure the correct benchmarks are arrived at, the Committee recommends such exploitation.*
3. *The Classification Section classify positions on the basis of the new job descriptions and the positions then be matched with position numbers at posts, according to the breakdown on Pages 44 and 45.*

4. *A thorough study and re-classification be carried out of all SCY rotational positions in Ottawa, using the same principle as that for positions abroad.*

8. HUMAN RESOURCES PLANNING

8.1. CAREER OPPORTUNITIES

THE PROBLEM

There is great concern over the lack of career opportunities for rotational SCYs in the Department.

DISCUSSION

It became apparent, during interviews with SCYs at all levels and from reviewing submissions received from SCYs, that career opportunities are problems associated with the appraisal and promotion system. Many secretaries expressed the feeling of being trapped in a ghetto, with no way out of the secretarial profession without sacrificing rotationality for advancement. If one does manage to make it through the promotion system to SCY-4, upward mobility is stopped at that level. It is interesting to note in the Study of the Secretarial, Stenographic and Typing Group dated January 1971 that, at a time when the Department had a rotational AS stream, two-thirds of ST-7s and ST-8s (now SCYs 3 and 4) felt they had a reasonable chance for advancement.

Rotational secretaries feel that the varied and cumulative experience gained during progression through the secretarial ranks provides excellent preparation for movement into administrative, personnel and consular areas. Senior secretaries felt there are positions at some large posts (e.g., Executive Assistant to Head of Post), which could be filled equally or better by senior secretaries than by junior officers who lack the work background of a senior secretary.

Many secretaries also feel they are being under-utilized in their present positions. Many officers do not - or will not - utilize the skills of their secretaries. There is a reluctance to delegate - a fear of giving up something from the officer's own job package to enrich that of the secretary. This reluctance stems partly from attitude, and the Department itself is guilty of fostering outdated attitudes by treating secretaries as a labour reserve. Major criticism is directed toward assignments in Ottawa, and most agree that assignments abroad are more varied and interesting.

In an effort to determine just what supervisors want or expect of secretaries, views were solicited from a cross-section of officers. Some said they would like to delegate tasks to their secretaries but the volume of typing, when secretaries are being shared by two or more officers, prevented them from assigning more meaningful tasks. One director felt that job enrichment is up to the secretary herself/himself to demonstrate a willingness to assume greater responsibilities. On the other hand, a senior manager could not even conceive delegation of more responsibility to a secretary.

WE THEREFORE RECOMMEND THAT

- 1. A number of rotational positions in the AS and PE Groups be developed to which secretaries could advance. These positions could include Executive Assistants to Heads of Posts at certain large posts (Washington, London, Paris come to mind), administrative, personnel and consular officers. This would also provide an avenue out of their occupational ghetto for those secretaries who do not want to sacrifice their rotationality for advancement.*
- 2. A training path for career progression be established, in order to prepare SCYs for promotion into the officers' ranks.*
- 3. Along with an establishment review and formal training of supervisors, it be emphasized that duties and responsibilities can be delegated to SCYs.*

8.2. FOREIGN SERVICE EMPLOYEE CONCEPT

THE PROBLEM

Many secretaries feel that not only is there a lack of upward mobility, but also that there is no opportunity to move laterally.

DISCUSSION

While reviewing other problems, the concept of APROD was suggested as a solution many times. For example, some problems with the promotion system could be solved if there were a Foreign Service Employee category in the Public Service. Rotational employees are different from other federal government employees, but the present Public Service Standards do not allow for that difference. Many employees abroad are performing duties for which no credit can be given - employees must be rated on the Statements of Qualifications for their group and level - and those Statements of Qualifications are based on the Selection Standard for the domestic Public Service.

The APROD concept was discussed with the Human Resources Planning Section of APO. The main advantage to the APROD concept seems to be that it does recognize the rotational employee as being different, and it may come as close to the ideal situation of a Foreign Service Employee Group as we can get, given the Treasury Board's reluctance to recognize our difference. While the movement within APROD may be lateral rather than upward, it would provide those employees who wish a change of duties the opportunity to work in another field. It would also provide for experience in various work elements, thus preparing employees for advancement. APROD would also provide for credit being given for actual work performed. Under the present system, if it is not in the Statement of Qualifications, it cannot be rated on the appraisal report.

WE THEREFORE RECOMMEND THAT

1. *The APROD concept be tried at selected missions abroad.*
2. *Should the APROD concept be adopted, it provide for progression into the AS rotational stream.*
3. *Before APROD is adopted, the implication be fully explained to the secretarial group and other administrative support staff groups.*
4. *If the APROD concept is not adopted, the Department seek to create a single FS support staff occupational group based on the CR classification standards, and that such a group provide progression to the AS rotational stream.*

8.3. INTER-GROUP MOBILITY

THE PROBLEM

Lateral transfers to the CR group for rotational personnel are not possible.

DISCUSSION

Some secretaries expressed a desire to transfer into the CR Group - a group they feel is held in higher esteem than the SCY Group. At present, a lateral transfer is not possible for rotational employees. It is recognized that lateral transfers from the SCY to CR group would reduce the promotional opportunities for CRs and that a decision to allow lateral transfers would not be too popular with CRs. However, many secretaries feel that, just because they have shorthand and typing skills, they should not be doomed forever to using only these skills - they have other skills as well and could just as easily have chosen the CR Group at the commencement of their careers. Furthermore, some secretaries who do not wish to leave the SCY stream nonetheless would like to acquire CR administrative experience through an assignment to an equivalent CR position, on a one-time basis.

WE THEREFORE RECOMMEND THAT

1. *The Department consider opening up opportunities for lateral transfer from the SCY to the CR Group - perhaps by competition. (For example, in a given promotion exercise, a proportion of positions would be reserved for competition among SCYs. It is conceded that the number would have to be kept low so as not to jeopardize the career advancement of CRs.)*
2. *A policy be developed to allow SCYs to fill CR positions on a one-time basis.*

9. ASSIGNMENT ACTIVITIES

9.1. CAREER PROGRESSION THROUGH ASSIGNMENTS

THE PROBLEM

Many secretaries feel there is a lack of planned career progression in their assignments at home and abroad.

DISCUSSION

It is determined that there is, in fact, no planned career progression through assignments. On recruitment, many secretaries gained the impression that initial assignment in Ottawa would be for one year for the purpose of receiving training - that they would be assigned to various divisions to gain experience in different areas, prior to being assigned abroad. In reality, they found themselves assigned to one division for the entire period, and it may not even have been to a division in which they had expressed a specific interest. Abroad, secretaries are asked to under-fill a position one time and over-fill the next, so that there is no planned progression, only change through assignment. Secretaries returning to Ottawa from abroad complain that no consideration is given to their expressed desire to work in a certain field, and that they are being used merely to "plug holes".

One is left with the clear impression that, at present, the assignment process takes little or no account of career development. No determination has been made of the variety and depth of experience which rotational secretaries should have and, consequently, it appears that no effort is made either to assign a secretary to a field in which she is already experienced or to a field in which she has yet to acquire experience.

Admittedly, career development in the assignment process is a difficult subject. While all secretaries probably would agree that career development should be given more consideration, one suspects that no secretary would want career development to be the over-riding or most important consideration in the assignment process. The fact of the matter is that most, if not all, secretaries join the foreign service in order to travel and to experience a variety of cultures and life-styles. One suspects that these matters, as well as timing, will remain the most important consideration in the posting process.

However, it should be recognized that all secretaries are very much interested in knowing the type of work which they will be expected to do and the demands of the job generally. At present, there is no clearly defined means by which a secretary can determine beforehand whether an offered position would be of interest to her/him. It would be desirable, therefore, if Personnel Operations Division could develop a card system describing the requirements of each position. Each secretary at a post abroad would be required to fill out, at least six months before she leaves the post, a 5" x 7" card describing on one side only what she/he does on the job and her/his opinion of the nature and pressure of the work. The cards would not require the approval of management. The fact that not all secretaries would hold the same opinion of the same job is recognized. Nonetheless, such a card system would provide a better idea of what the job demands. Knowledge of the jobs would also assist APOA in selecting the right individual for available positions.

WE THEREFORE RECOMMEND THAT

1. *A program of rotating secretaries through various divisions on initial assignment in Ottawa be instituted, and that the initial assignment provide for experience in a minimum of three divisions, with the employee spending approximately three to four months in each division, so that secretaries receive training and learn something about the various functions of the Department.*

2. *Secretaries returning to Ottawa from abroad be given an opportunity to work in an area of expressed interest, and that these assignments also include secondments to the foreign service sections of departments for which we supply support services, e.g., Mandi, Industry, Trade and Commerce, CIDA, etc.*
3. *Secretaries, whose known assignments abroad will be with another department, be given an opportunity to receive training prior to taking up the assignment.*
4. *A card system of job descriptions be devised so that secretaries will have a better idea of job content in order to plan their own career development better.*
5. *The type of job be indicated in the annual Support Staff Posting Program (at present, this only indicates whether it is that of Head of Post Secretary).*
6. *Rather than an annual list of support staff vacancies anticipated, this list be published quarterly.*

9.2. LANGUAGE TRAINING AND THE ASSIGNMENT PROCESS

THE PROBLEM

Training in the secretary's second official language is usually not strengthened by, or followed up in, the assignment process.

DISCUSSION

There is a clear perception on the part of anglophone secretaries, especially, that their opportunities for advancement and for interesting assignments are increasingly limited due to the requirement to be functionally bilingual. Language training, although personally valuable and rewarding, is viewed as an assembly line process geared to turning out, as quickly as possible, graduates whose knowledge of the second official language is minimal and, certainly, rarely functional. Invariably, language school graduates are subsequently assigned to divisions or posts where use of the secretary's first official language is required. This is particularly true of anglophone so-called bilingual secretaries. No doubt, this scenario is common to nearly all graduates of the language schools.

As it relates to foreign service secretaries, however, the problems created by language training and the subsequent failure to strengthen further that training through appropriate assignments should be recognized. The practice of assigning officially bilingual anglophone secretaries only to anglophone positions severely limits their rotationality and opportunity for interesting assignments. While the problem is not acute among junior secretaries, it is becoming noticeable among senior secretaries.

Since most, if not all, ambassadors want bilingual secretaries, the opportunities for posting become more and more limited at the senior levels. Bilingual secretaries are required at francophone posts and at anglophone posts headed by a francophone officer. They are also highly sought after

by anglophone officers at all levels who are either learning French and require a francophone secretary to correct their grammar, or by anglophone officers who have only limited knowledge of French and who blatantly use their secretaries as translators, a function which is not included in their Statements of Qualifications and for which they are not paid.

The question of assignment as it relates to language training is certainly not an easy one, but the implications of the current practice should be faced squarely. On the one hand, operational requirements should remain the dominant factor in assignments; one could not expect busy divisions or posts to accept an employee who is incapable of working in the main language of that division or post. On the other hand, there is little point in spending a considerable amount of a secretary's valuable time on language training if the knowledge acquired in that training will not be put to good use or strengthened; it is demoralizing to spend a long time acquiring another language, only to lose that skill through non-use.

Since assignment officers would be more willing to assign officially bilingual anglophones to bilingual positions if they demonstrated functional bilingual capability, it is evident that the training process should be strengthened. Higher language standards should be set for graduates from the Department of External Affairs. Furthermore, special language training courses should be established for secretaries. These courses should include shorthand in the second official language, as well as a course lasting several weeks in which the secretary would be placed in an actual working situation where the second official language is used. The secretary would be required to make and take telephone calls, take dictation and type letters in the second official language - all in a hypothetical working situation. One hopes that higher standards, combined with specific courses designed for secretaries, will ensure that anglophone secretaries do not in future fall behind their francophone colleagues.

WE THEREFORE RECOMMEND THAT

The Department urge the Public Service Commission to establish better and more specific language training courses for foreign service secretaries.

9.3. TEMPORARY DUTY ASSIGNMENTS

THE PROBLEM

Secretaries assigned to temporary duty are selected on the basis of whether their divisions are able to spare them. Temporary duty is not used as a tool for rewarding secretaries.

DISCUSSION

A January 1971 study of the Department's Secretarial, Stenographic and Typing Group recommended that regional temporary duty pools, to accommodate temporary needs for annual leave or emergency situations, be established. The creation of such pools, however, would supersede the current practice of designating relief centres for specific posts. The Committee believes that for morale purposes "hardship" posts, in particular, should continue to be used as relief centres in order to give some secretaries serving at these posts an opportunity to work elsewhere temporarily. Although most temporary duty will be handled by relief centres, it is also recognized that some temporary duty, especially to conferences, will be assigned to secretaries serving in Ottawa. For this purpose a register should be maintained by APOA for secretaries who wish to be considered for temporary duty. Secretaries should be advised of the need to register.

WE THEREFORE RECOMMEND THAT

1. *The designated relief centres for specific posts be retained.*
2. *A "Temporary Duty Register" be established in APO, so that secretaries wishing to be considered for temporary duty assignments could register officially for such consideration.*

9.4. UNDER-FILLING AND OVER-FILLING

THE PROBLEM

Too many secretaries are not assigned to positions at their proper classification level.

DISCUSSION

During the past two years, there has developed an extraordinary number of under-fills and over-fills. This has been due, in large part although not entirely, to the lack of promotions during this two-year period.

Presumably, the number of under-fills/over-fills has now been reduced substantially as the result of the recent successful promotion lists. Nonetheless, under-fills/over-fills continue to exist and secretaries view this as a problem. It is difficult, for example, for a senior SCY-1 filling a SCY-2 or SCY-3 position to understand why she has not been promoted over others, particularly if she has exceeded the requirements of the position. One often hears the complaint that if a secretary's performance in a higher position is outstanding, there should be nothing to prevent her/him from being promoted. Many believe that they should receive automatic promotions after serving in a higher position after a specific period of time.

The Committee realizes that automatic promotions in a rotational stream under the present classification system cannot work because it would eventually lead to a situation in which there are many more persons at a given level than there are positions. While admitting this fact, it should be appreciate also that general ignorance of the rationale behind the classification and promotion systems has resulted in an impression by many secretaries that they are being penalized in the promotion system if they are not filling a position at their proper level. Those who are filling higher positions find it difficult to accept the fact that those filling lower positions are being promoted before them, while those who are filling

positions at their proper level are hesitant to accept higher positions in the belief that at rating time they will be judged by a higher and more severe standard.

Taking the above into consideration, it would seem to be desirable that secretaries be assigned to positions at their own level. We believe that all secretaries would like this matter to be given greater attention in the assignment process.

Having said this, however, we would not wish this recommendation to become an inflexible rule. A too strict adherence to the position level principle can lead to disruptions in the assignment process contrary to the interests of both the secretary and the Department. One can well imagine, for example, that a SCY-2 at a hardship post who is due for cross-posting may find herself in a situation where the only SCY-2 positions available are at other posts where she/he would not wish to be assigned. This can be particularly frustrating if she/he has just completed a difficult posting and if, at her/his time of cross-posting, other desirable positions are available at either one higher or one lower position to which she is not eligible to be assigned because of steadfast adherence to the position level principle. In theory, each under-fill will create another over-fill situation so that each time a secretary is not assigned to the proper level the problem is doubled.

In short, we recognize that in the interests of both the secretaries and the Department, under-fills and over-fills can never, and should never, be entirely eliminated in a rotational service. Nonetheless, greater attention can and should be given to this matter to minimize as much as possible the number of under-fills and over-fills.

WE THEREFORE RECOMMEND THAT

Positions be staffed at the proper level and, in cases where extenuating circumstances do not exist, preference be given to secretaries whose classification level corresponds to that of the position available in the assignment selection.

9.5. ACCOMMODATION ABROAD

THE PROBLEM

Although not part of this Committee's mandate, the problem of accommodation abroad was raised by many secretaries because they felt accommodation greatly affected job performance.

DISCUSSION

The question of accommodation abroad is a very important and sensitive issue. The type of accommodation to which an employee is assigned plays a large role in the employee's morale while abroad. This is especially true of support staff who are usually assigned the less desirable housing units on the basis that their function at the post is not representational in nature. With increased mobility of Canadians generally, service abroad, particularly at hardship posts, is becoming less attractive than it once was. Fewer secretaries are willing to make the sacrifice of spending two years in accommodation of lower standards than they would expect to have at home.

As a long-term measure, better housing should be obtained for support staff at many of our missions abroad. As a short-term measure, an effort should be made to provide secretaries with better and prior information about accommodation at all posts. The decision of many secretaries whether to accept a posting often rests on the type of accommodation available at a post. Assignment officers are invariably asked about this matter. Since accommodation, however, is the responsibility of another division, assignment officers are able to provide only sparse information. The accommodation section itself is generally unwilling to talk with secretaries and other employees about accommodation until after it has received a posting confirmation rather than before.

The Committee appreciates the fact that allocation of accommodation should remain the responsibility of the post concerned and that posts are often compelled to initiate a game of "musical chairs" with accommodation. While no secretary could be absolutely guaranteed a specific accommodation unit before arriving at a post, an improved information effort could nonetheless be made to let all employees know of the type of accommodation available at a post.

This information should be retained in the post briefing centre where employees can browse through information folders without disturbing other busy employees in the Department's accommodation section. Each folder would contain a listing of all housing units available at a specific post, and exterior and interior photographs of each unit could be filed away as well as up-to-date comments by each occupant on the advantages and disadvantages of living in the unit, i.e., the sizes of the rooms, heating or air-conditioning problems, the type of neighbourhood, distance from the office, etc. Comments could be filled in on a card by each occupant, towards the end of her/his posting.

While such a system would not be able to tell the employee beforehand which unit she/he will occupy, it would give the employee a good idea of the type of accommodation generally available before the employee has to make a decision on whether to accept a particular posting. Prior knowledge, even of difficult accommodation, makes acceptance of the situation easier once the employee is at the post.

WE THEREFORE RECOMMEND THAT

- 1. Information about housing units be improved and be provided before the posting confirmation rather than after.*
- 2. Overall housing policy for SCYs be reviewed to raise the minimum standards to two-bedroom units.*

SUMMARY

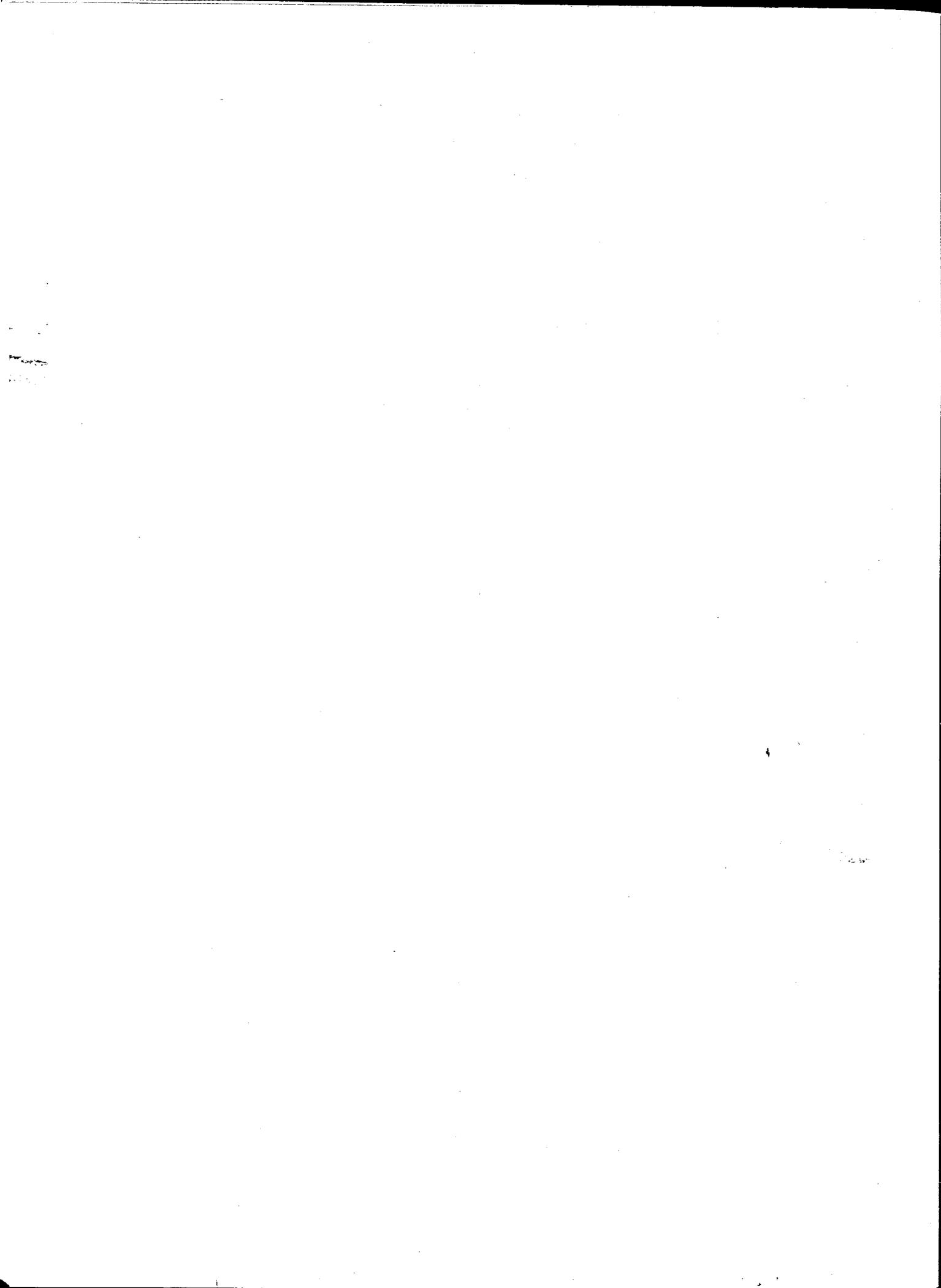
An appraisal and promotion system, however well designed it may be, has little significance unless there is somewhere to which employees can advance. A secretarial career was once thought to be an honourable profession. It still can be a rich and rewarding one if the secretary's abilities are fully utilized and challenged.

There must be a better utilization of SCY resources through an effort of effecting attitudinal changes on the part of both secretaries and supervisors. Secretaries must hold themselves in high esteem - regard themselves as professionals with a valuable contribution to offer. Supervisors must be educated about the proper methods of exploiting this valuable potential. The latter will require more than a memorandum directive from time to time. The problem of attitudes existed at the time of the 1971 Study, similar recommendations were made, and the situation remains essentially unchanged at this date.

The Department in the past has been able to recruit secretaries with high qualifications because the opportunity to travel appeared to offer a life of adventure. In a rapidly changing world, this is no longer enough. Women want job satisfaction and career progression. With the advent of Women's Liberation and subsequent consciousness-raising, many women no longer view secretarial work in terms of a life-long career. To many, it is merely a stepping stone.

Now that the mass promotions resulting from the reclassification exercise of January 1976 are confirmed, for those rotational secretaries wishing to follow a secretarial career the opportunity for promotion will be slight. For those secretaries who view secretarial work merely as a stepping-stone, the opportunity for advancement beyond SCY-4 is non-existent in the rotational stream.

The Department must now make a decision - provide a way for rotational secretaries to step up - or they will step out.



EXTERNAL AFFAIRS



APOS/B.PERRAULT/2-9513/mm

AFFAIRES EXTÉRIEURES

APO/F. Bild
(via APOS/P.McGahey)

SECURITY
Sécurité

CONFIDENTIAL -
PERSONNEL MANAGEMENT

DATE

January 24, 1978

NUMBER
Numéro

SCY Mandate Development Committee

FILE	DOSSIER
OTTAWA	
MISSION	

SCY Study Group on Appraisal and Promotion
Systems

ENCLOSURES
Annexes

DISTRIBUTION

APOS/Pion

We are pleased to submit a report from the SCY Mandate Development Committee which was established to identify the areas which should be looked at by a formal appraisal/promotion system study committee.

2. If any further clarifications are required, we are prepared to discuss and/or clarify any points in this report.

Brian Perrault (Chairman)

Members:

Mrs. M. Nicolaou

Miss S. Barry

Miss C. Ozzard

Mr. J. Proulx

MANDATE DEVELOPMENT COMMITTEE

ROTATIONAL SCYS

Areas considered by the Committee and for which recommendations are made.

I. The Committee

- A. Composition of the Study Committee
- B. Budget for the Committee
- C. Time frame for the Committee

II. The Study

- A. Appraisal and Promotion Systems
- B. Develop better utilization of rotational SCY resources

I. THE COMMITTEE

A. Composition of the Study Committee

The Committee should consist of (7) full-time members, including a chairman, as follows:

- 1) 1 PE - expert in human resources planning with background in staffing procedures and in appraisal and promotion systems used in the Department of External Affairs, namely Mr. Murio Lapointe/APOH;
- 2) 1 FS - with experience abroad and knowledge of the SCY appraisal and promotion system;
- 3) 1 PE - personnel administrator with background, knowledge and experience with appraisal and promotion systems used in other areas of the public service;
- 4) 4 SCYs - one of which should represent PSAC-side and the other three to be selected from headquarters or posts abroad. All four to be selected on the basis of demonstrated interest in SCY problems in general, and in particular with SCY appraisals and promotions, i.e., Olga Borsa.

The Chairman should be Mr. Murio Lapointe/APOH.

Great care should be taken in selecting the members. They should be positive, willing to serve and capable of generating new ideas. Management should ensure that all members selected can be released from their regular duties, either at headquarters or abroad. If required, necessary temporary replacement should be provided during the period of the study.

B. Budget for the Committee

It is not anticipated that the Committee will be required to travel abroad. There should however be a limited budget to allow the Committee to visit other departments or central agencies, to send telegrams and/or other correspondence (e.g., a simple questionnaire to SCYs) and to make long distance phone calls.

The Department must be prepared to spend some money to bring the right persons from posts or elsewhere rather than accept second-best because they happen to be at headquarters.

C. Time Frame for the Committee

The Committee should commence meeting at the latest by Monday, February 6, 1978. The members should meet on a full-time basis and be expected to submit their report by April 1, 1978. This time schedule is extremely important and should be adhered to so that the approved changes can be implemented for the 1978 round of appraisals.

II. THE STUDY

The main goal of the Committee is to study the present appraisal and promotion systems, examine alternative systems and, ultimately, to develop an equitable appraisal and promotion system for rotational SCYs in the Department. The study should be linked to developing better utilization of rotational SCYs in the Department..

A. Appraisal System

- 1) The Committee will study the present appraisal process by examining all available documentation on the subject:
 - ↓ Appraisal Form
 - Selection Standards
 - ↓ Qualification Statements
 - ST Petition to the USSEA and recommendations, plus excerpts of letters from SCYs abroad appended thereto
 - Harman Report on SCY problems
 - ↓ Guidelines to Raters, ARCs and Promotion Boards
 - Relevant Circular Documents
 - Others as judged appropriate
- 2) The Committee should gather information from resource people, employees and other sources, i.e., Treasury Board, Public Service Commission, other departments, private industry, etc., as required.
- 3) The Committee should examine every step in the appraisal process to isolate problems at each phase. They should evaluate and determine the necessity of retaining each phase:

- Appraisal Report (itself)
 - Procedures for preparation of appraisal report
 - Appraisal Review Committee
 - Promotion Board
- 4) The Committee should make recommendations to management on improvements to the present system in order to make it more equitable. Suggestions for review:
- a) Statement of Qualifications
 - Time in grade
 - Experience abroad
 - Experience prior to joining the Department
 - Last SCY appeal decision on statement of qualifications
 - Number of annual appraisals
 - Others
 - b) Appraisal Form
 - Is "knowledge" being properly assessed?
(alternate ways of assessing knowledge)
 - Qualitative terms
(number and phraseology)
 - Possible new clause
(Are you prepared to accept the responsibilities involved in promotion to the next level?)
 - Others
 - c) Supervisor
 - Training of supervisors
(management techniques, human relations, setting objectives, completion of appraisals)
 - Rating the raters
 - Others

d) Guidelines for preparation of reports

- Objectives should be discussed with employees at beginning of assignment or on change of supervisor, so that appraisals can be based on results achieved.
- Summary of activities should form integral part of appraisal package.
- Procedures for preparation of report (Supervisor - employee - reviewing officer)
- Others

e) ARC Procedures

- Composition of ARCs (experience, knowledge)
- Mandate
- Guidelines
- Others

f) Promotion Boards

- Composition of boards (experience, knowledge)
- Mandate
- Guidelines (Should due consideration be given to past experience abroad and prior to joining the Department?)
- Others

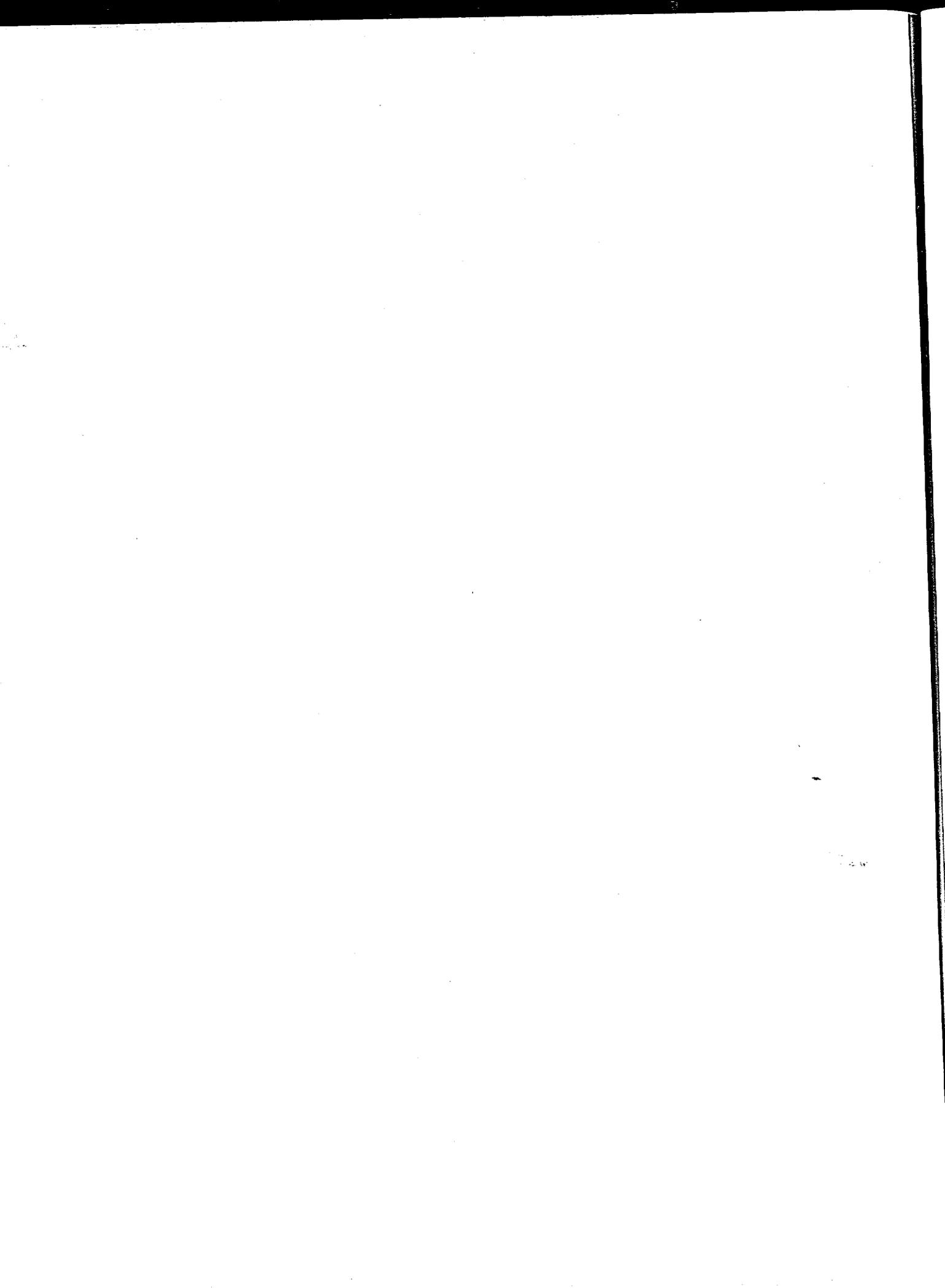
6 - RATEE

- 5) The Committee should study the possibility of establishing an Appraisal and Promotion Policy Unit within APO and it's role vis-à-vis ARCs and promotion boards.
- 6) The Committee should study the validity of eligibility lists.
- 7) The Committee should examine and evaluate alternative appraisal and promotion systems with a view to analyzing their suitability to rotational SCYs.

B. Develop better Utilization of Rotational SCY Resources

Suggestions for study and review:

- 1) Look at feasibility of conducting an establishment review within headquarters, to identify those positions which should be staffed by non-rotational Typists rather than rotational SCYs. If this implies less SCY positions for SCYs to return to from abroad -- look at possibility of having some SCYs assigned to positions at their level in other foreign service departments until their next posting.
- 2) Better link between the appraisal process and the career aspirations and training needs of SCYs.
- 3) Language training should be followed up with training in other secretarial skills (i.e., stenography) and assignment to bilingual positions.
- 4) Clearer identification of what should and should not be included under "other related duties" in job descriptions.
- 5) Increase opportunities for advancement into other occupational groups (i.e., educational leave, PSC and departmentally sponsored courses, suitable assignments, on-the-job training, etc.)



STATEMENT OF QUALIFICATIONS

DEPARTMENT OF EXTERNAL AFFAIRS

GROUP: ST-SCY LEVEL 1 (ROTATIONAL)

ESSENTIAL QUALIFICATIONS

1. BASIC REQUIREMENTS

- a) Education - Successful completion of two years of secondary school education according to provincial standards.
- b) Achievement, Skills or Aptitudes
 - Required proficiency in the use of grammar, spelling and punctuation.
 - Typing skill at a speed of at least 40 words per minute with not more than a 5 percent error rate.
 - Skill in taking dictation by manual or machine shorthand at a speed of at least 80 words per minute and in transcribing with not more than a 5 percent error rate.
- c) Language Requirement - Special arrangements for positions in the rotational foreign service.
- d) Experience - Acceptable evidence of ability to carry out the practical aspects of the assignment normally indicated through work history or prior achievement.

2. RATED REQUIREMENTS

- a) Knowledge
 - 1 - Knowledge of organizational structure and functions of the Department.
 - 2 - Knowledge of the functions of the Section/Division.
 - 3 - Knowledge of Departmental office practices and procedures relevant to employee's duties.
 - 4 - Knowledge of procedures concerning distribution and handling of mail; travel arrangements; files and records.

Rated Requirements (Cont'd)

- 5 - Knowledge of handling of classified material.
 - 6 - Knowledge of protocol required in preparing social invitations.
- b) Abilities
- 1 - Ability to plan and organize day-to-day workload and set priorities to ensure deadlines and objectives are met.
 - 2 - Ability to prepare routine acknowledgment.
 - 3 - Ability to communicate effectively with officials and the public in relaying and understanding information and instructions.
 - 4 - Ability to schedule appointments.
 - 5 - Ability to collate data for reports.
 - 6 - Ability to set up agenda for meetings and to collate briefing material.
 - 7 - Ability to maintain files, records and follow-up system.
 - 8 - Ability to proof-read and correct errors.
- c) Personal Suitability
- 1 - Resourcefulness, Initiative, Creativeness: Perceives a need and finds better ways of doing things; offers suggestions. Readiness and ability to start a course of action. Plays active part in taking the first steps in any undertaking.
 - 2 - Maturity: Willingness to assume responsibility; is objective in outlook and approach to problem solving. Is poised and shows confidence in own ability yet continues to search for ways to improve own performance.

Rated Requirements (Cont'd)

- 3 - Judgement, Discretion: Exercises good sense, skill in dealing with people or handling situations, carefulness in speech and action.
- 4 - Cooperation, Interpersonal Relations: Works in harmony with others: subordinates, peers and superiors. Able to gain confidence of others. Able to establish rapport with persons of different cultures and backgrounds. Sensitive of feelings, interests and problems of others.
- 5 - Adaptability: Able to adjust to changing conditions in the work environment (changing supervisors, methods and procedures or work assignments). Able to perform effectively under adverse working conditions (outmoded or poor office equipment, poor or overcrowded office accommodation, extreme climatic conditions).
- 6 - Quality of Work: Entails accuracy, thoroughness and dependability of results; able to turn out work which meets high quality standards.
- 7 - Industriousness: Hardworking, makes the most use of own time, diligent.
- 8 - Performance Under Pressure: Able to adjust to conflicting priorities in order to meet deadlines, fluctuating and heavy workloads.
- 9 - Dependability: Can be relied upon to carry out instructions and assignments.

STATEMENT OF QUALIFICATIONS

DEPARTMENT OF EXTERNAL AFFAIRS

GROUP: ST-SCY LEVEL 2 (ROTATIONAL)

ESSENTIAL QUALIFICATIONS

1. BASIC REQUIREMENTS

- a) Education - Successful completion of two years of secondary school education according to provincial standards.
- b) Achievement, Skills or Aptitudes
 - Required proficiency in the use of grammar, spelling and punctuation.
 - Typing skill at a speed of at least 40 words per minute with not more than a 5 percent error rate.
 - Skill in taking dictation by manual or machine shorthand at a speed of at least 80 words per minute and in transcribing with not more than a 5 percent error rate.
- c) Language Requirement - Special arrangement for positions in the rotational foreign service.
- d) Experience - Demonstrated ability to function in a foreign environment through the completion of a posting abroad.

2. RATED REQUIREMENTS

- a) Knowledge
 - 1 - Knowledge of organizational structure and functions of the Department.
 - 2 - Knowledge of the functions and responsibilities of a mission and/or section/division.
 - 3 - Knowledge of general Departmental practices, procedures and regulations relevant to employee's duties.
 - 4 - Knowledge of procedures and practices concerning recording, distribution and handling of mail; travel arrangements; files and records.

- Rated Requirements (Cont'd)
- 5 - Knowledge of handling of classified material.
 - 6 - Knowledge of protocol required in preparing social invitations.

b) Abilities

- 1 - Ability to plan and organize day-to-day workload and set priorities to ensure deadlines and objectives are met.
- 2 - Ability to compose routine correspondence.
- 3 - Ability to communicate effectively with officials and the public in obtaining and giving information.
- 4 - Ability to schedule appointments and arrange meetings.
- 5 - Ability to locate and extract data for preparing reports.
- 6 - Ability to take notes at meetings and prepare minutes.
- 7 - Ability to maintain files, records and follow-up system.
- 8 - Ability to review material and detect errors and take corrective action (grammatical and typographical).

c) Personal Suitability

- 1 - Resourcefulness, Initiative, Creativeness: Perceives a need and finds better ways of doing things; offers suggestions. Readiness and ability to start a course of action. Plays active part in taking the first steps in any undertaking.
- 2 - Maturity: Willingness to assume responsibility; is objective in outlook and approach to problem solving. Is poised and shows confidence in own ability yet continues to search for ways to improve own performance.

Rated Requirements (Cont'd)

- 3 - Judgement, Discretion: Exercises good sense, skill in dealing with people or handling situations, carefulness in speech and action.
- 4 - Cooperation, Interpersonal Relations: Works in harmony with others: subordinates, peers and superiors. Able to gain confidence of others. Able to establish rapport with persons of different cultures and backgrounds. Sensitive of feelings, interests and problems of others.
- 5 - Adaptability: Able to adjust to changing conditions in the work environment (changing supervisors, methods and procedures or work assignments). Able to perform effectively under adverse working conditions (outmoded or poor office equipment, poor or overcrowded office accommodation, extreme climatic conditions).
- 6 - Quality of Work: Entails accuracy, thoroughness and dependability of results; able to turn out work which meets high quality standards.
- 7 - Industriousness: Hardworking, makes the most use of own time, diligent.
- 8 - Performance Under Pressure: Able to adjust to conflicting priorities in order to meet deadlines, fluctuating and heavy workloads.
- 9 - Dependability: Can be relied upon to carry out instructions and assignments.

STATEMENT OF QUALIFICATIONS

DEPARTMENT OF EXTERNAL AFFAIRS

GROUP: ST-SCY LEVEL 3 (ROTATIONAL)

ESSENTIAL QUALIFICATIONS

1. BASIC REQUIREMENTS

- a) Education - Successful completion of two years of secondary school education according to provincial standards.
- b) Achievement, Skills or Aptitude
 - Required proficiency in the use of grammar, spelling and punctuation.
 - Typing skill at a speed of at least 40 words per minute with not more than a 5 percent error rate.
 - Skill in taking dictation by manual or machine shorthand at a speed of at least 80 words per minute and in transcribing with not more than a 5 percent error rate.
- c) Language Requirement - Special arrangement for positions in the rotational foreign service.
- d) Experience - Demonstrated ability of performance through the submission of two (2) annual appraisals at the employee's present level.

2. RATED REQUIREMENTS

- a) Knowledge
 - 1 - Knowledge of organizational structure and functions of the Department, present mission/division.
 - 2 - Knowledge of organization, procedures and practices concerning other departments, agencies and organizations.
 - 3 - Knowledge of Departmental manuals, practices, procedures, instructions and directives and applicable portions of Acts and Regulations.
 - 4 - Knowledge of Foreign Service Directives, Travel Regulations.

Rated Requirements (Cont'd)

- 5 - Knowledge of handling of classified material.
 - 6 - Knowledge of protocol required in preparing social invitations.
- b) Abilities
- 1 - Ability to plan and organize day-to-day workload and set priorities to ensure deadlines and objectives are met.
 - 2 - Ability to compose routine correspondence.
 - 3 - Ability to communicate effectively with officials and the public in obtaining and giving information.
 - 4 - Ability to schedule appointments and arrange meetings.
 - 5 - Ability to locate and extract data for preparing reports.
 - 6 - Ability to take notes at meetings and prepare minutes.
 - 7 - Ability to maintain files, records and follow-up system.
 - 8 - Ability to review material and detect errors and take corrective action (grammatical and typographical).
- c) Personal Suitability
- 1 - Resourcefulness, Initiative, Creativeness: Perceives a need and finds better ways of doing things; offers suggestions. Readiness and ability to start a course of action. Plays active part in taking the first steps in any undertaking.
 - 2 - Maturity: Willingness to assume responsibility; is objective in outlook and approach to problem solving. Is poised and shows confidence in own ability yet continues to search for ways to improve own performance.

Rated Requirements (Cont'd)

- 3 - Judgement, Discretion: Exercises good sense, skill in dealing with people or handling situations, carefulness in speech and action.
- 4 - Cooperation, Interpersonal Relations: Works in harmony with others: subordinates, peers and superiors. Able to gain confidence of others. Able to establish rapport with persons of different cultures and backgrounds. Sensitive of feelings, interests and problems of others.
- 5 - Adaptability: Able to adjust to changing conditions in the work environment (changing supervisors, methods and procedures or work assignments). Able to perform effectively under adverse working conditions (outmoded or poor office equipment, poor or overcrowded office accommodation, extreme climatic conditions).
- 6 - Quality of Work: Entails accuracy, thoroughness and dependability of results; able to turn out work which meets high quality standards.
- 7 - Industriousness: Hardworking, makes the most use of own time, diligent.
- 8 - Performance Under Pressure: Able to adjust to conflicting priorities in order to meet deadlines, fluctuating and heavy workloads.
- 9 - Dependability: Can be relied upon to carry out instructions and assignments.

STATEMENT OF QUALIFICATIONS

DEPARTMENT OF EXTERNAL AFFAIRS

GROUP: ST-SCY LEVEL 4 (ROTATIONAL)

ESSENTIAL QUALIFICATIONS

1. BASIC REQUIREMENTS

- a) Education - Successful completion of two years of secondary school education according to provincial standards.
- b) Achievement, Skills or Aptitude
 - Required proficiency in the use of grammar, spelling and punctuation.
 - Typing skills at a speed of at least 40 words per minute with not more than a 5 percent error rate.
 - Skill in taking dictation by manual or machine shorthand at a speed of at least 80 words per minute and in transcribing with not more than a 5 percent error rate.
- c) Language Requirement - Special arrangement for positions in the rotational foreign service.
- d) Experience - Demonstrated ability of performance through the submission of two (2) annual appraisals at the employee's present level.

2. RATED REQUIREMENTS

- a) Knowledge
 - 1 - Knowledge of organization, senior personnel and relevant information concerning the Department, other agencies and organizations.
 - 2 - Knowledge of the responsibilities of the office and of current projects (for the purpose of answering queries and supplying factual information).
 - 3 - Knowledge of the manuals of regulations, procedures and post administration.
 - 4 - Knowledge of Foreign Service Directives, Travel Regulations.

- Rated Requirements (Cont'd)
- 5 - Knowledge of handling of classified material.
 - 6 - Knowledge of administrative requirements connected with formal entertaining and other social activities and of protocol required in dealing with officials of foreign governments, diplomatic corps and senior visitors.

b) Abilities

- 1 - Ability to plan and organize day-to-day workload and set priorities to ensure deadlines and objectives are met.
- 2 - Ability to compose routine correspondence and draft more difficult correspondence for signature of superiors.
- 3 - Ability to communicate effectively with senior officials and the public in giving and obtaining detailed information; to explain procedures and regulations to other employees and the public.
- 4 - Ability to schedule appointments and conferences, arrange meetings and provide necessary briefings.
- 5 - Ability to extract and summarize data for reports.
- 6 - Ability to take notes at meetings and conferences and prepare minutes.
- 7 - Ability to maintain a variety of reference material, files, records, and follow-up system.
- 8 - Ability to advise and provide guidance on Departmental procedures and practices; to schedule and assign work; to resolve work problems.

c) Personal Suitability

- 1 - Resourcefulness, Initiative, Creativeness: Perceives a need and finds better ways of doing things; offers suggestions. Readiness and ability to start a course of action. Plays active part in taking the first steps in any undertaking.
- 2 - Maturity: Willingness to assume responsibility; is objective in outlook and approach to problem solving. Is poised and shows confidence in own ability yet continues to search for ways to improve own performance.

Rated Requirements (Cont'd)

- 3 - Judgement, Discretion: Exercises good sense, skill in dealing with people or handling situations, carefulness in speech and action.
- 4 - Cooperation, Interpersonal Relations: Works in harmony with others: subordinates, peers and superiors. Able to gain confidence of others. Able to establish rapport with persons of different cultures and backgrounds. Sensitive of feelings, interests and problems of others.
- 5 - Adaptability: Able to adjust to changing conditions in the work environment (changing supervisors, methods and procedures or work assignments). Able to perform effectively under adverse working conditions (outmoded or poor office equipment, poor or overcrowded office accommodation, extreme climatic conditions).
- 6 - Quality of Work: Entails accuracy, thoroughness and dependability of results; able to turn out work which meets high quality standards.
- 7 - Industriousness: Hardworking, makes the most use of own time, diligent.
- 8 - Performance Under Pressure: Able to adjust to conflicting priorities in order to meet deadlines, fluctuating and heavy workloads.
- 9 - Dependability: Can be relied upon to carry out instructions and assignments.

DEPARTMENT OF EXTERNAL AFFAIRS

ROTATIONAL SECRETARY APPRAISAL REPORT

IMPORTANT

BEFORE YOU BEGIN ENSURE YOU HAVE READ:

1. GUIDELINES AND INSTRUCTIONS for preparation of SCY appraisal reports.
2. STATEMENT OF QUALIFICATIONS for present level of employee.
3. STATEMENT OF QUALIFICATIONS for one level higher than that of employee.

BASIC DATA

FULL NAME OF EMPLOYEE		SOCIAL INSURANCE NUMBER	DATE JOINED DEPT
CLASSIFICATION OF EMPLOYEE & EFFECTIVE DATE		CLASSIFICATION OF POSITION	
PRESENT LOCATION/DIVISION & LEVEL OF POST		PERIOD COVERED IN THIS REPORT	
OCCASION FOR REPORT: ANNUAL <input type="checkbox"/> PROBATIONARY <input type="checkbox"/> TRANSFER EMPLOYEE <input type="checkbox"/> TRANSFER SUPERVISOR <input type="checkbox"/>			

RATING OFFICER:

REVIEWING OFFICER:

Name (typed):

Name (typed):

Level & title (typed):

Level & title (typed):

Length of time as officer's supervisor:

Length of time as officer's reviewing officer:

B - RESPONSIBILITIES/DUTIES

(Work done in second official language: 7)

EMPLOYEE'S DUTIES

EMPLOYEE'S OVERALL PERFORMANCE: (narrative)

DATE on which duties discussed with employee: _____

ADDITIONAL DUTIES UNDERTAKEN

Us
on

K
K
K
K
K
K
K
K
R
R
I
C
M
J
D
C
P
A
Q
I
P
P
D

ASSESSMENT OF KNOWLEDGE, ABILITIES AND PERSONAL SUITABILITY demonstrated on the job.

Using the following scale assign a mark to each Rated Requirement based on performance on the job in relation to Statement of Qualifications for employee's level.

- 0 Did not meet requirements.
- 1 - 13 Meets some, but not all, of the requirements.
- 14-15-16 Fully meets, on a consistent basis, the requirements.
- 17-18-19 Somewhat better than, and occasionally exceeds, the requirements.
- 20-21-22 Distinctly better than, and usually exceeds, all requirements.
- 23-24-25 Exceptional and clearly exceeds all expectations and requirements.

KNOWLEDGE: (Refer to Statement of Qualifications for employee's present level)

RATED REQUIREMENT	MARK	NARRATIVE SUBSTANTIATION
KNOWLEDGE No. 1		
KNOWLEDGE No. 2		
KNOWLEDGE No. 3		
KNOWLEDGE No. 4		
KNOWLEDGE No. 5		
KNOWLEDGE No. 6		

PERSONAL SUITABILITY: (Refer to Statement of Qualifications for employee's present level)

RATED REQUIREMENT	MARK	NARRATIVE SUBSTANTIATION
RESOURCEFULNESS INITIATIVE CREATIVENESS		
MATURITY		
JUDGEMENT DISCRETION		
COOPERATION, INTER- PERSONAL RELATIONS		
ADAPTABILITY		
QUALITY OF WORK		
INDUSTRIOUSNESS		
PERFORMANCE UNDER PRESSURE		
DEPENDABILITY		

Using the following scale assign a mark to each Rated Requirement based on performance on the job in relation to Statement of Qualifications for employee's level.

- 0 Did not meet requirements.
- 1 - 13 Meets some, but not all, of the requirements.
- 14-15-16 Fully meets, on a consistent basis, the requirements.
- 17-18-19 Somewhat better than, and occasionally exceeds, the requirements.
- 20-21-22 Distinctly better than, and usually exceeds, all requirements.
- 23-24-25 Exceptional and clearly exceeds all expectations and requirements.

ABILITIES: (Refer to Statement of Qualifications for employee's present level)

RATED REQUIREMENT	MARK	NARRATIVE SUBSTANTIATION
ABILITY No. 1		
ABILITY No. 2		
ABILITY No. 3		
ABILITY No. 4		
ABILITY No. 5		
ABILITY No. 6		
ABILITY No. 7		
ABILITY No. 8		

- CERTIFICATION

The ratings I have given _____ on the various factors represent an objective appraisal of her/his performance.

- I have prepared this report after reading the Guidelines and Instructions.
- I have also read the appropriate Statement of Qualifications for the level of this employee and for the next level.
- I have discussed the contents of this report with the employee concerned.

Date

Signature of Rating Officer

I have reviewed this report, in light of the Guidelines & Instructions with the appropriate Statements of Qualifications, and concur in the ratings given herein.

Date

Signature of Reviewing Officer

I have read the appraisal Guidelines and Instructions with the appropriate Statements of Qualifications and discussed this report with my supervisor. I am aware that if I disagree with the content of this appraisal (marks and/or narrative), I must provide my own additional narrative substantiation related to each of the marks with which I differ.

I continue to remain rotational: Yes No

Date

Signature of Employee Rated

EMPLOYEE COMMENTS

TO BE DETACHED BY APOB
AND COPIES DISTRIBUTED
AS FOLLOWS:

APPENDIX TO
INTERNATIONAL SECRETARY APPRAISAL REPORT

APOA
APOD
APOH

CAREER DEVELOPMENT AND INTERESTS

NAME	SIN	CLASSIFICATION
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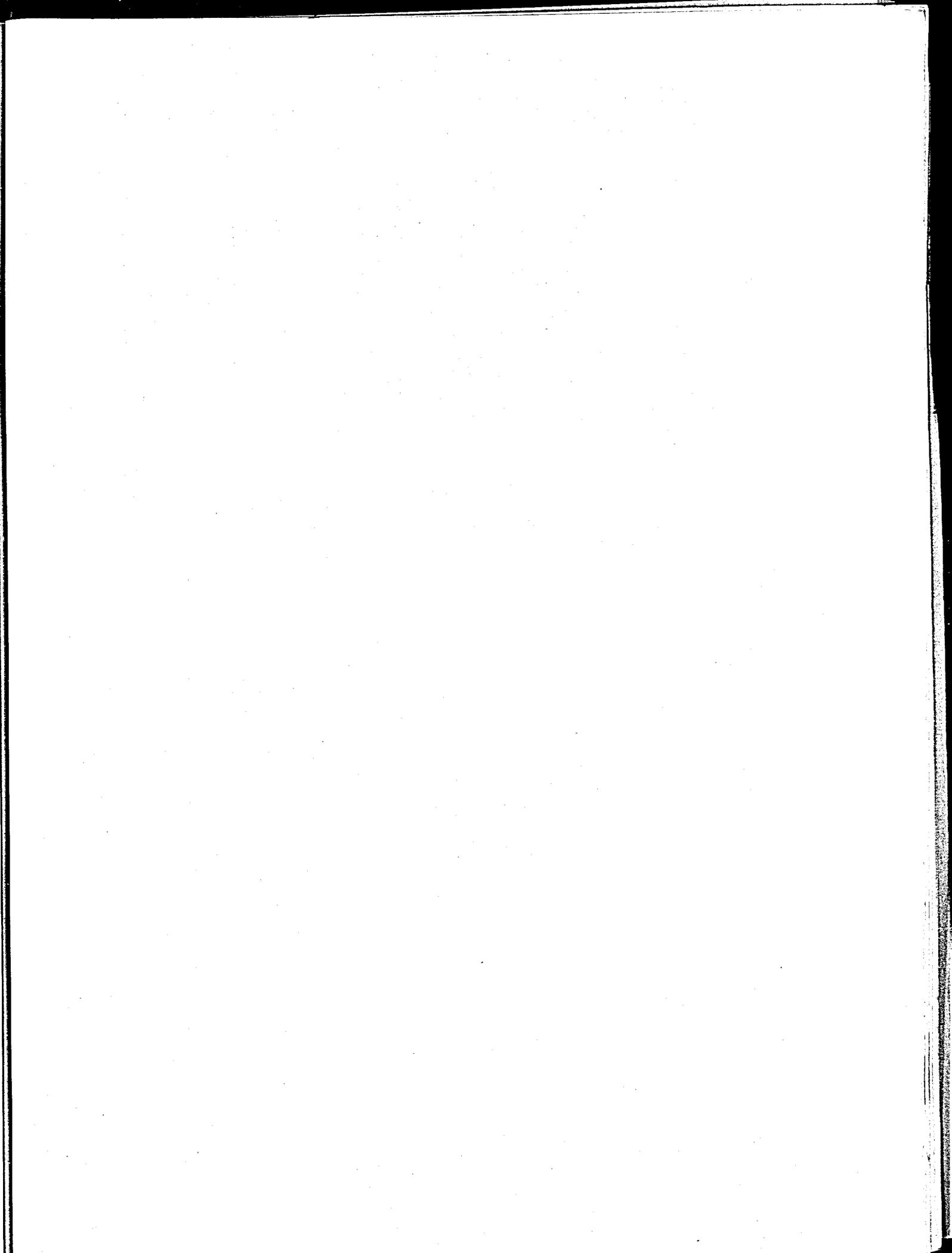
LOCATION

RECENT COURSES AND TRAINING (Including Language Training)

<u>COURSE</u>	<u>DURATION</u>	<u>INSTITUTION</u>	<u>CERTIFICATION</u>
---------------	-----------------	--------------------	----------------------

TRAINING (Indicate any training you consider would contribute to your development and any specific courses in which you are interested)

ASSIGNMENTS (Indicate any work areas or specialties which are of particular interest to you, and preferences for assignment abroad and in Ottawa)



DEPARTMENT OF EXTERNAL AFFAIRS
 ROTATIONAL SECRETARY APPRAISAL REPORT

IMPORTANT

BEFORE YOU BEGIN ENSURE YOU HAVE READ:

1. GUIDELINES AND INSTRUCTIONS for preparation of SCY appraisal reports.
2. STATEMENT OF QUALIFICATIONS for present level of employee.
3. STATEMENT OF QUALIFICATIONS for one level higher than that of employee.

BASIC DATA

FULL NAME OF EMPLOYEE		SOCIAL INSURANCE NUMBER	DATE JOINED DEPT
CLASSIFICATION OF EMPLOYEE & EFFECTIVE DATE		CLASSIFICATION OF POSITION	
PRESENT LOCATION/DIVISION & LEVEL OF POST		PERIOD COVERED IN THIS REPORT	
OCCASION FOR REPORT: ANNUAL <input type="checkbox"/> PROBATIONARY <input type="checkbox"/> TRANSFER EMPLOYEE <input type="checkbox"/> TRANSFER SUPERVISOR <input type="checkbox"/>			

<u>REPORTING OFFICER:</u>	<u>REVIEWING OFFICER:</u>
Name (typed):	Name (typed):
Level & title (typed):	Level & title (typed):
Length of time as officer's supervisor: _____	Length of time as officer's reviewing officer: _____

B - RESPONSIBILITIES/DUTIES

(Work done in second official language: ___%)

EMPLOYEE'S DUTIES

EMPLOYEE'S OVERALL PERFORMANCE: (narrative)

DATE on which duties discussed with
employee: _____

ADDITIONAL DUTIES UNDERTAKEN

)- CERTIFICATION

The ratings I have given _____ on the various factors represent an objective appraisal of her/his performance.

- I have prepared this report after reading the Guidelines and Instructions.
- I have also read the appropriate Statement of Qualifications for the level of this employee and for the next level.
- I have discussed the contents of this report with the employee concerned.

Date Signature of Rating Officer

I have reviewed this report, in light of the Guidelines & Instructions with the appropriate Statements of Qualifications, and concur in the ratings given herein.

Date Signature of Reviewing Officer

I have read the appraisal Guidelines and Instructions with the appropriate Statements of Qualifications and discussed this report with my supervisor. I am aware that if I disagree with the content of this appraisal (marks and/or narrative), I must provide my own additional narrative substantiation related to each of the marks with which I differ.

I continue to remain rotational: _____ Yes _____ No

Date Signature of Employee Rated

EMPLOYEE COMMENTS

GUIDELINES FOR PREPARATION OF
ROTATIONAL SECRETARY APPRAISAL REPORTS (ROSAR)

IMPORTANT: These Guidelines must be read carefully by the ratee, rater and reviewing officer before preparation of the report. They should be passed with the ROSAR to each contributor in turn.

WHEN SHOULD YOU BEGIN?

The rating period ends on September 30 each year. Reports for the period should be forwarded to the Appraisal and Promotion Policy Unit of the Department of External Affairs' Personnel Operations (APOU) on or before October 15.

WHAT HAPPENS IF THE
RATING OFFICER IS
TRANSFERRED?

If the rating officer leaves the post or division before September 30, the end of the appraisal year, the report should cover the period until the rater's departure. If the rater leaves after September 30, the report should still run until September 30. No further report is necessary if the rater leaves by October 31, although the supervisor is welcome to provide a narrative summary for this period. If the rater leaves the post or division between October 31 and December 31, a narrative assessment is required for the period of time he has remained after September 30. Such a narrative assessment should be prepared on the special abbreviated Rotational Secretary Appraisal Report (ROSAR) form. In accordance with established

practice, any appraisal covering a period longer than three months must be prepared on the standard ROSAR form. Such reports covering periods after September 30 are needed to ensure there are no significant gaps in secretarial appraisal records, but they will not be considered by Appraisal Review Committees and Promotion Boards which convene in that same calendar year since they relate to the following appraisal year which begins each October 1. Some rating officers may arrive on re-assignment shortly before September 30. In such cases no report is necessary if the period is one month or less, i.e., if the supervisor arrived on or after September 1. If the officer arrived before this date, a narrative assessment is required. This should be prepared on the special abbreviated ROSAR form.

**WHAT HAPPENS IF THE
SECRETARY IS
TRANSFERRED?**

It may be that the secretary, rather than the supervisor, will be re-assigned during this period. If the secretary departs after September 30, the rater should prepare two separate reports as described above, in the case of a supervisor's departure after that date. If the secretary departs before September 30, the rater should prepare a report covering the period until her/his departure. If a secretary arrives on re-assignment on or after September 1, a

narrative assessment need not necessarily be prepared for the period September 1 to September 30. If the secretary arrived at any time between July 1 and August 31, a narrative assessment covering the period from arrival to September 30 should be prepared on the abbreviated secretarial appraisal form. If the secretary arrived more than three months before the end of the appraisal period (i.e., before June 30), a full report should be prepared on the ROSAR form.

WHAT IF THE REPORT
IS NOT COMPLETED
ON TIME?

All reports should be completed before the departure of either the secretary being rated or the rating officer. Occasionally, this is not possible and, when this happens, the rating officer must include an explanation in the body of the report.

MUST THE SECRETARY
SIGN IF SHE/HE
DISAGREES WITH THE
REPORT?

Yes. All parts of the report, including additional comments made by the secretary, must be seen and signed by the secretary being rated, the rating officer and the reviewing officer. In the past, some employees have refused to sign their appraisal reports in the mistaken belief that an unsigned report would not be considered by Promotion Boards. All reports are taken into consideration, whether all parties have signed or not. If a secretary disagrees with any part of a report or all of it, she/he should submit her comments to APOU.

Any comments additional to the appraisal form itself must be seen by all parties concerned. comments should be related to specific areas of disagreement, should provide concrete examples to illustrate the employee's point of view, and should avoid emotive terminology.

ARE SHORT NARRATIVE
MEMORANDA ACCEPTABLE?

Brief narrative assessments in memoranda form are acceptable if the period covered does not exceed one month. Assessments of periods covering three months or less should be prepared on the abbreviated Rotational Secretary Appraisal Report form. Assessment periods exceeding three months should be handled through the full ROSAR form.

WHY ARE STATEMENTS
OF QUALIFICATIONS
IMPORTANT?

There are Statements of Qualifications for each of the four levels in the secretarial group. Statements of Qualifications must be the main reference point in the preparation of appraisals for two reasons. First, they are the sole benchmark against which performance can be assessed throughout the service where assignments at the same level vary widely in content and environment; second, they are the standard against which candidates for promotion are assessed by Promotion Boards. Since appraisal reports are the only tool by which a candidate's merit for promotion is assessed, it follows that reports must be prepared so as to permit and, indeed, facilitate the process of assessment. Appraisal reports which do not contain information of the kind which Statements of Qualifications specify can damage

a secretary's promotion prospects by depriving a Promotion Board of material it needs to distinguish among and measure the relative merit of candidates for promotion to the next higher grade. Supervisors will appreciate the seriousness of this point and, before completing appraisal reports, should read carefully the Statements of Qualifications for the secretary's current level and the next higher level in order to understand the factors which distinguish the two levels.

REPORTS SHOULD NOT
BE REPETITIVE

Some of the supervisors have adopted the practice of preparing appraisals which either repeat verbatim previous appraisals or declare that the previous appraisal remains valid. This is not appropriate practice. Each appraisal report should describe specifically how the employee has performed, without referring to and repeating what was said in the previous report.

CAN A REPORT BE
EXTENDED?

While it is permissible to extend appraisals for brief periods near the end of an assignment, any appraisal covering a longer period must be on independent assessment of performance in the given period. Reports can only be extended if they are to cover a period of three months, as mentioned at the beginning of these guidelines. Otherwise, a full report is required.

HOW DO UNDERFILLS
AND OVERFILLS
AFFECT RATINGS?

Although, ideally, all secretaries should occupy positions which are classified at their own level, the fact remains that some secretaries fill positions at a higher level (underfill), whereas others fill positions at a lower level (overfill). In assessing the performance of secretaries, rating officers should remember that they are assessing only the performance of the secretary in relation to the standards outlined in the Statements of Qualifications applicable to her/his own classification and level rather than the level of the position she occupies. For example, a SCY-2 filling a SCY-3 position should be assessed on the SCY 2 standard and not the SCY-3 standard.

ARE THERE ANY
TABOO AREAS

A number of factors are extraneous to performance and/or prejudicial and therefore must be omitted. Inadmissible subjects include: race; colour; religion; sex; national origin; age; personal qualities that do not affect performance or potential; marital status or plans; spouse or family; voluntary retirement plans; grievance proceedings; method of entry into the Service; ratings for earlier periods prepared by other supervisors; comparison with other identifiable employees, and reluctance to work overtime voluntarily. In general, raters should take care to avoid any comments that may be irrelevant or improper in assessing performance.

HOW TO HANDLE
MEDICAL PROBLEMS

Although detailed description or identification of the specific nature of a medical problem (alcoholism, drug abuse, and rehabilitation efforts are considered medical problems) must not be given, reference may be made to the confirmed knowledge of a medical problem to the extent that it affects job performance. For example, a rating officer may properly note: "Ms. Jones is chronically late for work because of a medical problem". Similarly, although alcoholism may not be mentioned, resulting instances of undependability, inefficiency or discredit brought on the Foreign Service should be documented - the rating officer is responsible for maintaining such records - and reported in performance evaluations. Any failure to so report should be pointed out by the reviewing officer in the evaluation of the rating officer.

RATEE SHOULD BE
INVOLVED IN
ROSAR PREPARATION

Communication between rating officers and secretaries should be at a maximum throughout the appraisal year. A description of duties should be agreed upon and described in ROSAR no later than three months after the arrival of either the secretary or her rating officer. Performance should be reviewed periodically throughout the year. The appraisal report itself is a collaborative effort. Rating officers are required to solicit from their secretaries a narrative summary of activities which should provide a factual account of specific activities carried out during the appraisal year, with emphasis on the noteworthy

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.

**WHAT SECURITY
SHOULD BE APPLIED?**

All appraisal reports are confidential material and should be handled accordingly. The report itself should be typed by the secretary only and if that is not possible, by the secretary to the Head of Post/Division. The report should not be given to anyone else to type. A copy of the report may be retained in the Post's/Division's confidential files, but this copy should be destroyed or given to the ratee upon the departure of the secretary from the Post/Division. Confidential personnel records on former employees should not be maintained by Posts/Divisions.

**WHERE SHOULD THE
APPRAISAL BE SENT?**

All appraisal reports should be signed and sent to the Appraisal and Promotion Policy Unit (APOU) of the Department of External Affairs' Personnel Operations Division. Any additional comments should also be sent to APOU. Likewise, enquiries about the Department's appraisal and promotion policy should be addressed to APOU. Enquiries about the grievance procedure or notification of grievance, however, should be addressed to the Staffing Relations Section of the Bureau Personnel.

INSTRUCTIONS FOR COMPLETION OF
ROTATIONAL SECRETARY APPRAISAL REPORTS (ROSAR)

IMPORTANT: These Instructions must be read carefully by the ratee, rater and reviewing officer before completion of the report. They should be passed with the ROSAR to each contributor in turn.

BASIC DATA

This section is designed to record personal data of the employee being rated and should be completed by the employee. While being self-explanatory, some areas may require clarification, such as:

Level of Post

Levels I to IV, as determined by Foreign Service Directive 58, according to Post Differential Levels.

Rating Officer

When the secretary has more than one supervisor, the rating officer would normally be the most senior supervisor and the appraisal is to reflect the views of all supervisors. In the case of a conflict of views, the reviewing officer will decide which supervisor is to prepare the report.

Reviewing Officer

The reviewing officer will be either the Head of Post or Director of Division, or other officer to whom the rating officer reports.

RESPONSIBILITIES AND DUTIES

1. Indicate the percentage of work done in second official language.

2. Employee's Duties

A statement of the job requirements is to be formulated jointly by the rating officer and the rated employee during the first three months of the rating period (or within three months after the arrival on duty of either the rating officer or the rated employee). The statement is to be sufficiently explicit to make clear the specific responsibilities and duties of the rated employee.

3. Insert the date on which the duties were discussed with the employee.

4. Additional Duties Undertaken

Describe here any duties not covered by the job description performed by the employee outside the scope of her/his group and/or level, either on a continuing or on a one-time basis during the appraisal period.

The range of marks within the scale allows the rating officer to define better to what extent the employee did not meet, met or exceeded the requirements, e.g., low, middle or high point within each range of marks. The employee is to be rated only on the requirements for the employee's present level as demonstrated in the performance of duties.

Before completing appraisal reports, supervisors should read carefully the Statement of Qualifications for the secretary's current level and the next higher level in order to understand the factors which distinguish the two levels.

All Rated Requirements must be assessed either as demonstrated or as potential.

Narrative assessments must not simply repeat descriptions of duties or phraseology used in Statements of Qualifications or the numerical rating scale. They should demonstrate rather than assert. Raters must avoid making a case for the importance of the job as opposed to the quality of the secretary's performance in the job.

5. Employee's Overall Performance

The supervisor is to give a narrative evaluation of the overall performance of the employee. If the level of the position is higher than that of the employee, indicate whether the employee is carrying out the full range of duties at the higher level; also, indicate if the employee is required to perform duties outside her/his own occupational group (i.e., registry or CM duties). Mention here any outstanding act performed by the employee and any area which may require improvement. This narrative is not to be a substantiation of the rated performance in Part C, but should provide an overview of the employee's performance, including a discussion of any duties or responsibilities which are not rated elsewhere in the report.

ASSESSMENT OF KNOWLEDGE,
ABILITIES AND PERSONAL
SUITABILITY

The following numerical scale is to be used to assess the rated requirements of Knowledge, Personal Suitability and Abilities:

- 0: Did not meet requirements
- 1 - 13: Meets some, but not all, of the requirements
- 14-15-16: Fully meets the requirements, on a consistent basis
- 17-18-19: Somewhat better than, and occasionally exceeds, the requirements
- 20-21-22: Distinctly better than, and usually exceeds, all requirements
- 23-24-25: Exceptional, and clearly exceeds all expectations and requirements

Knowledge

The Statements of Qualifications reflect the range of knowledge requirements which can reasonably be expected at each level. A SCY-1 should not be expected to have as detailed a knowledge of manuals, procedures, regulations, etc. as a SCY-4. The employee is to be assessed only on the knowledge requirements relevant to the employee's present level as demonstrated in the performance of duties. It is possible the employee could be filling a position where she/he could possess the knowledge requirement but lacks the opportunity to demonstrate it. For example, an employee may know how to handle social invitations but is not required to do so in the particular job. In such case, the rating officer should attempt to determine whether she/he has the required knowledge and assign a mark for assessed potential.

1. Study the Knowledge Requirement for the employee's present level and assign a mark to each.
2. Only one narrative is required to cover all Knowledge factors; however, the mark for each requirement is to be substantiated.

Personal Suitability

The Selection Standards for the Secretarial Group apply equally to all Public Service Secretaries - domestic and rotational. They do not allow for the varying, and sometimes difficult, working conditions of the rotational secretary. It is under Personal Suitability where these differences can be given recognition. Each of the Personal Suitability factors has been defined on the Statement of Qualifications to avoid differences of interpretation and, for the most part, should be self-explanatory. In rating each Personal Suitability factor, working conditions at the post should be taken into consideration.

1. Refer to the Statement of Qualifications for the employee's level. Study the definition of each factor under Personal Suitability and assign a mark to each.
2. One narrative is required for this section. Although all Personal Suitability factors are inter-related to some extent, each factor should be weighed carefully, in isolation from other factors. Use examples to illustrate any difficult and unusual working conditions with which the secretary has to contend.

Some Examples:

- A. Procedures which may be quite simple in Canada may require a great deal of initiative and resourcefulness abroad. One takes for granted the efficiency of the telephone system in Canada. Abroad, the completion of a telephone call often can be difficult and frustrating.

- B. Apart from being able to deal effectively with one's fellow Canadians, the Foreign Service Secretary must also work effectively with locally-engaged staff of various cultures.

- C. Not only does the Foreign Service Secretary have to adapt to changing supervisors, but also to working conditions which might not be acceptable in Canada. (If some of our missions were located in Canada, they would be closed down by the Board of Health!)

Abilities

The Statements of Qualifications reflect the range of abilities which can be reasonably expected at each level. Although the abilities required of secretaries at all

levels may be similar, they differ in the degree of complexity and responsibilities. The employee is to be assessed only on the degree of ability relevant to the employee's present level.

As with Knowledge, an employee may have a particular ability, but not the opportunity to demonstrate it because it is not a requirement of that particular position. The rating officer should determine whether the employee is capable of carrying out the requirement(s) in question and assess her/his potential to do so.

1. Refer to the Statement of Qualifications for the employee's present level. Study the requirements under Abilities and assign a mark to each.
2. A separate narrative is required for each of the Abilities factors. Each mark is to be fully substantiated. Indicate whether the assessment is based on demonstrated ability or on potential to do so. Wherever possible, use examples to illustrate.

CERTIFICATION

Following the preparation of the report by the rating officer, the contents should be first discussed with the reviewing officer, then with the rated employee. The rating officer and the employee should then sign and date the report in the appropriate spaces.

Should the employee be dissatisfied with any portion of the report, either marks or narrative, the employee is to provide narrative substantiation for each point of difference.

The employee is also encouraged to add any information which may round out the portrait of the work performance. Was there full understanding of what was expected? To what extent did your supervisor help to develop your talents and skills and give recognition to them? Is this report a fair or unfair appraisal of performance?

The report is then to be passed to the Reviewing Officer through the Rating Officer. Both the Rating Officer and the Reviewing Officer are to have access to any remarks made by the employee.

EVALUATION WORK SHEET/FORMULE D'APPRECIATION

SCY PROMOTION
EXTERNAL AFFAIRS

PROMOTION DES SCY
AFFAIRES EXTERIEURES

NAME/NOM	LOCATION/LIEU

ASSESSMENT SCALE

ECHELLE D'APPRECIATION

DID NOT MEET REQUIREMENTS	<u>0</u>
MEETS SOME, BUT NOT ALL, OF THE REQUIREMENTS	<u>1 - 13</u>
FULLY MEETS, ON A CONSISTENT BASIS, ALL THE REQUIREMENTS	<u>14-15-16</u>
SOMEWHAT BETTER THAN, AND OCCASIONALLY EXCEEDS, ALL THE REQUIREMENTS	<u>17-18-19</u>
DISTINCTLY BETTER THAN, AND USUALLY EXCEEDS, ALL REQUIREMENTS	<u>20-21-22</u>
EXCEPTIONAL AND CLEARLY EXCEEDS ALL EXPECTATIONS AND REQUIREMENTS	<u>23-24-25</u>

<u>KNOWLEDGE</u>	1	2	3	4	5	6	No. of		
							TOTAL	MONTHS	TOTAL
APPRAISAL/RAPPORT # 1							12		
APPRAISAL/RAPPORT # 2							12		
APPRAISAL/RAPPORT # 3							12		

SCALE/COTE: _____ ÷ 6 _____ / 25

ABILITIES

	1	2	3	4	5	6	7	8	No. of		
									TOTAL	MONTHS	TOTAL
APPRAISAL/RAPPORT # 1									12		
APPRAISAL/RAPPORT # 2									12		
APPRAISAL/RAPPORT # 3									12		

SCALE/COTE: _____ / 200

PERSONAL SUITABILITY
QUALITES PERSONNELLES

	1	2	3	4	5	6	7	8	9	No. of		
										TOTAL	MONTHS	TOTAL
APPRAISAL/RAPPORT # 1										12		
APPRAISAL/RAPPORT # 2										12		
APPRAISAL/RAPPORT # 3										12		

SCALE/COTE: _____ / 225

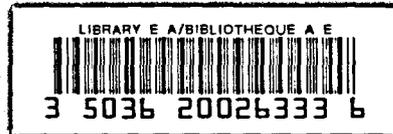
CHAIRMAN/PRESIDENT

DATE

TOTAL SCORE/COTE FINAL

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DOCS
CA1 EA 78R27 ENG
Report of the Special Committee on
the Appraisal and Promotion System
of the Rotational SCY Group
43252929

A rectangular label with a white background and a black border, containing typed text. The text is centered and reads: "DOCS", "CA1 EA 78R27 ENG", "Report of the Special Committee on the Appraisal and Promotion System of the Rotational SCY Group", and "43252929".