



MC No. 12, s. 1993

**MEMORANDUM CIRCULAR**

**T O** : ALL HEADS OF DEPARTMENTS, BUREAUS AND AGENCIES OF THE NATIONAL AND LOCAL GOVERNMENTS, INCLUDING GOVERNMENT-OWNED AND/OR CONTROLLED CORPORATIONS

**SUBJECT** : Guidelines in the Establishment and Implementation of Agency Performance Evaluation System

Pursuant to the provisions of Rule IX of the Omnibus Rules Implementing Book V of Executive Order No. 292, the following guidelines are hereby issued in order to help agencies in the development and efficient implementation of performance evaluation system:

1. Coverage. A Performance Evaluation System (PES) shall be established in all departments or agencies of the national and local governments, including state universities and colleges, government-owned and controlled corporations with original charters.
2. General Objectives. The PES shall be so designed and administered to:
  - a. continuously foster improvement of employee performance and efficiency;
  - b. enhance organizational effectiveness and productivity;
  - c. provide an objective performance rating which shall serve as a basis for incentives and rewards, promotion, training and development, personnel actions and administrative sanctions.

3. Minimum Requirements. The PES shall include the following minimum requirements:

- a. Identification of performance outputs as well as job-related behaviors of the position/function and corresponding performance standards which should be mutually agreed upon between the supervisor and the subordinate.

The actual performance outputs shall be assigned a greater weight when rating an employee's performance. Job-related behaviors which critically affect the performance of a job shall be identified and defined. Employees shall also be rated on the manifestation of these behaviors, but the rating shall be assigned a lesser weight than that of job outputs.

- b. Feedback by which an employee shall be currently advised of his progress in accomplishing his assigned tasks.
- c. Documentation of the observations, comments and recommendations of the supervisors regarding employee's strengths and weaknesses which may be instrumental in furthering his career, or identifying constraints that may impede his development.
- d. Evaluation and rating of performance done twice a year or once every semester composed of six months ending on June 30 and December 31. However, if the organizational needs require a shorter or longer period, the minimum appraisal period shall be at least 90 days or three months. No appraisal period shall be longer than one year.
- e. Sanctions against raters who have been found to give undue advantage or disadvantage to the employee they rate.

- f. Adjectival ratings defined as follows shall be adopted:

Outstanding - An employee shall be given this rating when he EXCEEDS HIS TARGET BY AT LEAST FIFTY PERCENT. It represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. His achievement and contributions to the organization are of marked excellence which even his peers recognize through a forced comparison/distribution method established by the agency concerned. (Underscoring supplied)

Very Satisfactory - An employee shall be given this rating when he EXCEEDS THE EXPECTED OUTPUT/PERFORMANCE BY AT LEAST 25% but falls short of what is considered an outstanding performance. In addition, his competence and contributions shall be recognized by his peers also through a forced comparison/distribution method based on the criteria established by the agency concerned. Those screened out in the forced comparison/distribution for outstanding performers shall be included in this category. Only employees with Outstanding and Very Satisfactory performance ratings shall be considered for promotion.

Satisfactory - An employee shall be given this rating when he MEETS 100% of the standards or ordinary requirements of the duties of the position. Those screened out in the forced comparison/distribution method for Very Satisfactory performers shall be included in this category.

Unsatisfactory - An employee shall be given this rating when his performance is FIFTY ONE PERCENT TO NINETY NINE PERCENT of the minimum requirements but could stand improvement. It is expected that in the next rating period, the employee, under close supervision, will either improve his performance for which he shall be given at least a satisfactory rating, or if not, he shall get another Unsatisfactory rating. Two (2) successive Unsatisfactory ratings shall be a ground for separation from the service.

Poor - An employee shall be given this rating when he fails to meet the performance requirements or meets FIFTY PERCENT or below of the minimum requirements and there is no evidence to show that he can improve his performance. A rating of poor shall be a ground for separation from the service.

g. Parts of the Performance Evaluation System:

1) Objectives

2) Basic Policies adhered to by the agency in the implementation of the PES

3) Procedure/Mechanics of Evaluation

4) Mechanics of Rating

4. Development of PES Sub-systems. An agency composed of diverse functional groupings may develop several sub-systems for the evaluation of performance of the different functional groups.

Example:

The management and staff of a large medical center may deem it necessary to develop separate sub-systems for the Nursing Group, Medical Specialists Group, Ancillary Services, and Faculty of the School attached to the center.

The four sub-systems may have common PES objectives, policies adhered to by the agency in the implementation of the systems, mechanics of evaluation, appeals mechanism, and sanctions against raters who give undue advantage or disadvantage to the employees they rate.

A PES sub-system shall contain the following basic parts:

a. Mechanics of Rating

b. Performance Standards

c. Critical Factors Affecting Work Performance  
(Defined and presented in graphic scales.)

5. Approval of PES. A newly developed performance evaluation system shall be submitted by the Head of Agency to the Civil Service Commission for review and approval based on two criteria:

- a. **Completeness** - The System contains all the minimum requirements provided for under Rule IX of the Omnibus Civil Service Rules and Regulations pertinent provisions of this Memorandum Circular.
  - b. **Acceptability** - The Head of the Department or Agency certifies that the System has been presented to the staff for initial validation and found to be an acceptable tool for performance evaluation.
6. **Pilot- Testing.** A CSC approved performance evaluation system shall be pilot-tested in the agency for at least one rating period to determine its effectiveness and confirm its acceptability.
7. **Performance Standards Development.** To ensure the objectivity of performance ratings generated using the PES, common performance standards shall be developed, agreed upon and established for positions engaged in the same or similar functions, duties and responsibilities. These performance standards shall be reviewed and fine-tuned to suit the prevailing circumstances in the workplace and organizational needs.
8. **Technical Assistance to Agencies.** The Civil Service Commission shall conduct round table discussions and workshops with representatives from different agencies and offices for the purpose of assisting them in the development of common performance standards for technical and non-technical positions.

Heads of agencies are encouraged to request the Commission for technical assistance in the development, implementation, refinement of their PES as well as in the establishment of performance standards for different functional groupings.

9. **PES Implementation.**

- a. Agencies are expected to conduct Orientation seminars for new officials and employees to orient them on performance planning, evaluation and improvement. Such services shall also aim to promote awareness and interest in the System as a management tool for employee development and to generate their appreciation for the agency performance evaluation system as a management tool for performance planning and control.


- b. The highest ranking officer in charge of personnel management and responsible for the administration of PES shall collect the performance rating reports of all employees covered by the system within fifteen (15) days following the end of each rating period.
  - c. The Personnel Division of the agency shall be responsible for the safekeeping of performance rating reports of all personnel. These reports shall be included in the individual personnel folder made available to the Selection/Promotion Board and shall be open at all times for the inspection of the Civil Service Commission.
10. **Monitoring of PES Implementation.** The Civil Service Commission shall conduct in-depth monitoring of the implementation of agency PES to gather data on the extent of the system's implementation, its usefulness in accomplishing its objectives, and its strengths and weaknesses. The results of the monitoring shall be communicated to the Head of Agency for the purpose of fine tuning the system and improving its implementation.
11. **Updating of PES.** All existing Performance Evaluation Systems presently being implemented shall be revised in accordance with the provisions of Rule IX of the Omnibus Civil Service Rules and Regulations and submitted to the Civil Service Commission.
12. **The USE of PES Model.** All other agencies without a PES may adopt the PES Model herein attached. The Model may be modified and expanded to suit the needs of the organization. All agencies who opt to use the Model shall inform the Civil Service Commission of the plan to pilot-test the Model and the schedule of pilot-testing.

The Commission shall be ready to assist agencies in the orientation of employees on the PES Model.

13. **Non-Submission/Non-Implementation of PES.** Failure to submit a PES to the CSC for approval and/or non-implementation of approved PES shall constitute a ground for disapproving promotional appointments and other personnel actions requiring performance-based ratings.

MC 2, s. 1978 and MC 12, s. 1989 are hereby repealed accordingly.

This Memorandum Circular shall take effect immediately.

  
PATRICIA A. STO. TOMAS  
Chairman

March 18, 1993

BAG/MLG - PES Monitoring 1 : amend



**PERFORMANCE EVALUATION SYSTEM**  
(A Model)

Pursuant to the provisions of Rule IX of the Omnibus Rules Implementing Book V of Executive Order 292 which took effect on February 14, 1992, the Performance Evaluation System is hereby established. The System shall have the following integral components:

**I. OBJECTIVES:**

1. To serve as reference in performance planning and review;
2. To promote the most effective use of manpower in the organization in order that the employee makes his/her optimum contribution in the delivery of basic services;
3. To serve as an objective basis for all personnel actions such as promotion, transfer, reassignment, demotion and separation; and
4. To serve as reference in the grant of performance-based salary step increment as provided for by CSC - DBM Joint Circular No. 1, s. 1990; and for other incentives and rewards that may be provided under the approved Employee Suggestions and Incentive Awards System of the agency.

**II. BASIC POLICIES:**

1. The Performance Evaluation System shall be made an integral part of the HRD program of this agency.
2. Appraisal shall focus on results/outputs rather than on activities/processes.
3. Employees shall be given appropriate recognition for their performance and contribution to the overall effectiveness and efficiency of the organization.
4. Each supervisor and subordinate shall be informed of his rights and obligations under the Performance Evaluation System and be periodically informed of his progress.
5. Appropriate training opportunities shall be continually provided to facilitate effective implementation of this system.



### **III. SCOPE**

The System shall apply to all career employees. Non-career employees may also use the PES for purposes of future personnel actions.

### **IV. RATING PERIODS**

Performance evaluation shall be done every six (6) months ending on June 30 and December 30 of every year. However, if there is a need for a shorter or longer period, the minimum appraisal period shall be at least ninety (90) days or three (3) months while the maximum shall not be longer than one (1) year.

### **V. MECHANICS OF THE SYSTEM**

The performance evaluation procedure shall follow the following processes:

#### **1. Planning**

There shall be a planning session at the start of the rating period during which targets or expected outputs shall be set jointly by the supervisor and employees. Furthermore, the supervisor and employees define the job of each member of the group, agree on the duties and responsibilities attached to a particular job, and establish the standards on which specific work outputs and behaviors shall be measured.

#### **2. Setting Commitments**

Targets/ major duties and responsibilities established during the planning session shall be listed in the Performance Evaluation Report Form under the PLANNED column. Agreements shall be jointly signed by both parties.

#### **3. Progress Review**

This process involves a discussion between a supervisor and a subordinate using the following steps:

- 1) Subordinate reviews the progress of all the jobs assigned to him.
- 2) The supervisor reinforces progress on job goals already accomplished by recognizing employee's efforts and praising him for specific achievements.
- 3) They both discuss goals and standards not being met and identify causes.

- 4) They identify and agree on appropriate action to overcome causes of difficulties.
- 5) They re-negotiate goals and standards where necessary.

#### 4. Appraisal Discussion

There shall be a highly interactive performance appraisal discussion and feedback mechanism to foster better working relationship between supervisor and subordinate.

##### Major Steps in the Appraisal Discussion

1. Establish rapport with the subordinate employee.
2. Get the employee's view of his own performance.
3. Present your own view with emphasis on strengths and development areas.
4. Get reaction from the subordinate.
5. Discuss areas of agreement and disagreement.
6. Resolve the differences.
7. Summarize and conclude.
8. Write down agreements re. rating, strengths and development areas, plans for improvement.
9. Acknowledge agreement by signing the Report Form.

To ensure the success of the discussion the specific roles that supervisor and employee must play are hereby set.

##### Subordinate's Role

- 1) Summarize his achievements for the whole rating period and/or failures.
- 2) Defend the rating he thinks he deserves.
- 3) Offer suggestions to improve his own performance.
- 4) Offer suggestions on how his/her supervisor can help to make him more productive and effective.

### Supervisor's Role

- 1) Make the employee feel at ease during the discussion.
- 2) Inform the employee on whether or not he is meeting job expectations.
- 3) Summarize the employee's performance during the rating period.
- 4) Defend the rating he thinks the employee deserves.
- 5) Give proper degree of praise and constructive criticism.
- 6) Listen to employee's concerns.
- 7) Provide encouragement and motivation.
- 8) Counsel on improvement areas.
- 9) Secure employee's acknowledgment of the employee's rating.

## **VI. MECHANICS OF RATING**

### **A. Appraisal**

1. The employee evaluates his own work performance and behavior using the standards set for specific work outputs and behavioral factors affecting performance.

This evaluation shall be based on the information contained in the division logbook, attendance records, production/accomplishment reports and other relevant documents.

2. The supervisor and employee meet to discuss and agree on the rating and develop plans for work improvement.
3. The rater and employee complete the Job Accomplishment Form and accomplish the Performance Evaluation Report Form.

4. The fully accomplished forms are submitted to the authorized official for review. If the authorized official agrees with the employee's rating, he signs the Report Form. Otherwise, he shall notify the employee and rater and discuss the change in the rating with them. The revised rating shall be initialed by the employee, rater and reviewer.
5. The original copy of the final rating shall be sent to the Personnel Division/Office of the Administrator, copy furnished the employee and the rater.
6. If the employee disagrees with the final rating of his performance, he shall also sign the report and/or initial the changes. He may then appeal his rating in accordance with the rules and procedures for the purpose.

B. How to Compute the Rating for Job Accomplishments

The Performance Evaluation Report Form shall contain the statements of major duties and responsibilities of an employee.

1. To get the Average Point Score, add all the scores assigned under Quantity, Quality and Time by the total number of entries.
2. Multiply the Average Point Score by .7 (70%) to get the Equivalent Point Score.

How to Rate Employee's Behavior

1. The graphic scale presents four (4) behavioral factors for non-supervisors and five (5) for supervisors, affecting the performance of every employee.
2. For each factor there are five (5) levels of performance or anchors which range from Outstanding (10) to Poor (2). Choose the level of performance that gives the most accurate description of the employee's behavior.
3. Add all the corresponding scores and divide the sum by the total number of behavioral factors to get the Average Point Score.
4. Multiply the Average Point Score by .3 (30%) to get the Equivalent Point Score.

D. How to Determine the Overall Rating

The overall rating is computed by adding the Equivalent Point Scores for both Job Accomplishment and Behavior. The sum is the overall rating. Use the following rating scale to find the equivalent adjectival rating of the obtained overall rating.

<u>Overall Rating</u>	<u>Adjectival Rating</u>
1. 9.4 - 10.00	Outstanding
2. 7.6 - 9.3	Very Satisfactory
3. 4.6 - 7.5	Satisfactory
4. 2.8 - 4.5	Unsatisfactory
5. 2.0 - 2.7	Poor

The adjectival ratings are defined as follows:

- Outstanding** - An employee shall be given this rating when he exceeds his target by at least 50%. It represents an extraordinary level of achievement and commitment in terms of quality and time, technical skill and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. His achievement and contributions to the organization are of marked excellence which even his peers recognize through a forced comparison/distribution method established by the agency concerned.
- Very Satisfactory** - An employee shall be given this rating when he exceeds the expected output/performance by at least 25% but falls short of what is considered an outstanding performance. In addition, his competence and contributions shall be recognized by his peers also through a forced comparison/distribution method based on the criteria established by the agency concerned. Those screened out in the forced comparison/distribution for outstanding performers shall be included in this category.

Only employees with Outstanding and Very Satisfactory performance rating shall be considered for promotion.

**Satisfactory**

- An employee shall be given this rating when he meets 100% of the standards or ordinary requirements of the duties of the position. Those screened out in the forced comparison/distribution method for Very Satisfactory performers shall be included in this category.

**Unsatisfactory**

- An employee shall be given this rating when his performance is 51 to 99% of the minimum requirements but could stand improvement. It is expected that in the next rating period, the employee, under close supervision, will either improve his performance for which he shall be given at least a satisfactory rating, or if not, he shall get another Unsatisfactory rating. Two (2) successive Unsatisfactory ratings shall be a ground for separation from the service.

**P o o r**

- An employee shall be given this rating when he fails to meet performance requirements or meets 50% or below of the minimum requirements and there is no evidence to show that he can improve his performance. A rating of Poor shall be a ground for separation from the service.

## VII. MECHANISM OF APPEAL

An employee who expresses dissatisfaction with the rating given him may appeal to the Grievance Committee established under CSC MC No. 45, s. 1989 within fifteen (15) days after receipt of his copy of Performance Appraisal Report.

### Who May Appeal a Performance Rating

Only those employees who receive an overall rating equivalent to Poor, Unsatisfactory, Satisfactory and Very Satisfactory shall have the right of appeal to the Grievance Machinery.

Within fifteen (15) days after receiving an official copy of his rating, an employee may file an appeal in writing specifying what his performance rating should be, the reasons therefore, and supporting documents to support his appeal.

## VIII. SANCTIONS:

Administrative action shall be filed against an employee using the performance evaluation system to give undue advantage or disadvantage to the employees they rate.

Procedure of filing complaints and imposing sanctions shall be in accordance with CSC MC No. 30, s. 1989, MC No. 32, s. 1989, and the Omnibus Rules Implementing Book V of EO 292.

Performance Standards Division - OCSS  
prototype 2 : model



The following general standards for Timeliness, Quality and Quantity of outputs shall be adapted in the preparation of specific standards for different functions.

## GENERAL STANDARDS

### A. Timeliness

- 10 - Task completed within 1/2 of the time required to finish it.
- 8 - Task completed within 2/3 of the time required to finish it.
- 6 - Task completed just before or on the deadline.
- 4 - Task partially completed at the deadline.
- 2 - Task not yet begun at expected date of completion.

### B. Quality of Written Work

- 10 - No mistakes or deficiency; every aspect of work assignment well covered; clearly presented; well organized.
- 8 - One or two minor errors or deficiencies; work in accordance with instructions, clearly presented; well organized.
- 6 - More than two minor errors or deficiencies; partial minor revision needed.
- 4 - One or two major errors or deficiencies; major revision needed.
- 2 - Work not acceptable; needs total revision.

C. Quality of Non-Written Assignment

- 10 - Excellent results; all aspects of work assignment thoroughly covered.
- 8 - One or two minor errors in the execution of work assignment; results still very good.
- 6 - More than two minor errors or deficiencies in the execution of work assignment; results are acceptable.
- 4 - One major error or deficiency that can be overcome with help from superior.
- 2 - Haphazard or careless execution of work assignment; unacceptable results.

D. Volume of Work

- 10 - Target or quota exceeded by 50% or more.
- 8 - Target or quota exceeded by 10 - 45%.
- 6 - Target or quota accomplished as expected.
- 4 - Only 60 - 95% of target or quota accomplished.
- 2 - Less than 60% of quota or target accomplished.

### When To Give An Overall Rating of "Outstanding"

An "Outstanding" rating will be recommended only by the rater when performance evaluation indicates that all of the following conditions are fulfilled:

1. In all aspects of his work, the employee exceeds requirements so far that she should be considered for commendation for each aspect;
2. It can be demonstrated that positive constructive results have been achieved;
3. This performance is typical of the entire period over which the rating extends; and
4. It represents actual accomplishment rather than merely extra effort.

When the supervisor feels he can justify each of the points mentioned above, he should attach to the performance report form the following:

1. Current job description;
2. Performance standards for satisfactory performance;
3. Statements describing specific performance during the rating period which sufficiently exceeded the standards and requirements (150%); and
4. Evidence to support above statements such as copies of production records, logbook, commendations, description of incidents of unusual results achieved.

prototype2:BAG

## H O W   T O   C O M P U T E   T H E   R A T I N G

### PART I   PERFORMANCE (70%)

1. Add all the total ratings obtained under Quantity, Quality and Timeliness.
2. Divide the sum by the number of ratings to get the Average Point Score.
3. Multiply the Average Point Score by .7 to get the Equivalent Point Score.

### PART II   BEHAVIORAL DIMENSIONS (30%)

1. Add all the total ratings obtained for each behavioral factor.
2. Divide the sum by the number of behavioral factors to get the Average Point Score.
3. Multiply the Average Point Score by .3 to get the Equivalent Point Score.

To get the Overall Point Score, add the Equivalent Point Scores of Part and Part II. Convert the Overall Point Score into its Equivalent Numerical Rating and Equivalent Adjectival Rating by referring to the table below:

OVERALL POINT SCORE	EQUIVALENT NUMERICAL RATINGS	EQUIVALENT ADJECTIVAL RATING
9.4 - 10.0	10	Outstanding
7.6 - 9.3	8	Very Satisfactory
4.6 - 7.5	6	Satisfactory
2.8 - 4.5	4	Unsatisfactory
2.0 - 2.7	2	Poor

# PERFORMANCE EVALUATION REPORT FORM

Division/Section : \_\_\_\_\_

## SAFETY

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PART II - Behavioral Dimensions (30%)

- A. Courtesy
- B. Human Relations
- C. Punctuality and Attendance
- D. Initiative
- E. Leadership (for supervisors only)
- F. Stress Tolerance (for supervisors only)

POINT SCORE

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

T o t a l

Average Point Score : \_\_\_\_\_

Equivalent Point Score : \_\_\_\_\_

OVERALL POINT SCORE (Part I & II): \_\_\_\_\_

EQUIVALENT NUMERICAL RATING : \_\_\_\_\_

EQUIVALENT ADJECTIVAL RATING : \_\_\_\_\_

DISCUSSED RATING WITH:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EMPLOYEE'S COMMENTS/REMARKS:

SIGNATURE OF RATEE

D A T E

RATER'S COMMENTS/REMARKS:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

SIGNATURE OF RATER

D A T E

SIGNATURE OF RATER'S SUPERVISOR

D A T E

## GUIDELINES ON HOW TO RATE BEHAVIORAL DIMENSION

### A. COURTESY - Polite, kind and thoughtful behavior toward the public/clientele in manners of speech and actions.

- 10 - Always go all the way to make people comfortable and satisfied even under pressure and occupied with work.
- 8 - Usually goes out of the way even when occupied with work in giving assistance to the public.
- 6 - Normally goes out of the way to assist the public.
- 4 - Occasionally assists the public. At times discourteous. Shows lack of patience in dealing with the public.
- 2 - Most of the time discourteous. Regularly complained about due to inconsiderate attitude.

### B. HUMAN RELATIONS - Integrates concern for people at work, office clientele, and supervisor-subordinate relationships into work situations.

- 10 - Very effective in dealing with public. Gets along easily with other members of the workforce. Has cordial relationship with supervisors, peers and subordinates.
- 8 - Can be relied upon to deal with the public and is generally courteous and accommodating.
- 6 - Has the ability to deal with the public and peers, although needs some advice at times.
- 4 - Has some difficulty in dealing with the public; occasionally discourteous except when attending to important or influential persons.
- 2 - Has considerable difficulty in dealing with the public. Draws negative reactions. Often discourteous and irritable.

### C. PUNCTUALITY AND ATTENDANCE - Observed behavior of coming to office on time or to be present at work to complete assigned responsibilities.

#### 1. PUNCTUALITY - 50%

- 10 - Not more than 3 times tardy during the last 6 months
- 8 - 4-6 times tardy
- 6 - 7-10 times tardy
- 4 - 11-15 times tardy
- 2 - More than 15 times tardy

#### 2. ATTENDANCE - 50% - There shall be two (2) references in rating attendance: (a) time card and (b) direct observation by supervisor as to the employee's presence in the workplace.

- 10 - Not more than 4 times absent; absences applied for in accordance with regulations
  - 8 - 5-8 times absent
  - 6 - 9-12 times absent
  - 4 - 13-16 times absent
  - 2 - More than 16 times absent
- Times absent rather than days absent shall be the basis of reckoning: e.g., a half-day's absence shall be counted one time; an approved vacation leave for fifteen consecutive days shall likewise be considered one absence.

### D. INITIATIVE - Starts action, projects, and performs assigned tasks without being told and under minimal supervision.

- 10 - Introduces ideas and projects with originality without supervision.
- 8 - Starts action and undertakes projects under minimal supervision.
- 6 - Starts action to meet goals with regular supervision and assistance/support.
- 4 - Lacks personal drive to start any project or complete assigned tasks.
- 2 - Refuses to perform assigned tasks despite assistance and very close supervision.

### E. LEADERSHIP (For supervisors only) - The manner of guiding, influencing, motivating and developing confidence of subordinates to work as a team and accomplish assigned tasks, leading the organizational unit to achieve its goals and objectives enthusiastically.

- 10 - Leads staff exceptionally well. Easily achieves high productivity through teamwork. Maintains a good balance of task and people concern.
- 8 - Leads staff effectively. Often gets job done through teamwork. Staff are productive.
- 6 - Leads staff adequately well. Usually gets job done.
- 4 - Seldom exercises leadership over staff. Seldom gets job done on time.
- 2 - Cannot lead staff. No teamwork. Productivity low. No balance of task and people concerns.

### F. STRESS TOLERANCE (For supervisors only) - Stability of performance under pressure or opposition.

- 10 - Always calm and shows pleasant disposition; consistently confident and positive even during stressful conditions at work. Never loses patience and never allows others' tension and anxiety to affect workplace.
- 8 - Most of the time calm, confident and positive. Occasionally loses emotional control during stressful conditions.
- 6 - Normally calm, confident and positive. Occasionally loses emotional control during stressful conditions.
- 4 - Often loses emotional control in dealing with stressful work situations. Often complains about people and situations at work.
- 2 - Cannot handle stress. Highly emotional and into violent arguments with others.