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Department of Health  
**OFFICE OF THE SECRETARY**

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30 May 2008

DEPARTMENT ORDER

No. 2008-0136

SUBJECT: Revised Guidelines on Recruitment and Selection of Appointees in all Levels of Position in the Department of Health.

I. RATIONALE

The Department of Health (DOH) through the Health Human Resource Development Bureau (HHRDB) in its pursuit for organizational responsiveness, efficiency and excellence is putting its best efforts in investing in one of the most important resources in the organization, that is - human capital. Hence, it continually seeks for improvement in its policies, systems, processes, procedures, replicate good practices and adopt new technologies in human resource management and development to achieve organizational goals and objectives.

These present guidelines on recruitment and selection of appointees in all levels of position in the Department of Health were crafted to put in place recruitment and selection processes and systems that will ensure getting the right people with the right potential and attitude to the right kind of job. It has adopted the Targeted Selection approach which utilizes recruitment and selection techniques and tools that yield behavior-based information which are predictors for successful job performance.

Likewise, the process of recruitment and selection of employees for appointment in the DOH in all levels of position shall be based on merit, fitness and equality, without discrimination on account of gender, civil status, disability, religion, ethnicity and political affiliation as stipulated in the DOH Merit Promotion Plan (Administrative Order No. 87-B.s., 2002). All candidates for appointment, except those expressly exempted, shall be screened by the Personnel Selection Board (PSB) authorized to assess their qualifications and competence to perform the duties and responsibilities of the position.

To ensure that the most suitable and qualified candidates are recommended to the appointing authority, the following selection criteria and procedures in the recruitment and selection of applicants are hereby established for the guidance of the PSB of this Department.

## II. OBJECTIVES:

To provide guidelines on the recruitment and selection of appointees in all levels of position in the Department of Health.

## III. SCOPE

This issuance shall apply to the Recruitment and Selection in all levels of position in the Department of Health (i.e., Central Offices, Centers for Health Development, and DOH Hospitals), except positions expressly exempted.

## IV. DEFINITION OF TERMS:

- |                         |   |
|-------------------------|---|
| Confidential Position   | - position that denotes not only confidence in the aptitude of the appointee for the duties of the office, but primarily close intimacy, which ensures freedom from misgivings of betrayals of personal trust on confidential matters.  |
| Contractual Appointment | - issued to a person who will undertake a specific work or job for a limited period, not to exceed one year.  |
| Education               | - refers to the academic requirements of the job.   |
| E-Jobs for Health       | - a web-based system for posting job vacancies in the health sector.  |
| Eligibility             | - refers to the result of passing a merit and fitness test which may be determined as far as practicable by competitive examination, or based on highly technical qualifications or other tests of merit and fitness conducted by the Civil Service Commission, or other examinations jointly designed and coordinated by the departments or agencies with the assistance of or in coordination with the CSC, or the Professional Regulation Commission (PRC) conducted board examinations, the Supreme Court conducted bar examinations, the CESB conducted CES examinations, or TESDA conducted crafts and trades examinations. (CSC Revised Policies on Qualification Standards) |

Next-in-Rank	- refers to position which by reason of the hierarchical arrangement of positions in an agency or in the government, is determined to be in the nearest degree of relationship to a higher position as contained in the System of Ranking Position (SRP).
Performance	- refers to the work performance rating of the employee obtained in two consecutive periods immediately preceding the selection process.
Permanent Appointment	- issued to a person who meets all the minimum qualification requirements of the position to which he is being appointed, including the appropriate eligibility prescribed, in accordance with the provisions of law, rules and standards promulgated in pursuance thereof.
Personnel Selection Board	- refers to authorized group of individuals responsible for systematic assessment of competence and qualifications of candidates for recommendation to the vacant job/ positions.
Promotion	- advancement of an employee from one position to another with an increase in duties and responsibilities as authorized by law and usually accompanied by an increase in salary and benefits.
Secondment	- refers to the movement from one department or agency to another, which is temporary in nature and which may or may not require issuance of an appointment but may either involve reduction or increase in compensation.
Substitute Appointments	- issued to a person when the regular incumbent of the position is temporarily unable to perform the duties of his/her position due to official leave for at least three (3) months, under suspension, on scholarship/fellowship or training grant or is on secondment.
Supervisory Position	- refers to positions whose functions involve management and supervision.

- Targeted Selection Interview - competency-based interview technique/tool that yields job-related and behavior-based information that is most helpful in predicting future success in the performance of job.
- Temporary Appointment - issued to a person who meets the education, experience and training requirements of the position for which he is being appointed except for the appropriate eligibility.
- Third Level Position - generally require either Career Service Executive Eligibility (CSEE) or Career Executive Service Eligibility (CESE). This includes the Undersecretary, Assistant Secretary, Bureau Director, Assistant Bureau Director, Regional Director, Assistant Regional Director, Chief of Hospital, Medical Center Chief and Chief, Medical Professional Staff.
- Training - refers to the successful completion of seminars/workshops or short courses relevant to the job.
- Work Experience - refers to the occupational experience or relevant experience acquired either from government or private employment.

#### IV. IMPLEMENTING GUIDELINES ON SELECTION

- 4.1. In the Central Office (CO), the Head of Office where the vacancy is located shall request publication of said vacancy by accomplishing Notice of Vacancy Form 1 (Annex A) and submitting the same to the Personnel Services Division (PSD), HHRDB. The PSD-HHRDB shall be responsible for the publication of said vacancy through posting in conspicuous places and in general circulations/ or CSC publication (Notice of Vacancy Form 1-a, Annex B)/ or E-jobs for Health (e-Job-Vacancy Form 1-b, Annex C).
- 4.2. In the Centers for Health Development (CHDs) and DOH Hospitals, the Personnel Unit/Section shall be responsible in the publication of said vacancy through posting in conspicuous places (Notice of Vacancy Form 1, Annex A) and in General Circulations/ or CSC Publication(Notice of Vacancy Form 1-a, Annex B)/ or E-Jobs for Health (e-Job Vacancy Form 1-b, Annex C).
- 4.3 Vacant Third Level Positions shall be published through the E-Jobs Posting and CSC web site and disseminate the same through a Department Circular.

- 4.4. All qualified next-in-rank shall be automatically considered candidates for promotion to the next higher position. An official notification shall be sent to them on this matter. However, they should submit their updated Personal Data Sheet to the PSD-HHRDB, or Personnel Unit/Section of the CHDs/DOH Hospitals. Non-submission of the required documents shall mean a waiver on their part to be considered as candidate for promotion.

Third Level applicants shall submit the following documents to the Chairperson of the DOH-PSB for Third Level Positions:

- 4.4.1 Updated Personal Data Sheets with Identification Pictures
  - 4.4.2 Certified True Copy of Certificate of Fellow/Diplomate of relevant specialty society or Diploma in any relevant Masteral Degree
  - 4.4.3 Supervisory/Managerial Training for the last seven (7) years
  - 4.4.4 Performance Rating for the last two (2) rating periods
  - 4.4.5 Certified True Copy of current Appointment
  - 4.4.6 Clearances from the National Bureau of Investigation (NBI), CSC, Ombudsman and Sandiganbayan
  - 4.4.7 Application Letter addressed to the Chairperson, DOH-PSB for Third Level Position
- 4.5 The PSB shall start evaluating applicants ten (10) working days after the publication of vacant positions
- 4.6. All applicants shall be screened by their respective PSB in the DOH, except for:
- 4.6.1 Substitute appointments, due to their short duration and urgent nature. However, should the position be filled by permanent appointment, candidates for the position should be screened by the PSB.
  - 4.6.2 Appointments to entry laborer positions;
  - 4.6.3 Appointments to personal and primarily confidential positions; and
  - 4.6.4 Renewal of temporary appointments issued to incumbent personnel.
- 4.7 An employee who is on scholarship/fellowship grant both academic and non-academic, secondment, pregnant or on maternity leave, may be considered for promotion.
- 4.8 The PSB shall meet *en banc* to deliberate on vacancies.
- 4.9 Candidates who pass the initial evaluation shall be made to undergo further assessment.

- 4.10 The Comparative Assessment Report (CAR) Form No. 5– Entry Level Positions, (Annex G)/ CAR Form No. 5-a, Promotion or Transfer (Annex H), together with other pertinent documents, are then submitted to the Appointing Authority for final selection.
- 4.11 The CAR of the PSB for the First, Second and Third Level positions shall be valid for a period of one (1) year reckoned from the date of its deliberation.
- 4.12 Appointments of Third Level Positions are not station specific. Their assignment shall be through a Department Personnel Order.
- 4.13 All Chiefs of Hospital/Sanitarium and Chief Medical Professional Staff (CMPS) are considered Third Level Positions, and their appointments shall be approved by the Secretary of Health.
- 4.14 Evaluation of Chief, Medical Professional Staff (CMPS) position in hospital which is considered Third Level Position, per classification of the CSC, shall be evaluated by a Special Selection Board, equivalent to PSB for Third Level Position. The following Special PSB shall be created:
- 4.14.1 One Hospital PSB for all Metro Manila Hospitals
  - 4.14.2 A CHD-PSB per region for hospitals under the Centers for Health Development
- 4.15 Appointment of CMPS shall be approved by the Hospital concerned.
- 4.16 A PSB is considered valid to evaluate when there is quorum in attendance, i.e., Fifty per cent (50%) plus one and with the presence of either the Chairperson or the Vice-Chairperson.

V. COMPOSITION AND RESPONSIBILITIES OF THE PERSONNEL SELECTION BOARD

5.1 Composition – ( First and Second Level)

- 5.1.1 The Chairperson of the Board duly appointed by the Cluster Head in the Central Office, Director in the CHD and Chief of Hospital in DOH Hospital.
- 5.1.2 Division Chief or the authorized career service representative of the organizational unit where the vacancy is located.
- 5.1.3 Administrative Officer/Human Resource Management Officer or career service employee directly responsible for personnel services.
- 5.1.4 Two (2) representatives from the rank-and-file employees, one

from the first level and one from the second level, who shall both be chosen by the duly accredited employee association in the agency.

In case there is no accredited employee association in the agency, the representatives shall be chosen at large by the employees through a general assembly or other mode of selection to be conducted for that purpose. The candidate who garners the second highest votes shall automatically be the alternate representative.

The first level representative shall participate during the screening of candidates for vacancies in the first level; the second level representative shall participate in the screening of candidates for vacancies in the second level. Both rank and file representatives shall serve for a period of two (2) years. For continuity of operation, the duly accredited employee association may designate an alternate.

5.1.5 The PSB shall be supported by a Secretariat to be designated by the Board itself.

## 5.2 Composition – (Third Level)

5.2.1 The Chairperson of the Board duly appointed by the Secretary of Health

5.2.2 Undersecretaries and Assistant Secretaries

5.2.3 Representative from the CHD and Hospital

5.2.4 The PSB shall be supported by a Secretariat headed by the Director of the Health Human Resource Development Bureau

## 5.2 Responsibilities

5.2.1 A PSB for each cluster in the DOH Central Office, CHDs, DOH Hospitals and PSB for Third Level Positions shall be created to conduct the formal screening and evaluation of applicants based on the established qualification standards. It shall recommend to the Appointing Authority the best qualified and competent candidate/s for hiring and/or promotion.

5.2.1 All members of the PSB shall use the Targeted Selection (TS) in the screening of applicants and they shall undergo the appropriate training for TS.

## VI. QUALIFICATION STANDARDS FOR THIRD LEVEL POSITIONS

QUALIFICATION STANDARDS	HOSPITAL	CENTERS FOR HEALTH DEVT.	CENTRAL OFFICE
EDUCATION	Doctor of Medicine and Fellow/Diplomate of relevant specialty society or Master's Degree in Management related field	Master's degree relevant to the job	Master's degree relevant to the job
EXPERIENCE	Three (3) years supervisory/managerial experience	Three (3) years supervisory/managerial experience	Three (3) years supervisory/managerial experience
TRAINING	At least 40 hours of supervisory/managerial training	At least 40 hours of supervisory/managerial training	At least 40 hours of supervisory/managerial training
ELIGIBILITY	Shall be dependent on the Civil Service Commission Criteria	Career Executive Service (CES)/Career Service Executive Eligibility (CSEE)	Career Executive Service (CES)/Career Service Executive Eligibility (CSEE)

## VII. CRITERIA FOR SELECTION

The following are the criteria for selection with the corresponding percentage for each criteria:

### 7.1 For Entry Level Position

7.1.1	DOCUMENTS REVIEW	25%
	- Education (60 pts.)	
	- Experience (20 pts.)	
	- Training (20 pts.)	
7.1.2	WRITTEN EXAMINATION	30%
	- General Examination (70 pts.)	
	- Technical Examination (30 pts.)	
7.1.3	TARGETED SELECTION (TS) INTERVIEW	30%
7.1.4	CHARACTER INVESTIGATION	<u>15%</u>
	<b>TOTAL</b>	<b>100%</b>



## 7.2 For Promotion and Transfer

7.2.1	DOCUMENTS REVIEW		25%
-	Education	(40 pts.)	
-	Experience	(30 pts.)	
-	Training	(30 pts.)	
7.2.2	PERFORMANCE		10%
7.2.3.	WRITTEN EXAMINATION		30%
-	General Examination	(30 pts.)	
-	Technical Examination	(70 pts.)	
7.2.4	TARGETED SELECTION (TS) INTERVIEW		25%
7.2.5	CHARACTER INVESTIGATION		<u>10%</u>
	<b>TOTAL</b>		<b>100%</b>

## 7.3 Third Level Position

### 7.3.1 DOCUMENTS REVIEW

7.3.1.1	Education		10 points
-	Meet the minimum Qualification Standards	5 pts.	
-	with Master's Degree or its equivalent	+2	
-	for every additional degree or equivalent	+2	
-	Diploma/Certificate Course	+1	
7.3.1.2	Relevant Work Experience		10 points
-	3 years	5 pts.	
-	additional 1 point for every year of experience		
7.3.1.3	Supervisory/Managerial Training		15 points
-	40 hours	5 pts.	
-	additional 2 points for every 20 hours additional training		

7.3.2	PERFORMANCE		5 points
	- Outstanding	5 pts.	
	- Very Satisfactory	3 pts.	
	- Entry Level	2 pts.	
7.3.4	WRITTEN EXAMINATION		20 pts.
	7.3.4.1 Management Aptitude Test	10 pts.	
	7.3.4.2 Personality Preference	10 pts.	
7.3.5	TARGETED SELECTION INTERVIEW		20 pts.
	- Minimum of 10 points		
7.3.6	CHARACTER INVESTIGATION		<u>20 pts.</u>
	<b>TOTAL</b>		<b>100 points</b>

VIII. PROCEDURES FOR RECRUITMENT AND SELECTION  
(Flow Chart – Refer to Form No. 4 - Annex F)

8.1 Initial Screening of Applicants

8.1.1 Upon receipt of the application documents by PSD/Personnel Unit/Section and PSB Secretariat for Third Level, initial evaluation shall be made based on the established qualification standards. These shall include documents review and initial interview by the PSD/Personnel Unit/Section. The PSB Secretariat for Third Level will conduct initial Evaluation. (Initial Interview Form 2, Annex D - available upon request at the Personnel Service Division, HHRDB-DOH)

8.1.2. Applicants who meet the qualification standards shall undergo further evaluation. Those who are not qualified shall be informed accordingly.

8.2 Qualifying Examination for Pre-Screened Applicants

8.2.1 The qualifying exams shall be two-fold composed of the following:

8.2.1.1 First and Second Level Position:

- a general exam administered by the Personnel Services Division/Personnel Unit/Section

- a technical examination that measures the candidates level of competence vis-a-vis the competency requirement of the position being applied for.

#### 8.2.1.2 Third Level Position:

- management aptitude to assess the managerial competence of applicants and level of fit to the job
- personality assessment

8.2.2 All applicants who pass the examination shall undergo a panel interview by the PSB using the TS.

### 8.3 Interview of Applicants using the Targeted Selection (TS) Technique

8.3.1 The respective PSB Secretariat, shall schedule the interview of applicants.

8.3.2 Applicants who failed to appear for a scheduled interview, except for justifiable reasons, automatically waive his/her opportunity to be considered for the position being applied for. The Secretariat may re-schedule an interview for reasons considered valid. In such case, the PSB shall meet again to accommodate the interviews.

8.3.3 The PSB shall convene to conduct TS interview.

8.3.4. A TS interview guide shall be used by the PSB in conducting interview of applicants.

### 8.4 Character Investigation

Prior to the schedule of Interview, the PSD/Personnel Unit/Section shall conduct a Background Investigation (BI)/ Character Check of all applicants who passed the examination using the attached form (Character Investigation Form 3, Annex E – available upon request at the Personnel Service Division, HHRDB-DOH). Furthermore, the PSD/ Personnel Unit/Section shall come up with its own scoring system. The result of the character investigation shall be forwarded to the PSB for deliberation. Likewise, PSB Secretariat for Third Level shall forward result of the Character Investigation to the Board. The result of the Character Investigation is strictly confidential and in no manner shall be used to assail the character of the applicants.

### 8.5 Integration and Evaluation

8.5.1 The PSB Secretariat shall consolidate the results of the Documents Review, Written Examination, TS Interview and Character

Investigation using the Comparative Assessment Form. (CAR Form 5- Annex G or CAR Form 5-a Annex H)

8.5.2 PSB shall integrate and evaluate the results of the selection process *en banc*.

8.5.3 The PSB shall prepare a Comparative Assessment Report (CAR Form 5- Annex G or CAR Form 5-a Annex H) and Board Resolution for recommendation to the Appointing Authority.

#### 8.6 Decision-making

8.6.1 The Appointing Authority decides on the successful applicant based on the list of recommended candidates.

8.6.2 The Board's Resolution, together with the decision of the Appointing Authority, shall be submitted to the PSD/Personnel Unit /Section for implementation.


8.7 The PSD/Personnel Unit/Section shall post a notice announcing the appointment of the official/ employee in three (3) conspicuous places in the agency or through the web, a day after the issuance of the appointment for at least fifteen (15) calendar days.

#### IX. REPEALING CLAUSE

Department Order Nos. 2005-0035 and 2005-0006 and all other issuances that are not in accordance to the provisions in this Department Order are hereby repealed or rescinded.

#### X. EFFECTIVITY

This Department Order shall take effect immediately.

  
FRANCISCO T. DUQUE III, MD, M.Sc.  
Secretary of Health

<b>NOTICE OF VACANCY</b> (for posting in conspicuous places)	
<b>POSITION:</b>	<b>Salary Grade:</b>
	<b>Monthly Salary:</b>
<b>DIVISION:</b>	<b>OFFICE:</b>
<b>ITEM NUMBER:</b>	
<b>Minimum Qualification Standards (per CSC QS Manual):</b>	
Education:	
Experience:	
Training:	
Eligibility:	
<b>Additional Qualifications Preferred:</b>	
Education:	
Training :	
Experience:	
Competency:	
<p>Note: All qualified next-in-rank shall be automatically considered candidates for promotion. However, a candidate has to submit an updated Personal Data Sheet to the Personnel Services Division, HHRDB for Central Office vacancies and Personnel Unit/Section of the respective CHDs and DOH Hospitals. Failure to do so will automatically waive one's right to be included as candidate.</p> <p>Others who are interested and qualified shall submit the following to the Personnel Services Division- HHRDB/ Personnel Unit/Section of the respective CHD/ DOH Hospitals:</p> <ol style="list-style-type: none"> <li>1. Application letter addressed to the Head of Bureau/ Service/ Office/Hospital.</li> <li>2. Two (2) copies duly accomplished Personal Data Sheet</li> <li>3. Two (2) copies of performance rating for the last rating period</li> </ol>	
<b>Deadline for Submission:</b>	
<b>Prepared by:</b>	<b>Noted by:</b>

**NOTICE OF VACANCY**  
(for Civil Service Commission publication)  
**DEPARTMENT OF HEALTH VACANT POSITION**  
Date: \_\_\_\_\_

Region	
Office	
Position Title	
Item No.	
Salary Grade	
Education	
Training	
Eligibility	

(Annex C)

Notice of Vacancy – E-Job Posting Form 1-b

JOB VACANCY FORM	
(a) POSITION/ SALARY GRADE:	
(b) PROFESSIONAL CATEGORY:	
(c) DIVISION	(d) OFFICE
(e) ITEM NUMBER	
(f) Additional Qualifications Preferred (End-user's preference)	
Education :	
Training :	
Eligibility :	
Others :	

Prepared by:

Noted by:

\_\_\_\_\_  
Administrative Officer/  
Administrative Officer Designate

\_\_\_\_\_  
Director

**Instruction:**

In line with the operationalization of the Online Job Posting System, the following are the procedures on posting of vacant positions through the web:

1. Fill out the required information for every job vacancy in your respective office.
2. For Professional Category (box b), please refer to the following field categories:
  - Alternative Medicine Practitioners
  - Caregiver
  - Community Volunteer Health Worker
  - Dentist
  - Emergency Medical Technician
  - Medical Laboratory Technician
  - Medical Physicist
  - Medical Records Officer

- Medical Social Worker
- Medical Technologist
- Midwife
- Nurse
- Nutritionist Dietitian
- Occupational Therapist
- Occupational Therapy Technician
- Optometrist
- Pharmacist
- Physical Therapist
- Physical Therapy Technician
- Physician
- Pulmonary Technician
- Radiologic Technician
- Radiologic Technologist
- Sanitary Engineer
- Speech Pathologist
- X-Ray Technician
- X-ray Technologist
- Others

3. For Item Number (box e ), please refer to the Plantilla of Positions of your respective office for specific item no. of vacant position/s to be posted.
4. For Additional Qualification Preferred (box f ), please indicate qualification preference for the vacant position/s.
5. Submit to the Personnel Services Division (PSD), HHRDB for Central Office vacancies and Personnel Unit/Section for CHDs and DOH Hospitals.



**INTERVIEW GUIDE**  
(for Personnel Initial Interview)

NAME OF APPLICANT: \_\_\_\_\_  
POSITION DESIRED : \_\_\_\_\_

1. Can you give me a brief description about yourself and your family?

*Questions for people with little work experience-* (Continuous learning/Self - Development)

2. I see you took up \_\_\_\_\_, what made you decide to choose that course? What is the most difficult subject that you have taken in school? How did you master it?
3. When studying a new subject in school, we learn some things quickly, while other subjects take more time to learn. Tell me about a subject you learned quickly and one that took more time to learn.
4. Tell me about a skill that you learned in school and you were able to use in a practical way.

*Questions for people with work experience*

5. Could you give me a description of your past work experience? What steps have you taken to make the most of your learning experience. (Continuous Learning/Self-Development)
6. Tell me about a time when you encountered an unexpected policy change. How did it affect you? What did you do? (Adaptability)
7. Tell me about a time when you have contributed to the achievement of the organizations' goals? (Organizational Commitment)
8. Tell me about a time when you have to step in to help a group or a team completes a task/project/assignment. (Teamwork)
9. What plans have you made for yourself in terms of your career? (Professional/Career Growth)

Appearance:	Dresses appropriately	/	+	/	/	-	/
	Speaks confidently	/		/	/		/

/ /For 2<sup>nd</sup> Interview / /Failed / /Active File

Interviewed by: \_\_\_\_\_

(Annex E)  
CHARACTER INVESTIGATION Form No.3  
(Confidential)

**CHARACTER INVESTIGATION**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Madam/Sir:

We would like to inform you that \_\_\_\_\_ has applied in this  
(name of applicant)  
\_\_\_\_\_ as \_\_\_\_\_. Any additional information  
(name of office) ( position applied for)  
regarding his/her work or prior work performance is vital in assessing his/her competencies. May we ask you to accomplish the form below and return sealed in the attached envelope.

If there is any confidential information that you would like to discuss personally, please indicate a convenient time to contact you.

Rest assured that your information will be treated under strict confidentiality.

Thank you for your immediate attention on this matter.

Very truly yours,

\_\_\_\_\_  
Chairperson, Personnel Selection Board

Please tick appropriate box that most objectively describes his/her performance and behavior.

- A. **Organizational Commitment** – Identifying one's behavior with the organization's vision, mission and goals and work for the attainment as such.  
Key Behaviors:

- Exhibit loyalty and commitment to the organization;
- translate the vision, mission and goals into day to day activities;
- explain to clients, partners and stakeholders the context of the organization's programs and thrusts.

/ /            STRENGTH       / / WEAKNESS

Remarks: \_\_\_\_\_  
\_\_\_\_\_

**B. Integrity** - Maintaining social, ethical and organizational norms in all job related activities

Key behaviors:

- Take full responsibility for actions, admit mistakes and strive to correct these;
- exhibit modest thinking and earn respect from everybody;
- behave in accordance with the moral and ethical standards

/ /                    STRENGTH                    / /                    WEAKNESS

Remarks: \_\_\_\_\_  
\_\_\_\_\_

**C. Stewardship of Resources** –Ensuring that operations produce desired results within the given/available resources

Key Behaviors:

- Pursue efficiency and economy in the use of resources;
- equitable and prompt distribution of resources;
- efficient use and care/maintain resources.

/ /                    STRENGTH                    / /                    WEAKNESS

Remarks: \_\_\_\_\_  
\_\_\_\_\_

**D. Teamwork** -Participating as full member of a team and work productively towards organizational goals.

Key Behaviors:

- Support group's decision and act in solidarity;
- provide supportive environment based on trust, respect and commitment;
- accept individual differences.

/ /                    STRENGTH                    / /                    WEAKNESS

Remarks: \_\_\_\_\_  
\_\_\_\_\_

E. **Quality Service Focus** – Providing quality service and ensure client satisfaction through continuous improvement of processes and improvement of policies and procedures.

Key Behaviors:

- Monitor accuracy and quality of work and take action to correct mistakes;
- attend to client's inquiries and complaints promptly, courteously and with compassion;
- elicit feedback from clients to monitor their satisfaction.

/ /                      STRENGTH                      / /                      WEAKNESS

Remarks: \_\_\_\_\_  
\_\_\_\_\_

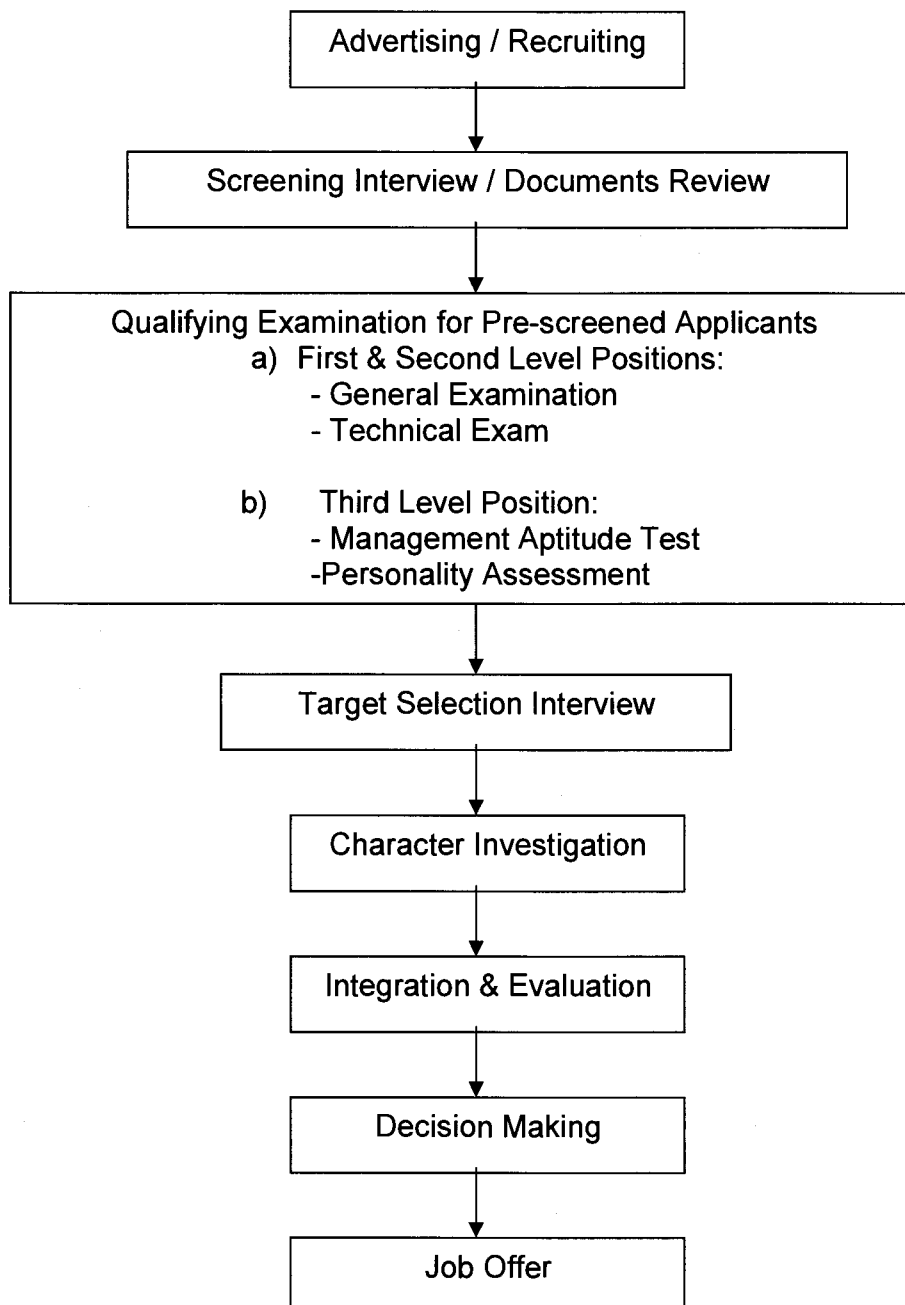
Other comments and recommendations: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
SIGNATURE OVER PRINTED NAME

\_\_\_\_\_  
DATE

Note: Other forms/methods of character investigation can be applied. Questions should be related to the Core/Organizational Competency requirement of the position

SELECTION SYSTEM FLOW CHART



**COMPARATIVE ASSESSMENT REPORT**  
**(ENTRY LEVEL POSITION)**

Name of Applicant	Position/ Salary Grade/Office	Document Review (25%)	Written Examination (30%)		TS Interview (30%)	Character Investigation (15%)	Total
			General. Aptitude	Competency/ Technical			

\_\_\_\_\_  
Division Chief/Date

\_\_\_\_\_  
HRMO/Date

\_\_\_\_\_  
Rank & File Representative/Date

\_\_\_\_\_  
Chairperson/Date

\_\_\_\_\_  
Secretariat/Date

**COMPARATIVE ASSESSMENT REPORT**  
PROMOTION or TRANSFER

Name of Applicant	Position/ Salary Grade/Office	Document Review (25%)	Written Examination (30%)		Perform ance (10%)	TS Interview (25%)	Character Investiga- tion (10%)	Total
			General Aptitude	Competency/ Technical				

\_\_\_\_\_  
Division Chief/Date

\_\_\_\_\_  
HRMO/Date

\_\_\_\_\_  
Rank & File Representative/Date

\_\_\_\_\_  
Chairperson/Date

\_\_\_\_\_  
Secretariat/Date