



REPUBLIC OF THE PHILIPPINES

DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS

OFFICE OF THE SECRETARY
MANILA

AUG 08 2011

DEPARTMENT ORDER

No.

43

Series of 2011

28.09.11

SUBJECT : **GUIDELINES IN THE EVALUATION AND
SELECTION OF CANDIDATES FOR
APPOINTMENT TO EXECUTIVE/
MANAGERIAL POSITIONS**

For a broader and more realistic evaluation of candidates, in adherence to merit and fitness principle, and to ensure that only the best qualified and most competent are appointed, the following guidelines in the evaluation/selection of candidates for appointment/promotion to executive and/or managerial positions, are hereby prescribed.

1.0 Purpose and Scope

This Department Order prescribes the internal policies, criteria and procedures to be used in appointing and/or recommending candidates to the aforementioned positions in the Department of Public Works and Highways. Executive and/or managerial positions shall include the following: a) Director IV, b) Director III, c) Project Manager IV, d) Project Manager III, e) Project Manager II, f) Project Manager I, g) District Engineer (DE), and, h) Assistant District Engineer (ADE).

2.0 Basic Policies

- 2.1. As a general rule, applicants to executive/managerial positions shall possess the needed qualification requirements for said positions as prescribed in the Qualification Standards (QS).
- 2.2. Opportunity for appointment to said group of positions is open to all qualified applicants. Selection of candidates will be made without regard to political or religious affiliation or non-affiliation, gender, marital status, age, disability, or ethnicity, in accordance with the provisions of the DPWH Merit Selection Plan, disseminated under DMC No. 51, series of 2002.

In connection thereto, Section 11(a) of Republic Act No. 9710, dated 17 August 2009, otherwise known as the Magna Carta of Women, shall be observed. The said provision states: "*(a) Empowerment within the Civil Service – Within the next five (5) years, the number of women in third (3) level positions in government shall be incrementally increased to achieve a fifty-fifty (50-50) gender balance.*"

- 2.3. The Management Committee (ManCom), the Department's Selection Board for the aforesaid positions, shall analyze the duties and responsibilities of the said positions and determine job-related standards and criteria expressed in terms of specific skills, knowledge, abilities and personal characteristics that a candidate should possess.

- 2.4 When a managerial/executive position becomes vacant, employees/officials who possess all the qualifications and none of the disqualifications for the vacancy, and who occupy the next lower positions in the occupational group/service categories having common characteristics and no critical differences in duties and responsibilities, shall be included in the evaluation. However, in filling-up vacant DE and ADE positions, only those who will apply in writing shall be included in the evaluation.

3.0 Selection Criteria and Other Qualification Requirements

Only the candidates who have met the minimum qualification requirements of the position applied for shall be included in the evaluation. Qualified candidates shall be rated and ranked on the basis of the following selection criteria:

FACTOR	WEIGHT
1. Performance This shall be based on the weighted average of the last two (2) performance ratings under the Career Executive Service Performance Evaluation System (CESPES), Performance Appraisal for District Engineers (PADE) or the Performance Appraisal System based on Management by Objectives and Results Evaluation (M.O.R.E), whichever is applicable. However, no employee or official shall be considered for promotion unless his average performance rating, for the last 2 grading periods, is at least Very Satisfactory. The Conversion Table is in Annex "A".	30%
2. Education and Training These shall include educational background and successful completion of relevant training courses, scholarships, including additional higher eligibilities (e.g., CESO, CSEE, CESE) and others. Guidelines are in Annex "B".	20%
3. Experience and Outstanding Accomplishments These shall include occupational history, work experience, award and other accomplishments worthy of commendation. Refer to Annex "C".	25%
4. Potential and Personality Traits (Annex "D") These take into account integrity, managerial leadership, initiative and resourcefulness, commitment and loyalty to the service, team spirit, and other behavioral dimensions relevant to the position to be filled up. The candidates shall be evaluated/rated by the following with the corresponding percentage weight allocation: 4.1 ManCom Interview --- 15% 4.2 Peers --- 5% 4.3 Subordinates --- 5%	25%

On top of the minimum qualification requirements specified in the Qualification Standards (QS) Manual, Civil Engineer candidates for appointments to executive and/or managerial positions shall also need to pass the CSC-DPWH Promotional/Qualifying Examination.

In the case of applicants for District Engineer positions, completion of the District Engineer Candidates' Course shall likewise be required. A similar Training Program will be designed for those applying for ADE, Project Manager and Director positions.

4.0 Procedures

- 4.1 Vacant executive/managerial positions shall be published in accordance with the provisions of R.A. No. 7041 and its implementing guidelines. To ensure widest information dissemination, these vacant positions shall be published in a newspaper of general circulation or the CSC Bulletin of Vacant Positions and the DPWH Website. A memorandum shall likewise be disseminated to all concerned announcing the said vacancy, including the qualification standards required for the position and the deadline for submission of applications and other relevant documents. Non-compliance to prescribed requirements shall be taken to mean that those concerned are no longer interested to be included in the selection process.
- 4.2 Interested applicants should submit their applications, together with other relevant documents, to the ManCom, through the Chairman of the Central Placement Committee (CPC) for Third Level and Assistant District Engineer Positions (created under D.O. No. 45, series of 2010). The CPC shall consolidate all applications and supporting documents for records purposes and submit a summary to the ManCom.
- 4.3 The candidates shall be initially evaluated and ranked by the CPC on the basis of the above-specified selection criteria, the weight/value of which may vary according to the specific requirements of the vacant positions to be filled up. The CPC shall submit their findings to the ManCom. The ManCom shall then deliberate on the qualifications of the candidates and submit their recommendations, through Resolutions, for approval of the Secretary.
- 4.4 Candidates for presidential appointments shall be submitted by the Secretary to the President, thru the Executive Secretary. The names of at least three (3) of the highest ranking and best qualified candidates, as evaluated by the CPC and recommended by the ManCom for every position to be filled up shall be submitted by the Secretary. He will state the reasons in case less than three (3) names are recommended.

This Order is supplementary to all issuances consistent herewith and shall take effect immediately.


ROGELIO L. SINGSON
Secretary



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ANNEX "A"

GUIDELINES IN DETERMINING THE EQUIVALENT POINTS OF THE CANDIDATES' PERFORMANCE RATING

1. Performance of officials in the Career Executive Service (CES) is covered by the Career Executive Service Performance Evaluation System (CESPES). The guidelines/rules and regulations of the CESPES, as prescribed by the CESB shall be adopted for purposes of determining the evaluation of the overall performance of the official applying for appointment/promotion.

The average of two semestral ratings based on their Performance Contract shall be used in the evaluation of their overall qualification for purposes of promotion to higher position.

The following conversion table shall be adopted for purposes of determining the equivalent points of CESPES Rating:


Adjectival Rating	CESPES Rating	Equivalent Points
Exceptional	7.00	100
Commendable	6.60 – 6.99	96
Commendable	6.00 – 6.59	92
Above Average	5.60 – 5.99	88
Above Average	5.00 – 5.59	84
Good Solid Performance	4.60 – 4.99	80
Good Solid Performance	4.00 – 4.59	76
Solid Performance	3.60 – 3.99	72
Solid Performance	3.00 – 3.59	68
Below Average	2.60 – 2.99	64
Below Average	2.00 – 2.59	60
Unacceptable	1.60 – 1.99	55
Unacceptable	1.00 – 1.59	50

2. Performance of candidates holding District Engineer position, including OIC-District Engineers, shall be based on the Performance Appraisal System for District Engineer (PADE), as prescribed under Department Order No. 124, series of 1989. The average of the last 2 semestral ratings shall be used for purposes of evaluating their overall performance. Only those with an average rating of 85 or higher shall be considered for promotion.
3. Performance of other employees occupying the following positions, except those covered under Nos. 1 and 2, shall be based on the Performance Appraisal Reports (PARs) under the M.O.R.E. Performance Appraisal System prescribed under Ministry Order No. 25, series of 1982:
 - Engineer III
 - Engineer IV and other Assistant Division Chiefs
 - Engineer IV (Assistant District Engineer)
 - Engineer V and other Division Chiefs
 - Project Managers

The following table shall be used for converting the Performance Rating into points:

ADJECTIVAL RATING	RATING BASED ON PAR/M.O.R.E.	EQUIVALENT POINTS
Outstanding	1.00	100.00
Outstanding	1.1	99.26
Outstanding	1.2	98.55
Outstanding	1.3	97.84
Outstanding	1.4	97.13
Outstanding	1.5	96.42
Outstanding	1.6	95.71
Outstanding	1.7	95.00
Very Satisfactory	1.8	94.00
Very Satisfactory	1.9	92.68
Very Satisfactory	2.0	91.40
Very Satisfactory	2.1	90.12
Very Satisfactory	2.2	88.84
Very Satisfactory	2.3	87.56
Very Satisfactory	2.4	86.28
Very Satisfactory	2.5	85.00

Only those with Outstanding and Very Satisfactory Performance Ratings shall be considered for promotion.



ANNEX "B"

GUIDELINES IN EVALUATING CANDIDATES' EDUCATION AND TRAINING

1. EDUCATION

All candidates should meet the minimum education and training requirements per Qualification Standards set by the Civil Service Commission. Additional educational qualification shall be given additional credits as follows:

Additional Bachelor's Degree

10 points

Academic units leading to an additional Bachelor's Degree shall not be given additional points.

Masteral Degree

15 points

Doctorate Degree

20 points

Academic units leading to a Masteral Degree or Doctorate Degree shall be given pro-rated points, as follows:

	1-9 units	10-18 units	19-27 units	Completed all required academic units but did not graduate	GRADUATE
Masteral Degree	3	6	9	12	15
Doctorate Degree	4	8	12	16	20

Only one (1) Masteral Degree and Doctorate Degree shall be given the corresponding points. Academic units leading to another Masters' Degree or Doctorate Degree shall not be given additional points.

Third Level Eligibility (CESE/CSEE)

15 points

To be given only to a candidate who have been conferred the eligibility.

2. TRAINING

Completed relevant seminars/trainings shall be given two (2) points per seminar/training up to a maximum of forty (40) points.

40 points

TOTAL

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100 points



ANNEX "C"

GUIDELINES IN EVALUATING CANDIDATES' EXPERIENCE AND OUTSTANDING ACCOMPLISHMENT

		MAXIMUM POINTS
I.	EXPERIENCE	
	<p>1) On-the-job Experience (5 points per year) Experience as Officer-in-Charge (OIC) in the position to be filled provided that the designation as OIC is covered by a Department Order/Memorandum signed by the Secretary.</p> <p>Experience as OIC in excess of 6 years shall be credited under Experience in a "Next-in-Rank" position at 3 points per year.</p>	30
	<p>2) Experience in a Next-in-Rank Position (3 points per year) Experience as OIC in excess of 6 years.</p> <p>Experience in a position next-in-rank to position to be filled based on the DPWH organizational structure regardless of geographical location</p> <p>Experience in a next-in-rank position in excess of 10 years shall be credited under "Other Supervisory" experience at 2 points per year</p>	30
	<p>3) Other Supervisory Experience (2 points per year) Experience in a supervisory position (at least Section Chief) that is not counted under Nos. 1 and 2. This includes experience as Officer-in-Charge in a Section or higher organizational unit provided the designation is signed by appropriate appointing authority.</p> <p>Supervisory experience in excess of 10 years shall be counted under non-supervisory experience.</p>	20
	<p>4) Non-Supervisory Experience (1 point per year) Experience in a relevant non-supervisory position in the second level requiring RA 1080 eligibility or professional level eligibility.</p>	10
II.	AWARDS/COMMENDATIONS	10
	<p>Awards granted in accordance with CSC MC No. 56 and DO No. 160, both series of 1989 and other pertinent issuances, and Year-End Awards, at 2 points per award received within the last 5 years.</p>	
	TOTAL MAXIMUM POINTS	100

ANNEX "D"

GUIDELINES IN RATING THE CANDIDATES' POTENTIAL AND PERSONALITY TRAITS

1. The candidate's peers and subordinates shall assess the potential and personality traits of the candidate using the attached Assessment Form (Annex "D-1"). The subordinate and peer raters shall be of the same office of as the candidate.

The attached conversion table (Annex "D-2) shall be used in determining the equivalent points of the Peers and Subordinates Rating.

2. The ManCom shall conduct its own assessment on the candidate's Potential and Personality Traits through a Panel Interview.



ANNEX D-1

POTENTIAL AND PERSONALITY TRAITS ASSESSMENT FORM

Candidate: _____

Position to be filled: _____

Instruction to the Rater:

You are to rate the candidate on the listed factors on Potential and Personality Traits that would have a bearing on his performance in the position to be filled.

Encircle the appropriate numerical value for each factor using the following scale:

- | | |
|---------------|---------------------|
| 1 - Always | 4 - Seldom |
| 2 - Often | 5 - Rarely or Never |
| 3 - Sometimes | |

Intelligence and Ingenuity

- | | | | | | |
|--|---|---|---|---|---|
| 1. Possesses innate intelligence and practical knowledge which can be applied to the position to be filled. | 1 | 2 | 3 | 4 | 5 |
| 2. Keeps an open mind to change and takes initiative to improve work systems and procedures that benefit the organization. | 1 | 2 | 3 | 4 | 5 |
| 3. Creative and resourceful in overcoming shortage in supplies, inadequate equipment, etc., in order to meet work targets. | 1 | 2 | 3 | 4 | 5 |

Emotional Stability and Stress Tolerance

- | | | | | | |
|--|---|---|---|---|---|
| 4. Maintains positive attitude and normal pace and quality of work despite tension resulting from personal problems, conflict with co-workers, frustration, additional or new work assignments, etc. | 1 | 2 | 3 | 4 | 5 |
| 5. Maintains self-esteem and constructively accepts criticisms whether from subordinates, peers or supervisor. | 1 | 2 | 3 | 4 | 5 |

Human Relations

- | | | | | | |
|---|---|---|---|---|---|
| 6. Shows respect for all people regardless of rank, or stature in life. | 1 | 2 | 3 | 4 | 5 |
| 7. Maintains healthy professional relationship with co-worker despite personal differences. | 1 | 2 | 3 | 4 | 5 |
| 8. Helpful and tactful in dealing with transacting public. | 1 | 2 | 3 | 4 | 5 |

Personal Values

- | | | | | | |
|--|---|---|---|---|---|
| 9. Takes initiative to enhance present knowledge and skills and learn new ones, to benefit the organization. | 1 | 2 | 3 | 4 | 5 |
| 10. Ethical in dealing with co-workers, contractors/suppliers and the transacting public. | 1 | 2 | 3 | 4 | 5 |

Rating (Total ÷ 10) _____

Rated by: _____

ANNEX "D-2"

Conversion Table for the Peers and Subordinates Ratings

Average Rating	Points
5.00	100.00
4.90	98.00
4.80	96.00
4.70	94.00
4.60	92.00
4.50	90.00
4.40	88.00
4.30	86.00
4.20	84.00
4.10	82.00
4.00	80.00
3.90	78.00
3.80	76.00
3.70	74.00
3.60	72.00
3.50	70.00
3.40	68.00
3.30	66.00
3.20	64.00
3.10	62.00
3.00	60.00
2.90	58.00
2.80	56.00
2.70	54.00
2.60	52.00
2.50	50.00
2.40	48.00
2.30	46.00
2.20	44.00
2.10	42.00
2.00	40.00
1.90	38.00
1.80	36.00
1.70	34.00
1.60	32.00
1.50	30.00
1.40	28.00
1.30	26.00
1.20	24.00
1.10	22.00
1.00	20.00

Candidates are rated by peers and subordinates on a scale of 1 to 5 where 5 is the highest and 1 is lowest.

INDIVIDUAL EVALUATION FORM

1) PERFORMANCE

		Rating/Sem.	Average	Weight	Score
1.1	1st Semester	100.00	100.00	30%	30.00
1.2	2nd Semester	100.00			

2) EDUCATION AND TRAINING

		Maximum Points/Rating	Total Points	Weight	Score
2.1	Additional Bachelor's Degree-BSSE	10.00	100.00	20%	20.00
2.2	Master's Degree - MPA	15.00			
2.3	Doctorate Degree - DPA	20.00			
2.4	Third Level Eligibility - CSEE	15.00			
2.5	Training - 20 trainings@2pts.	40.00			

3) EXPERIENCE AND OUTSTANDING ACCOMPLISHMENT

		Maximum Points/Rating	Total Points	Weight	Score
3.1	On-the-Job Experience (6 yrs. x 5 pts./yr.)	30.00	100.00	25%	25.00
3.2	Next-in-Rank Position Experience (10 yrs. X 3 pts./yr)	30.00			
3.3	Other Supervisory Experience (10 yrs. x 2 pts./yr)	20.00			
3.4	Non-Supervisory Experience (10 yrs. X 1 pt./yr.)	10.00			
3.5	Awards & Commendations	10.00			

4) POTENTIAL AND PERSONALITY TRAITS

		Maximum Points/Rating	Weight	Equivalent Points	Score
4.1	ManCom's Rating/Panel Interview	100.00	15%	15.00	25.00
4.2	Peers' Rating	100.00	5%	5.00	
4.3	Subordinates' Rating	100.00	5%	5.00	

TOTAL SCORE

100.00

Prepared by:

Signature Over Printed Name

100