

Republika ng Pilipinas
(Republic of the Philippines)
MINISTRI NG EDUKASYON AT KULTURA
(MINISTRY OF EDUCATION AND CULTURE)
Maynila

April 17, 1979

M E C O R D E R
No. 20, s. 1979

ESTABLISHMENT OF SELECTION AND PROMOTION BOARDS

To: Bureau Directors
Regional Directors
Chiefs of Services and Heads of Units
Coordinator, State Colleges and Universities
Schools Superintendents

1. Inclosed are the Rules and Regulations Governing the Establishment of Selection Board and Promotion Board pursuant to Letter of Instructions No. 799 dated January 29, 1979. Conformably thereto, the Selection Board and the Promotion Board of this Ministry are hereby constituted as follows:

Selection Board

- a. Mr. Vedasto G. Suarez
Assistant Secretary
- b. Mr. Lucio B. Fernandez
Assistant Secretary
- c. Representative of the Civil Service
Commission

Promotion Board (First Level)

- a. Atty. Francisco C. Valdez
Chief, Administrative Service
- b. Mr. Benjamin G. Etrata
Chief, Personnel Division
- c. Representative of the organizational
unit where the vacancy is
- d. Representatives of the rank-and-file
employees:

- 1) Mrs. Socorro Costales, Sr. Personnel Aide
- 2) Mr. Raymundo Aldana, Clerk II

Promotion Board (Second Level - Chiefs of Divisions,
Schools Superintendents and Equivalent Positions)

- a. Mrs. Albina Dans
Civil Service Commission



- b. Dr. Felicita G. Bernardino
Political Deputy Minister
- c. Miss Hortensia S. Benozza
Asst. Secretary for Personnel
Management & Development
- d. Dr. Minda C. Sutaria
Director, Bureau of Elementary
Education
- e. Representative of the organizational
unit where the vacancy is

2. It is desired that a Selection Board and a Promotion Board be created in each regional office, cultural agency, state college and university in accordance with the aforementioned rules and regulations. Likewise a Selection Board shall also be created in each school division and vocational school/college (fishery, agricultural, trade) under a superintendent, as follows:

Selection Board (School Division)

- a. Assistant Schools Division - Chairman
Superintendent
- b. General Education
Supervisor I - Member
- c. School Administrative
Officer - -do-

Selection Board (Vocational School/College)

- a. Head of Department - Chairman
- b. School Principal - Member
- c. Administrative Assistant - -do-

3. Also inclosed are Memorandum Circular No. 1, s. 1979, of the Civil Service Commission; Letter of Instructions No. 799 and Evaluation Criteria for the Selection of Employees for Promotion to Supervisory or Managerial Position to guide the Selection Board and the Promotion Board in their duties and responsibilities.

4. It is requested that the names and positions of the members of the boards as constituted be immediately submitted to the Civil Service Commission, through this Office.

5. Compliance is desired.

(SGD.) JUAN L. MANUEL
Minister of Education and Culture



Incls.:
As stated

Reference:
None

Allotment: 1-2-3--(D.O. 1-76)

To be indicated in the Perpetual Index
under the following subjects:

~~APPOINTMENT, EMPLOYMENT,~~
REAPPOINTMENT
BOARD or COUNCIL
BUREAUS & OFFICES
OFFICIALS
RULES & REGULATIONS

Republika ng Pilipinas
KOMISYON NG SERBISYO SIBIL
(CIVIL SERVICE COMMISSION)

RULES AND REGULATIONS
GOVERNING THE ESTABLISHMENT OF
~~SELECTION BOARD AND PROMOTION BOARD~~

Pursuant to the provisions of Letter of Instructions No. 799 dated January 29, 1979, the following rules governing the establishment of Selection Board and Promotion Board are hereby issued. These rules shall apply to all ministries and agencies, including government-owned and controlled corporations and state colleges and universities, except local governments.

RULE I - PROMOTION BOARD

DEFINITION, DUTIES AND RESPONSIBILITIES AND COMPOSITION

Section 1. A Promotion Board is a ~~fully-constituted~~ body which shall assist the appointing authority in the judicious and objective selection of personnel for advancement in the organization according to existing Civil Service Law and Rules and previously determined evaluation criteria.

Section 2. There shall be established in every Ministry or Agency such a Promotion Board which shall have the following functions and responsibilities:

- a) Formulate formal screening procedures like tests and interviews and criteria for evaluating the competence and qualification of employees considered for promotion. Reasonable and valid standards and methods of evaluating the competence and qualification of all employees competing for a particular position shall be established and applied fairly and consistently. Criteria for the evaluation of qualifications of candidates for promotion must suit the job requirement of the position;
- b) Make a systematic assessment of the competence and qualification of candidates for promotion;
- c) Inform the employees who are candidates for promotion of the criteria ~~for and~~ procedures on promotion; and

- d) Recommend to the appointing authority a list of qualified and competent employees among the candidates for promotion from which he may choose the employee to be promoted.

Section 3. For purposes of promotion involving first level positions, the Promotion Board shall be composed of:

a) At the Ministry, Agency or Line Bureau level:

- 1) One (1) member to be designated by the appointing authority who shall be the official representative of management;
- 2) The highest ranking authority of the organizational unit directly responsible for personnel management, which may be an Office, Department or Division;
- 3) One (1) representative of the organizational unit which may be an Office, Department or Division, where the vacancy exists, who must be at least a Chief of Division; and
- 4) Two (2) representatives of rank-and-file employees to be chosen by their peers from the organizational unit where the vacancy is.

b) At the Regional Office level:

- 1) The Chief of the Administrative Division;
- 2) One (1) representative of the rank-and-file employees; and
- 3) One (1) representative of the Division where the vacancy exists.

Section 4. For purposes of promotion involving second level positions, the Promotion Board shall consist of:

a) At the Ministry, Agency or Line Bureau Level:

- 1) One (1) member to be designated by the Chairman of the Civil Service Commission either from the Commission itself or from any other agency of the government to represent the Commission;
- 2) Two (2) members to be designated by the appointing official both of whom must have a background in public personnel administration or psychology and at least be holding a position of Assistant Director or that of equivalent rank;



- 3) Two (2) senior members to come from the organization which may be an Office, Department or Division where the vacancy exists. They must be at least Chief of Division, provided that when the vacancy to be filled is that of a Chief of Division or others of equivalent rank, the two members must be the Assistant Director and Director of such organizational unit.
- b) At the Regional Office level:
- 1) One (1) member to be designated by the Chairman of the Civil Service Commission;
 - 2) The Assistant Director or any other ranking official of the Regional Office;
 - 3) Two (2) Chiefs of Divisions who shall be designated by the Regional Director;
 - 4) One (1) Chief of Division to come from the organizational unit where the vacancy exists.

Section 4. In addition to the actual participation in the selection process, representatives of the Chairman of the Civil Service Commission in these Boards shall advise and assist such Boards on all matters involving the promotion of employees and in the formulation of screening procedures and evaluation criteria.

Section 5. An employee who feels aggrieved by the action of the appointing authority may file a petition for reconsideration with the appointing authority. If he is still not satisfied with the decision made by the appointing authority, he can file a protest with the Merit Systems Board of the Civil Service Commission.

RULE II - GUIDELINES AND PROCEDURES ON PROMOTION

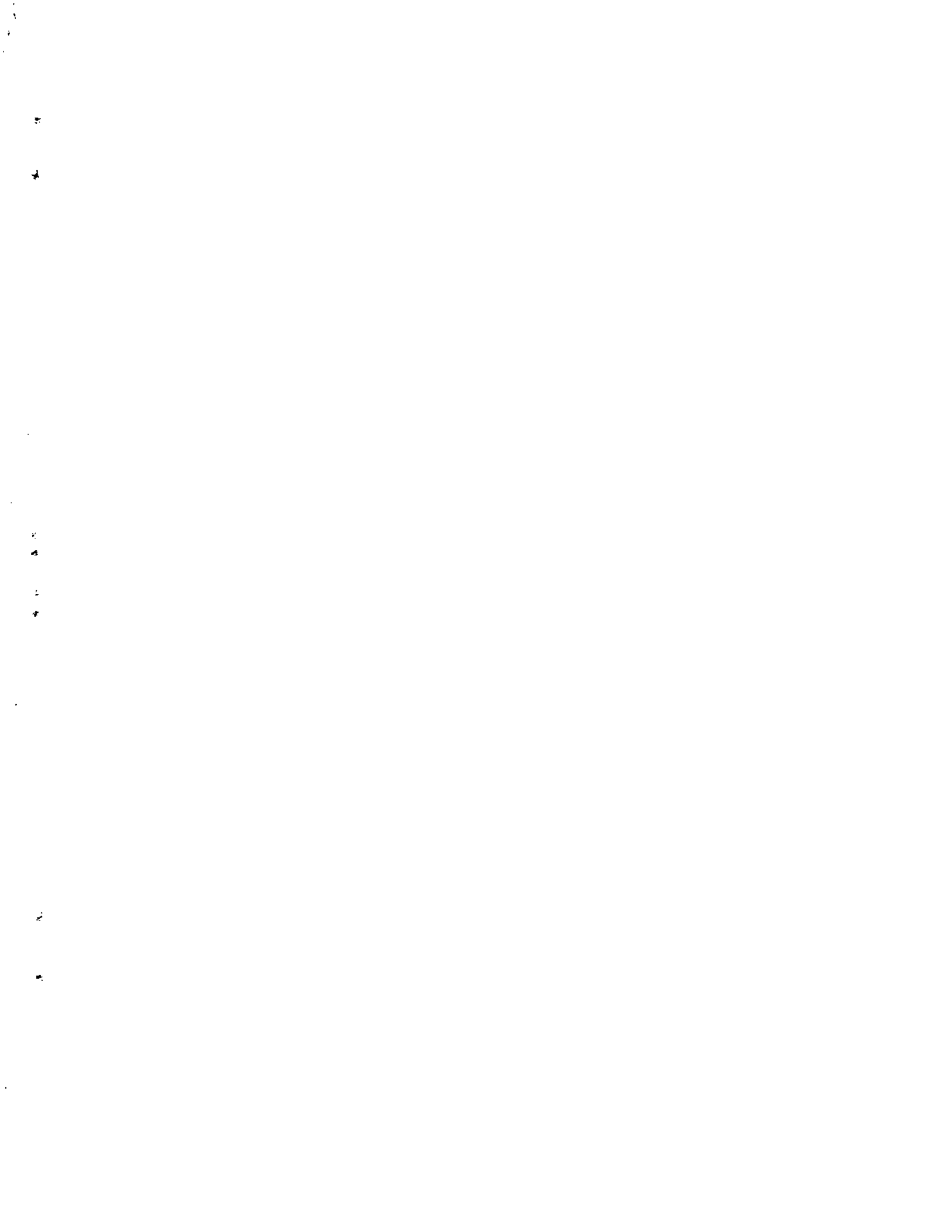
Section 1. The following guidelines and procedures shall be followed in selection of employees involving promotion:

- a) In making promotions to any vacant positions whether in the first or second level, all employees within the ministry or agency who are qualified and competent shall be considered for promotion.

- b) The Head of the Personnel Division/Department/Office shall, on the basis of personnel qualification index, identify the employees within the organization who are deemed qualified and competent for promotion together with the incumbents of positions determined to be next-in-rank.
- c) The Head of the Personnel Division/Department/Office shall submit to the Promotion Board the promotional line-up which is a listing of all candidates for promotion to the vacancy.
- d) The Promotion Board shall then evaluate the qualifications of those employees included in the promotional line-up. Other employees who feel that they are competent and qualified for consideration for promotion may present themselves to the Promotion Board for assessment. In determining the degree of competence and qualifications of an employee, Section 5 of Rule V on Personnel Actions and Policies shall be taken into account.
- e) If necessary, the Promotion Board may prescribe the conduct of a selection test and/or other selection devices.
- f) All the members of the Promotion Board shall determine en banc the list of recommended employees from which the appointing authority may choose the person to be appointed.
- g) As soon as the promotional appointment is issued, a notice announcing the promotion shall be posted by the Head of the Personnel Division/Department/Office on the bulletin board of the Ministry, Agency or Regional Office concerned.

Section 2. The Promotion Board shall pay special attention to the filling of supervisory positions whether in the first or second level since these positions are vital to the smooth operations of organizations. For this purpose, the Board shall develop criteria for managership and leadership which shall constitute one of the instruments for selection of candidates for promotion.)

Section 3. Regardless of whether or not there are vacancies for supervisory positions, the Board shall periodically assess the qualifications of individuals within the Ministry or Agency to identify who among them have the



potentials for promotion and those who are considered promotable shall be entered in a list from which the appointing authority may choose the employee/s for promotion when an actual vacancy occurs. The list of promotables shall be arranged in an order of priority, taking into consideration the nature and requirements of the position/s to be filled.

RULE III - SELECTION BOARD

DEFINITION, DUTIES AND RESPONSIBILITIES AND COMPOSITION

Section 1. A Selection Board is a duly constituted body which shall assist the appointing authority in the judicious and objective recruitment and selection of personnel for appointment in the career service whether original, reinstatement or re-employment according to existing Civil Service Law and Rules and previously determined evaluation criteria.

The establishment of a Selection Board is deemed necessary to supplement Civil Service examinations which are generally paper and pencil tests. These tests which usually measure general abilities and aptitudes must be supplemented by a selection process that takes into consideration needs germane to particular ministries and agencies.

Section 2. There shall be established in every Ministry and Agency such a Selection Board which shall have the following functions and responsibilities:

- a) Formulate screening procedures like tests and interviews and criteria for evaluation of candidates for positions in the first and second levels of the career service involving original appointment and cases of reinstatement and re-employment;
- b) Make a systematic assessment of the qualifications of the candidates, taking into consideration the qualification standards of the position and such other requirements which may be deemed necessary;
- c) Develop assessment methods for the first level positions that will do away with the usual paper and pencil tests whenever possible;

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- d) Recommend to the appointing authority a list of candidates whom it considers qualified for the position and from which the former may choose the person to be appointed; and
- e) Prepare a list of candidates from among applicants in the agency concerned who possess qualifications suitable for positions in other ministries or agencies which shall be submitted to the Civil Service Commission for appropriate certification.

Section 3. The Selection Board shall be composed of the following:

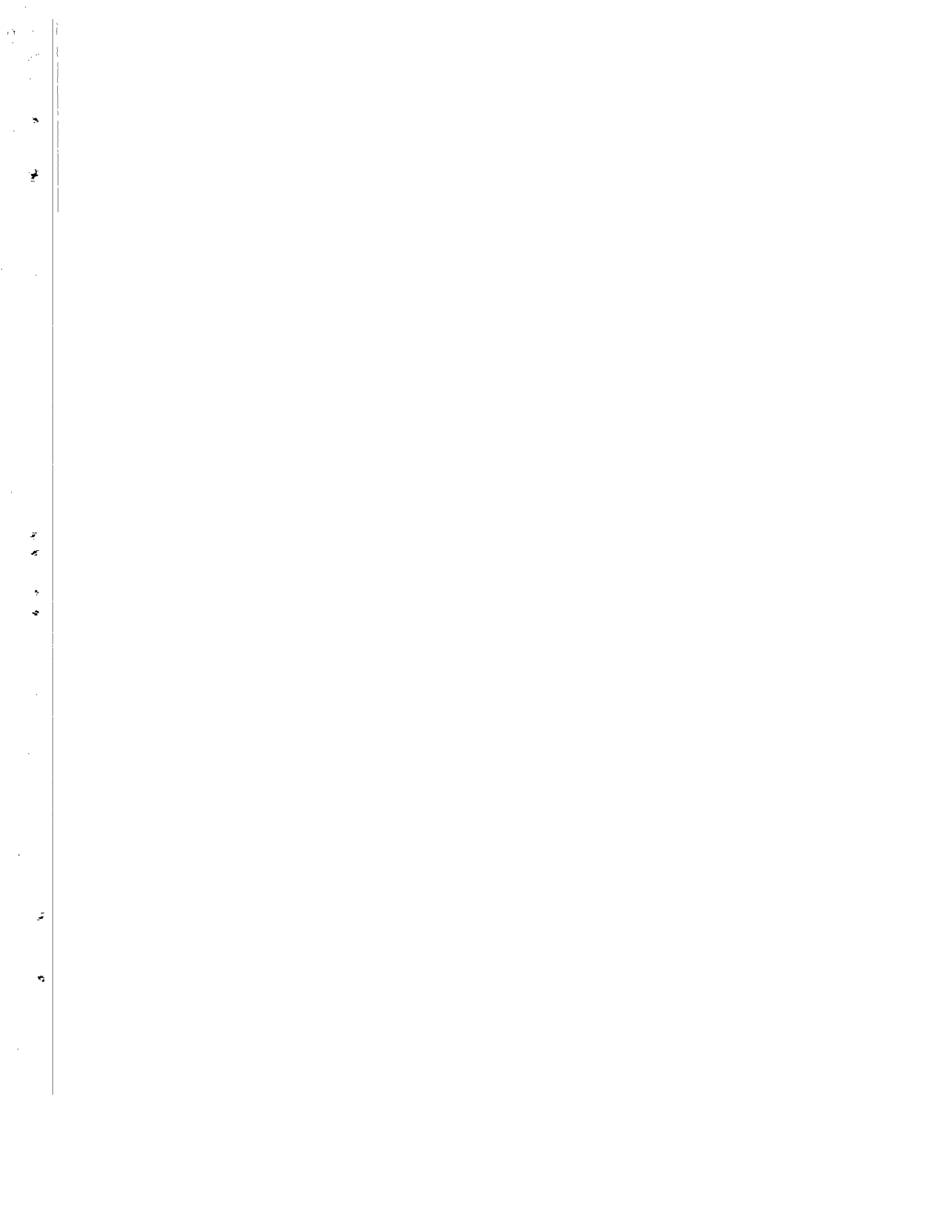
- a) One (1) member to be designated by the Chairman of the Civil Service Commission;
- b) The head of the organizational unit where the vacancy exists; and
- c) One (1) member to be named by the appointing authority who must have a background in public personnel administration/or psychology and must at least hold a supervisory position not lower than Chief of Division or of equivalent rank.

Section 4. In addition to the actual participation in the selection process, representatives of the Chairman of the Civil Service Commission in this Board shall advise and assist such Board on all matters involving the recruitment and selection of applicants and in the formulation of screening procedures and evaluation criteria.

Section 5. Each ministry or agency shall adopt a program of recruitment for each budget year, such program to be based upon a Manpower Plan which shall be drawn up by the Personnel Office and approved by the agency head in accordance with Rule V, Section 1(b) of the rules and procedures.

RULE IV - PROCEDURES ON RECRUITMENT & SELECTION OF EMPLOYEES

Section 1. The following procedures shall be followed in the recruitment and selection of employees involving original appointments, reinstatement and re-employment;



- a) The Head of the Personnel Division/Department/Office shall look for prospective applicants making use of the diverse recruitment sources such as the actual applicants, Civil Service Commission register of eligibles, placement units of other government agencies, re-employment list, and others.
- b) Upon the submission of the Personal Data Sheet of the applicants, the Personnel Head of the Division/Department/Office shall conduct a preliminary interview to determine whether the Personal Data Sheet contains all the required information. He shall also get a personal impression of the applicant which may be the basis for his outright elimination or for further processing.
- c) After the preliminary screening has been done, the Head of the Personnel Division/Department/Office shall submit to the Selection Board the list of qualified applicants, together with all the necessary information.
- d) The Selection Board shall then evaluate the qualifications of the applicants and determine their knowledge, skills and abilities through tests and interviews in accordance with the screening procedure and evaluation criteria previously determined. When deemed necessary, the Board shall conduct a reference check of the applicant's work experiences, school records and personal references.
- e) The Selection Board shall determine en banc and recommend in writing to the appointing authority the applicants which it considers qualified for the vacancy together with justifications.
- f) The appointing authority shall assess the merits of the recommendation of the Board and select the applicant he deems best qualified for the position. The Personnel Division/Department/Office shall accordingly prepare the appointment papers.

RULE V - RESPONSIBILITIES OF THE PERSONNEL DIVISION/
DEPARTMENT/OFFICE

Section 1. In addition to the duties and responsibilities enumerated in Rules II and IV, the head of the Personnel Division/Department/Office shall perform the following functions and responsibilities:

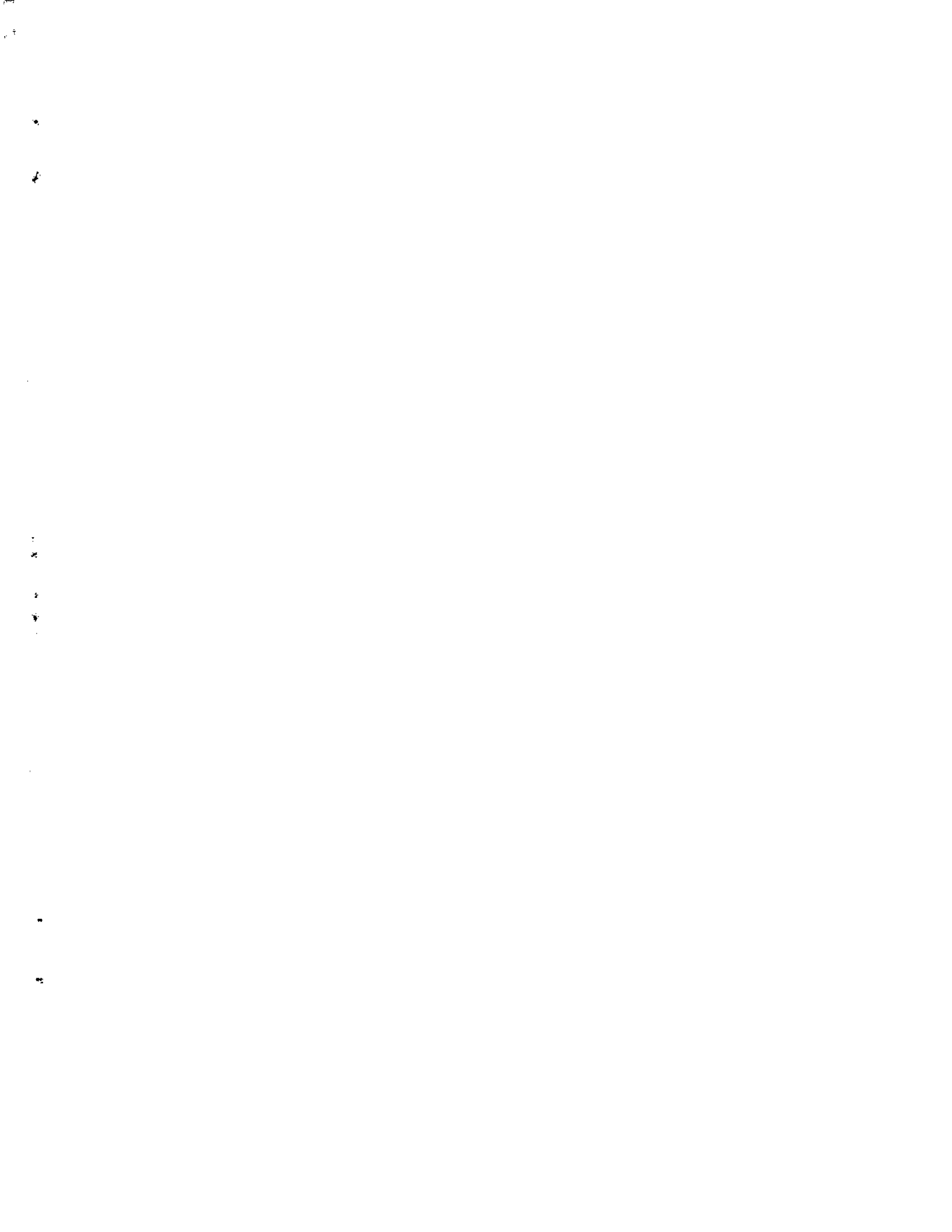
- a) Develop a merit promotion plan and system of ranking positions which shall be submitted to the appointing authority for his approval. The Merit Promotion Plan shall provide the specific methods to be followed in selecting employees for promotion to one or a number of positions. Among other things the plan shall set forth information about the areas from which the candidates will be drawn, the qualifications the candidates must have in order to be considered and the procedure to be followed in identifying the best qualified among candidates considered for purposes of preliminary screening.
- b) Develop a Manpower Plan which shall set forth the number and knowledge/skills of personnel needed to achieve the organization's goals, objectives and programs taking into consideration the prospective turnover in terms of transfers, resignations, and other personnel movements, and future manpower requirements.
- c) Develop and maintain the qualification standards of all positions in their respective Ministry or Agency in consultation with the Civil Service Commission.
- d) Develop and maintain an up-to-date qualification index of all officers and employees in the ministry or agency.
- e) Develop a positive and sound recruitment program aimed to reach and identify a broader source of applicants from which the best qualified candidates for original appointments may be selected.

RULE VI - MODIFICATIONS

Section 1. Merit promotion plan, methods and criteria for selection of employees for promotion previously approved by the Civil Service Commission shall be deemed modified in accordance with these guidelines.

Section 2. Existing Promotion Boards shall be duly reconstituted in accordance with these guidelines.

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MEMORANDUM-CIRCULAR NO. 1, s. 1979

To: ALL HEADS OF MINISTRIES, BUREAUS AND AGENCIES,
INCLUDING GOVERNMENT-OWNED AND CONTROLLED
CORPORATIONS

The President has just issued Letter of Instructions No. 799, copy attached, on the establishment of a Selection Board and a Promotion Board in every ministry, bureau, office and agency of the government.

The Selection Board is aimed at improving the recruitment and selection of employees who are either entering the civil service for the first time or are being re-employed or re-instated. Although these people generally possess the civil service eligibility required for the positions they are applying for, it is believed that a further screening process is necessary to assure that the most fit is actually appointed.

The creation of a Promotion Board, on the other hand, is for the purpose of objective assessment of those who are being considered for advancement within a particular ministry, bureau, office, or agency.

In line with the above, therefore, it is requested that these boards be immediately organized in your respective agencies and a report on their respective compositions submitted to the Commission not later than the end of February, 1979.

The Civil Service Commission is called upon in the LOI to nominate a representative to sit in the Selection Board and in the Promotion Board in case of promotions to second level positions in the career service. For this purpose, it shall draw up a list of its representatives and copies thereof sent to the ministries, bureaus, offices and agencies concerned. The agency shall now formulate a Manpower Plan and screening schedule, copies of which are to be sent to the Commission in accordance with the requirements of the LOI.

We also wish to call your attention to the provision in the LOI that for positions in the 1979 budget, no appointment shall be approved by the Commission without the statement that the appointee has been screened by a Selection Board or a Promotion Board, as the case may be. This underlines the need to immediately comply with the requirements.

(SGD.) JACOBO C. CLAVE
Chairman

January 31, 1979

MALACANANG
MANILA

LETTER OF INSTRUCTIONS NO. 799

TO : THE CHAIRMAN, CIVIL SERVICE COMMISSION
ALL HEADS OF MINISTRIES, BUREAUS, OFFICES
AND AGENCIES OF THE GOVERNMENT

WHEREAS, the recruitment and selection of personnel in the civil service as well as the promotion of those already in the service is crucial in establishing, developing and maintaining a truly competent, efficient and effective civil service to carry on the affairs of government;

WHEREAS, while a selection and promotion system have already been devised, it is still imperative that additional measures be instituted to improve the selection and promotion system in the civil service to make government administration and operation more vigorous and responsive to the needs of the times; and

WHEREAS, it is necessary to establish Selection Boards and Promotion Boards in every ministry and agency of the government which shall be responsible for personnel selection, recruitment and promotion, to assist the appointing authority, and thereby better implement the merit system ordained by the Constitution and the Civil Service Law;

NOW, THEREFORE, I, FERDINAND E. MARCOS, President of the Philippines, by virtue of the powers vested in me by the Constitution, do hereby order and direct every ministry and agency of the government, including government-owned and controlled corporations and regional offices, to establish a Selection Board and Promotion Board to assist the appointing authority in the selection and promotion of personnel in the civil service.

The Selection Board shall have the following organization, functions, relationships and features:

1. The Selection Board shall be responsible for the screening and selection of candidates for positions in the first and second levels of the career service involving original appointments and cases of reinstatement and re-employment.

2. It shall be composed of three (3) members, one of whom to be designated by the Chairman of the Civil Service Commission and the other two to be named by the head of the ministry or agency concerned.

3. The Selection Board shall draw up a screening procedure and criteria in accordance with existing rules, policies and guidelines in the civil service.

4. For any position to be filled, the Selection Board shall submit to the appointing authority a list of the names of persons whom it considered best qualified for work in the civil service and from which the latter may choose the person to be appointed.

5. As much as possible, filling of vacancies by original appointment, reinstatement or reemployment shall be done in a ministry or agency on a quarterly basis based upon a Manpower Plan which each ministry or agency shall establish, taking into consideration prospective retirements, transfers, resignations and other personnel movements.

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6. The Selection Board shall also be guided by the manpower skills requirements which the ministry/agency shall have previously determined and translated into positions for which qualification standards shall have been set up in consultation with the Civil Service Commission.

7. In cases where applicants in an agency or ministry possess qualifications and competencies suitable for vacancies in other ministries or agencies, the former shall refer them for possible placement by the latter which shall extend the necessary cooperation.

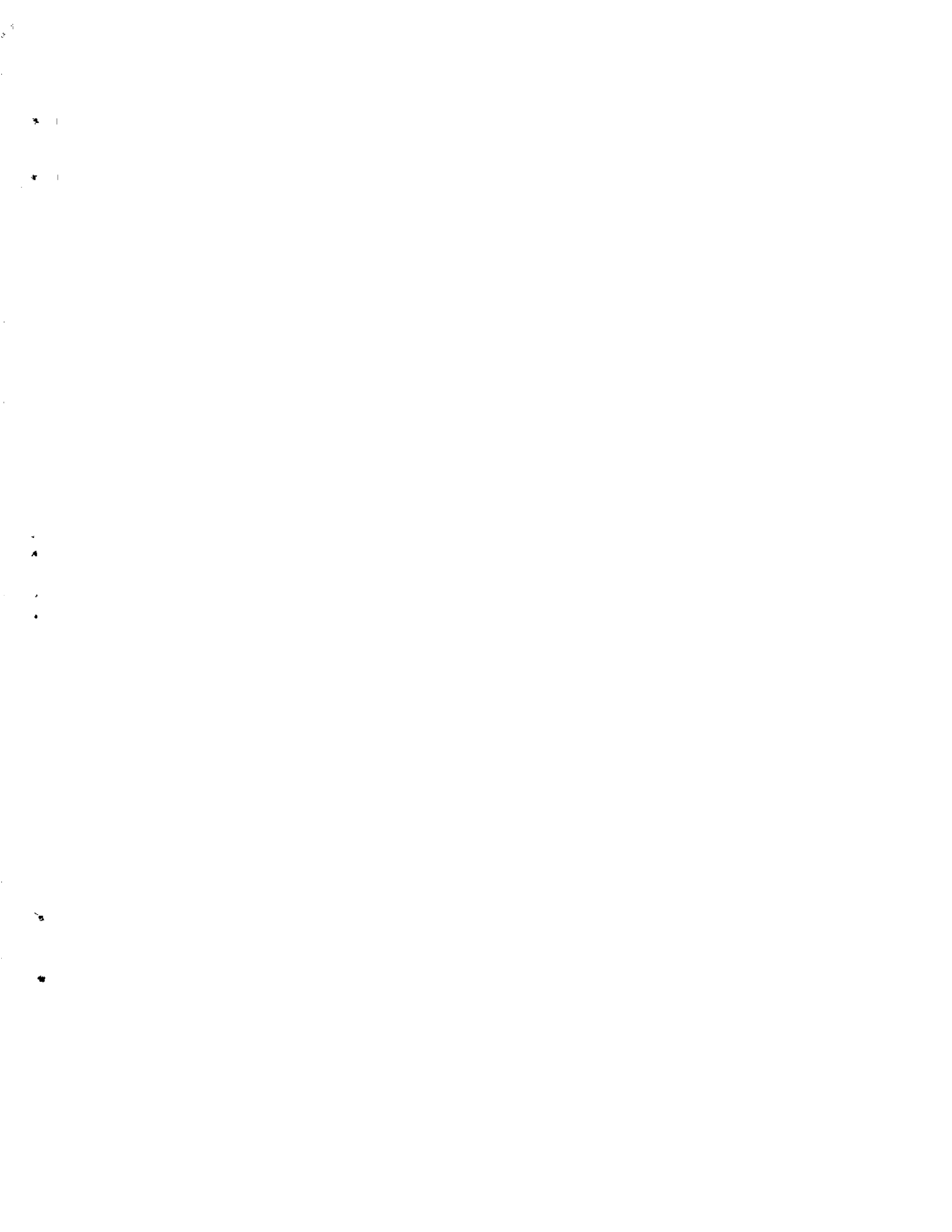
8. Ministries or agencies which have adopted methods of selection not in consonance with the foregoing, shall accordingly restructure the same to conform with the requirements hereof.

9. For positions in the 1979 Budget, no appointment shall be approved by the Civil Service Commission without the statement that the appointee has been passed upon by the Selection Board.

The Promotion Board shall have the following organization, functions, relationships and features:

1. Management and rank-and-file employees shall be represented in the Promotion Board to insure objectivity in the selection of employees for promotion.

2. For purposes of promotion involving positions in the First Level of the career service, membership of



the Promotion Board shall be limited to officials and employees of the ministry or agency concerned as follows:

- (a) An official of the ministry or agency directly responsible for personnel management;
- (b) A representative of the organizational unit, which may be an Office, Department or Division, where the vacancy is;
- (c) A representative of management;
- (d) Two representatives of rank-and-file employees who shall be chosen in an election by the employees they shall represent.

At the regional level, the Board shall have three (3) members consisting of the Chief of the Administrative Division, a representative of rank-and-file employees, and a representative of the Division where the vacancy is.

3. For purposes of promotion involving Second Level positions, particularly such supervisory positions as Director of Hospital, Superintendent of Schools and Chief of divisions and others of equivalent rank, the Promotion Board shall have the following composition and be governed by the following rules:

(a) It shall be composed of five (5) members; one member to be designated by the Chairman of the Civil Service Commission either from the Commission itself or from any other agency of the government; two (2) members to be designated by the head of the ministry or agency concerned, who must have a background in public personnel administration or psychology; and two senior members to come from the organizational unit, which may be an Office, Department or Division, where the vacancy is.

(b) Whenever applicable, recommendations made by the Promotion Board at the regional and agency level shall no longer pass the Promotion Board of the Ministry but shall be made to the head of Ministry concerned.

(c) Employees who are candidates for promotion shall be informed of the criteria for and procedure on promotion.

(d) In making promotions to Division Chief or equivalent position level, the next-in-rank rule shall be initially considered. However, if necessary and so as to choose only the most competent and best qualified for such positions, the Promotion Board and the appointing authority may go into a deep selection process.

(e) The establishment of the Promotion Board shall not in any way prevent an employee who feels himself aggrieved by the action of the appointing authority from making a protest pursuant to the Civil Service Law and Rules.

(f) The Promotion Board, subject to guidelines, policies, standards and rules of the Civil Service Commission, shall be responsible for formulating criteria for evaluation, conducting tests and interviews, making systematic assessment of the qualifications of the candidates for promotion and recommending to the appointing authority the person who may be considered for promotion.

The Civil Service Commission shall promulgate the necessary rules and regulations to implement this Letter of Instructions.

--- DONE in the City of Manila, this 29th day of January, in the year of Our Lord, nineteen hundred and seventy-nine.

(SGD.) FERDINAND E. MARCOS
President of the Philippines



EVALUATION CRITERIA FOR THE SELECTION OF EMPLOYEES
FOR PROMOTION OF SUPERVISORY OR MANAGERIAL POSITION

These criteria have been evolved by the Civil Service Commission to provide a model which the various ministries and agencies of the government may use as guide for the selection of supervisors and managers.

It is a truism that managerial and supervisory jobs require certain skills and attributes that are not called for in non-managerial, non-supervisory positions and that these skills and attributes are not present or detectable in all individuals working for an organization.

These criteria may be defined as critical dimensions, the presence or absence of which may spell the success or failure of individuals proposed for or actually occupying managerial or supervisory positions.

Hence, in the selection of personnel for promotion, such factors as (1) knowledge of managerial or supervisory functions, (2) managerial/supervisory skills in the technical and human relations area, and (3) personal qualifications and attributes are generally accepted as universal determinants for higher managerial posts.

The proposed evaluation criteria, however, shall pay particular attention only to the indicators of managerial skill for human relations and to personal qualifications and attributes since these are the more subjective dimensions in the selection process.

The measurement of other determinants can be done by available objective measures in the ministry or agency, like occupational history, training and experience, education, and performance review.

The following indicators, posed as questions, are grouped correspondingly into sub-areas, such as ability to adapt/adjust to environment, ability to relate to supervisors, etc. Each indicator shall be rated separately based on the following levels of standards with their corresponding point score.

	<u>Level</u>	<u>Point Score</u>
Excellent -	a standard of performance which could not be improved by any circumstances or conditions	5

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	<u>Level</u>	<u>Point Score</u>
Good	- a standard of performance above the average and meets all the normal requirements of the position	4
Average	- a standard of performance that meets the normal requirements of the position	3
Fair	- a standard of performance which is below the normal requirements of the position, but one that may be regarded as marginally or temporarily acceptable	2
Poor	- a standard of performance regarded as unacceptable for the position	1

Since it is recognized that people vary in their competence on each individual indicator, it would be appropriate not to weight the ratings obtained in each item. However, the average point score shall be determined by sub-areas. The members of the Promotion Board who shall be in charge of the final review will take into account the average ratings on the more important areas. Moreover, each ministry or agency may revise or modify the rating system according to their peculiar needs.

The Promotion Board may determine the extent by which candidates meet these factors through:

- (1) Actual observation
- (2) interview
- (3) case studies
- (4) in-basket exercises
- (5) sensitivity training
- (6) critical incidents
- (7) management games
- (8) others

I. MANAGERIAL SKILL (HUMAN RELATIONS)

1. Ability to Adapt/Adjust to the Organization Point Score

1.1 Is he able to adjust to the variety of personalities, rank, and informal groups present in the organization?



Point Score

1.2 Is he able to cope adequately with his own tensions in trying to accommodate or perform the varied demands of his work and the organization? _____

1.3 Does he tune in to new pressures, new developments and new requirements that may alter his work? _____

1.4 Does he internalize organizational/work changes with ease and vigor? _____

1.5 When changes occur in the organization, does he stimulate his peers and subordinates to understand the situation and help them internalize such changes? _____

Total Point Score _____

Average Point Score _____

2. Ability to Relate To Superiors

2.1 Does he respond to the requests, demands and expectations of his superiors? _____

2.2 Does he show tolerance for, recognition and acceptance of the inadequacies and uniqueness of his superiors' personality? _____

2.3 Does he also know well the strengths of his superiors? _____

2.4 In the face of differences in behavior and personality between him and his superiors, can he maintain his individual point of view? _____

Point Score

- 2.5 Does he appraise his superiors of the significant problems in his work, their causes and appropriate steps to be taken to correct them? _____
- 2.6 Does he feel free to discuss important matters with his superiors? _____

Total Point Score _____

Average Point Score _____

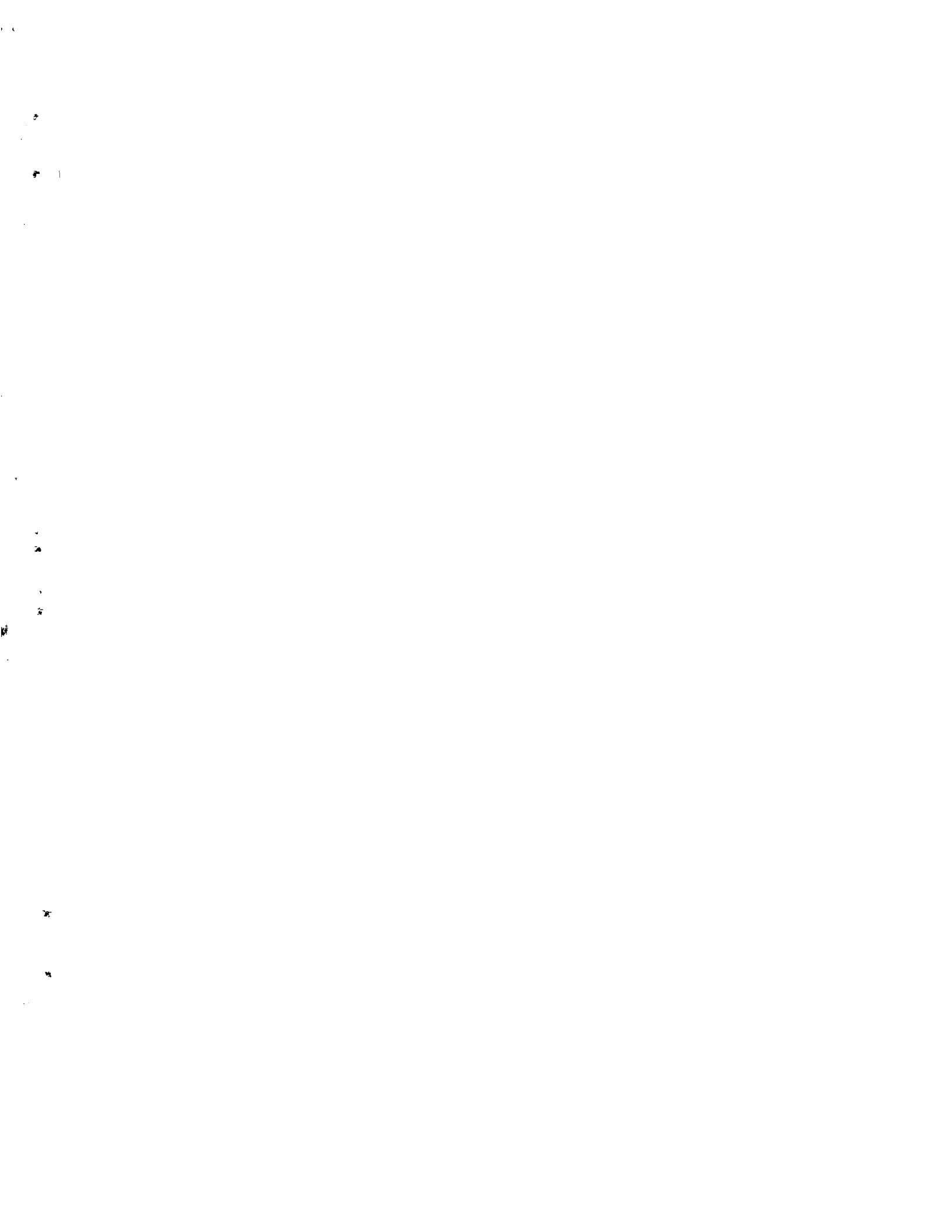
3. Ability to Interface with Peers

- 3.1 Does he consult his peers and seek clearance from them when an issue or a decision would adversely affect them? _____
- 3.2 Is he receptive to innovative ideas, suggestions, and to the desire of his peers to be heard? _____
- 3.3 Does he have the respect and acceptance of his peers? _____
- 3.4 Does he try to help his peers in clarifying points they are trying to resolve? _____

Total Point Score _____

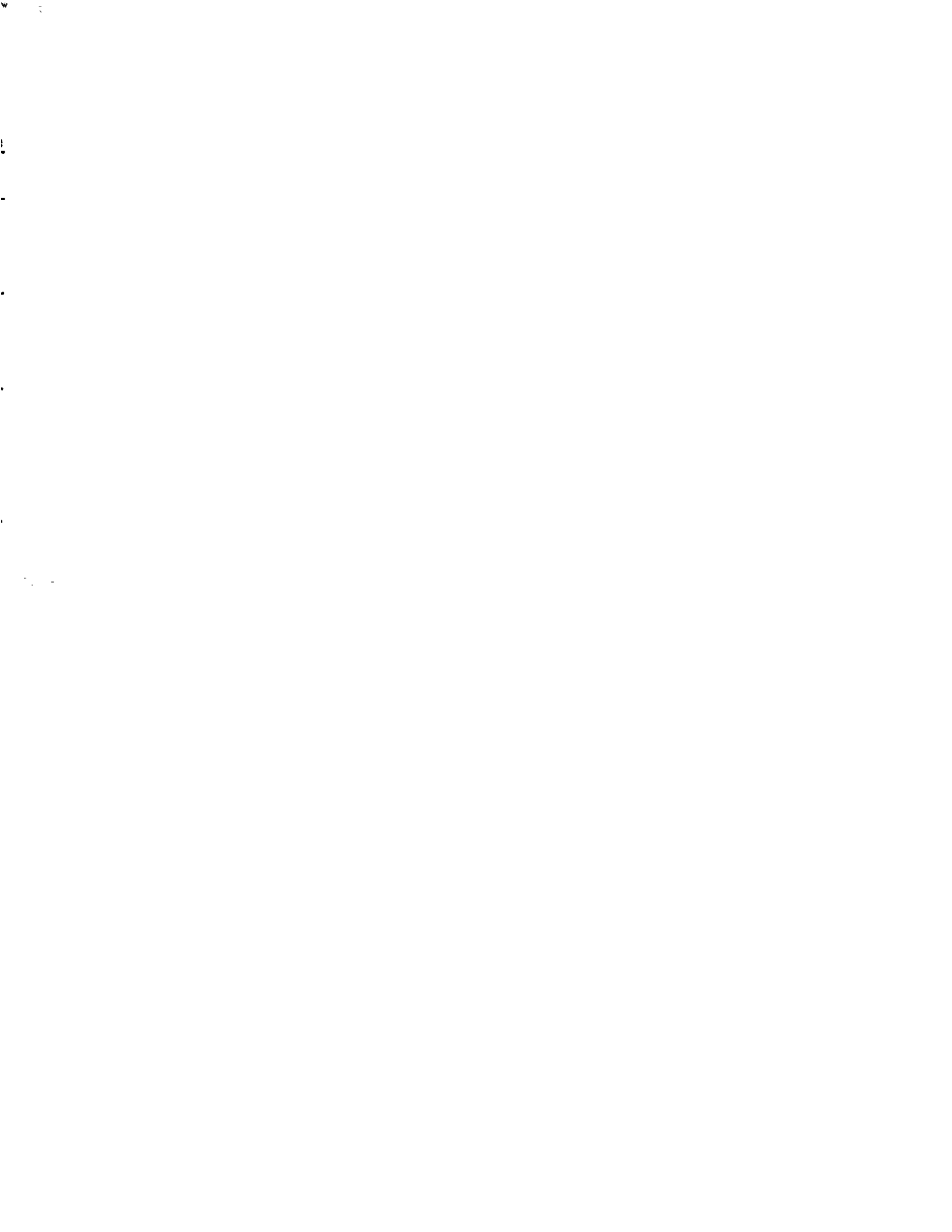
Average Point Score _____

- 4. Ability to Work With Subordinates _____
(This will apply particularly to persons who are given the responsibility to supervise an organizational unit whether a unit, section or division)



Point Score

- 4.1 Is he alert to the work output, needs, desires and morale of his subordinates and in interacting with them? _____
 - 4.2 Does he capitalize on the strengths of his subordinates rather than focusing on their deficiencies? _____
 - 4.3 Does he show authenticity and openness in dealing with his subordinates so as to enable the latter to know where they stand, how they relate to him, and how he intends to supervise? _____
 - 4.4 Does he encourage his subordinates to work through their own difficulties and offering his greater experience only after they have initially done their job? _____
 - 4.5 Does he encourage his subordinates to think of new ideas that will improve their work or the operation of the organization? _____
 - 4.6 Does he take steps to make certain that his subordinates are given the opportunity for training both in his operations and elsewhere in the organization? _____
 - 4.7 Does he reward or give recognition to subordinates for their outstanding or exemplary performance? _____
 - 4.8 Does he effectively practice coaching of subordinates as a means of training? _____
 - 4.9 Does he represent his subordinates and their views in his dealings with his superiors? _____
5. Ability To Work With Ad Hoc and Other External Groups



Point Score

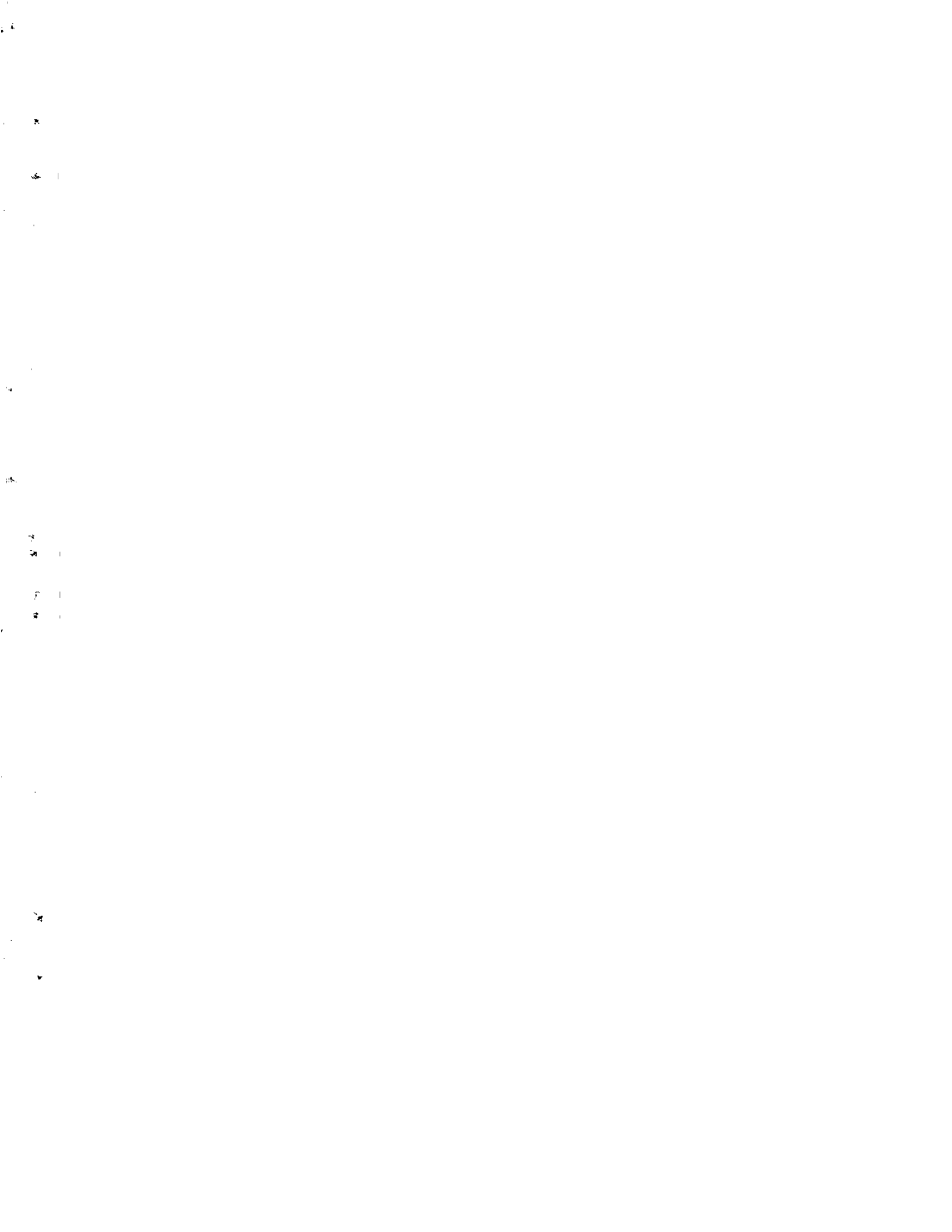
- 5.1 Does he willingly cooperate with the other members of the group in doing the tasks or projects assigned? _____
- 5.2 Does he offer mutual help to the group when needed rather than remain a mere onlooker? _____
- 5.3 Does he show concern in creating a climate for and a relationship with the working group that stimulates them to work together? _____
- 5.4 Does he lead the working group to do willingly the assigned tasks/projects? _____
- 5.5 When assigned to be a leader/ chairman of the working group, does he assume responsibility for the work of the other members? _____

6. Ability to Influence Others

- 6.1 Is he able to make himself acceptable to his subordinates and be perceived as capable of helping them? _____
- 6.2 Can he stimulate his peers and subordinates to accept and internalize organizational/ work changes? _____
- 6.3 Is he able to encourage his peers and subordinates to contribute and participate in problem-solving and decision-making? _____
- 6.4 Can he influence the thinking, attitude and behavior of his superior? _____

Total Point Score _____

Average Point Score _____



7. Ability to Deal With the Clientele/Public Point Score

7.1 Is he always cordial and respectful in dealing with the transacting public? _____

7.2 Does he give due consideration to the problems, needs and grievances of the clients/public? _____

7.3 Does he show enthusiasm in providing the clients/public the necessary advice and assistance they sought for? _____

Total Point Score _____

Average Point Score _____

II. PERSONAL QUALIFICATIONS AND ATTRIBUTES

1. Ingenuity and Innovativeness Point Score

1.1 Is he intellectually inquisitive and constructively critical of existing standards, systems and policies? _____

1.2 Does he experiment prudently with different approaches until he discovers the best that will yield better results? _____

1.3 Does he take the initiative to organize or develop programs, systems, procedures and standards that will benefit the organization? _____

Total Point Score _____

Average Point Score _____

2. Stress Tolerance Point Score

2.1 Does he have a high degree of tolerance for tension resulting from increasing volume of work, organization change, environmental conflict, etc.? _____



Point Score

- 2.2 Is he able to control and handle his anger and negative emotions? _____
- 2.3 When someone else loses control of feelings and becomes angry with him, does he remain calm and look for means to decrease the tension? _____
- 2.4 If hostility become severe and anger threatens the stability and effectiveness of the work group, does he suggest constructive ways of working together? _____
- 2.5 Does he accept criticisms objectively whether from his subordinates, peers or superiors? _____
- 2.6 Is he able to channel his negative feelings into other acceptable forms of behavior? _____
- 2.7 Total Point Score _____
- Average Point Score _____

3. Flexibility

Point Score

- 3.1 Does he modify or change existing methods techniques, or operations when valid evidence or feedback indicates that such modification is necessary? _____
- 3.2 Does he consider several factors and alternatives before he develops his program of activities? _____
- 3.3 Does he utilize various methods and techniques in the pursuit of his assigned tasks? _____
- 3.4 Does he display willingness to learn new concepts and techniques to keep up with the changing conditions in the organization? _____
- 3.5 Is he willing and ready to change decisions he has made when such is necessary? _____



Point Score

3.6 Does he exercise participative or authoritative leadership when necessary? _____

Total Point Score _____

Average Point Score _____

4. Intellectual Maturity

4.1 Does he have a clear grasp of his talents, capacities, strengths and weaknesses and how they relate to his career developments? _____

4.2 Does he think out and plan his own future in organization in terms of career advancement? _____

4.3 Does he trust himself in undertaking a larger responsibility for which he is qualified and capable and which he aspires? _____

4.4 Does he seek advice of his superior and peers in trying to find honest answers to what his strengths and weaknesses are? _____

4.5 Does he exert effort in developing himself especially in the areas in which he feels deficient? _____

4.6 Is he able to integrate his own self-interest with the organizational goals? _____

Total Point Score _____

Average Point Score _____

5. Decisiveness

Point Score

- 5.1 Does he assume full responsibility in making appropriate decisions within the defined limits of the authority delegated to him? _____
- 5.2 When his superior seeks help from him in solving problems, does he submit considered analysis of alternatives and recommend suggestions for solution? _____
- 5.3 Does he ask his peers, subordinates or other persons for their opinions before he makes the decision? _____
- 5.4 When the need to make a decision is immediate, is he able to act quickly and make the best decision possible? _____
- 5.5 Is he firm in enforcing decisions made after appropriate deliberation? _____
- 5.6 In making decisions, how well does he bear in mind the size and length of commitment involved in each decision? _____
- 5.7 In choosing from among alternatives, does he recognize and give primary attention to those factors which are limiting or critical, to the solution of a problem? _____

Total Point Score _____

Average Point Score _____

