

DEVELOPMENT and INSTITUTIONALIZATION of INTEGRITY INDICATORS in KEY HUMAN RESOURCE MANAGEMENT (HRM) AREAS



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Acronyms

CSC	Civil Service Commission
HRM	Human Resource Management
HRMO	Human Resource Management Office
LGU	Local Government Unit
NGA	National Government Agency

INTRODUCTION

Integrity in the public sector has long been a concern of governments, civil society, and citizens worldwide. This has spurred various global and local studies on how integrity is compromised in the public sector in the hopes of determining mechanisms to solve it.

The Philippine Civil Service Commission's (CSC) Role in Instituting Integrity

The Civil Service Commission (CSC) has played a key role in creating an enabling environment for strengthening the integrity of the Civil Service. This has been undertaken through fighting corruption at the bureaucratic front. It has sought the continuous reorientation of the 1.4M corps of civil servants' mores and attitudes towards the promotion of a service culture that is consistent with its Constitutional mandate of promoting morale, efficiency, integrity, responsiveness, progressiveness and courtesy in the civil service.

Specifically, the CSC instituted reforms in the examination system, intensified client satisfaction programs, promoted the Honor Awards, moved towards the stricter enforcement of the Code of Conduct and Ethical Standards for Government Employees (Republic Act 6713), and acted on instituting a Performance Management System (PMS) across all agencies in the government, among others.

Building on its gains of the past years, among its strategic initiatives for the years 2009-2011, the CSC has again underscored the importance of instilling the value of Integrity among each and every civil servant. Towards this end, CSC is undertaking concrete initiatives within the next three years for the institutionalization of integrity systems and indicators throughout the bureaucracy in two (2) strategic entry points of human resource management in government: on Recruitment and Retention of qualified personnel in government.

As part of this effort, this research study on existing integrity systems and practices in various organizations in the Philippines and other countries has been undertaken by the CSC in order for these to serve as possible models for Philippine government agencies to adopt. Through the results of the study, integrity indicators on identified Human Resource Management (HRM) areas such as recruitment, appointment, performance evaluation, and promotion shall be formulated and adopted

for the entire civil service to use through institutional mechanisms that will be put in place.

Specifically, this project seeks to assist CSC in its development and institutionalization of integrity mechanisms. Its primary objectives are:

1. Consolidate and gather existing integrity systems and practices in the Philippines and other countries to be used as possible models for other agencies to adopt;
2. Formulate integrity indicators on identified Human Resource Management (HRM) areas; and
3. Identify mechanisms to institutionalize the formulated integrity indicators in HRM across the civil service.

More specifically, the research will seek to answer the following questions:

1. What are the current integrity systems and practices being used in Philippine government, private sector and other countries?
2. Where does corruption take place in recruitment, appointment, performance evaluation and promotion in Philippine government? What are the reasons these take place?
3. What indicators would demonstrate the integrity in recruitment, appointment, performance evaluation and promotion in government?
4. What are the policies and procedures in place to ensure integrity of HRM? Which of these policies are in place and which need to be created?
5. What are the possible barriers and drivers in institutionalizing these indicators?

Framework

The Global Integrity Approach

The framework used in the study follows the Global Integrity Scorecard. Started by the non-profit organization, Global integrity in 1999, the index aims to understand the public policies, institutions, and practices that deter, prevent, or punish corruption. Each year a Global Integrity Report is published; the report chronicles each country's fight against corruption (Global Integrity, About Us: Our story).

Due to the difficulty of measuring actual corruption, Global Integrity instead looks at the “the laws, mechanisms, and institutions that should curb, deter, or prevent abuses of power”. Integrity Indicators, therefore, are a measure of the national anti-corruption/national integrity architecture of a country (Global Integrity Report 2008 Methodology). These indicators pertain to:

1. The existence of public integrity mechanisms, including laws and institutions, which promote public accountability and limit corruption;
2. The effectiveness of those mechanisms; and
3. The access that citizens have to those mechanisms.

Thus, integrity indicators look at whether laws, regulations, and agencies/entities or mechanisms that deter corruption are in place. Effectiveness indicators include limited political interference and the relative independence of agencies, which pertains to having their own funding and being manned by professional staff. Effectiveness also looks at the degree to which investigations can be conducted independently and if penalties can be imposed. Indicators of citizen access assess the ready availability of public reports to citizens, or publicly available information, within a reasonable time period and at a reasonable cost (Global Integrity Report 2008 Methodology).

Global Integrity Indicators and the Civil Service (HRM)

Because Global Integrity looks at the total government architecture, indicators have been developed for several categories encompassing the public sector. In 2008, Integrity Indicators were organized into six main categories and 23 sub-categories. As can be seen in Table 1, a sub-category includes Civil Service Regulations or Human Resources Management. The 2008 Civil Service Integrity Indicators (HRM) are presented in Table 2 (Global Integrity Report 2008 Methodology).

Table 1. Six Main and 23 Sub-categories of Integrity Indicators

1 Civil Society, Public Information and Media 1.1 Civil Society Organizations 1.2 Media 1.3 Public Access to Information	4 Administration and Civil Service 4.1 Civil Service Regulations (HRM) 4.2 Whistle-blowing Measures 4.3 Procurement 4.4 Privatization
2 Elections 2.1 Voting & Citizen Participation 2.2 Election Integrity 2.3 Political Financing	5 Oversight and Regulation 5.1 National Ombudsman 5.2 Supreme Audit Institution 5.3 Taxes and Customs 5.4 State-Owned Enterprises 5.5 Business Licensing and Regulation
3 Government Accountability 3.1 Executive Accountability 3.2 Legislative Accountability 3.3 Judicial Accountability 3.4 Budget Processes	6 Anti-Corruption and Rule of Law 6.1 Anti-Corruption Law 6.2 Anti-Corruption Agency 6.3 Rule of Law 6.4 Law Enforcement

Table 2. 2008 Civil Service (HRM) Integrity Indicators

Integrity Indicator
Are there national regulations for the civil service encompassing, at least, the managerial and professional staff?
In law, there are regulations requiring an impartial, independent and fairly managed civil service.
In law, there are regulations to prevent nepotism, cronyism, and patronage within the civil service.
In law, there is an independent redress mechanism for the civil service.
In law, civil servants convicted of corruption are prohibited from future government employment.
Is the law governing the administration and civil service effective?
In practice, civil servants are protected from political interference.
In practice, civil servants are appointed and evaluated according to professional criteria.
In practice, civil service management actions (e.g. hiring, firing, promotions) are not based on nepotism, cronyism, or patronage.
In practice, civil servants have clear job descriptions.
In practice, civil servant bonuses constitute only a small fraction of total pay.
In practice, the government publishes the number of authorized civil service positions along with the number of positions actually filled.
In practice, the independent redress mechanism for the civil service is effective.
In practice, in the past year, the government has paid civil servants on time.
In practice, civil servants convicted of corruption are prohibited from future government employment.
Are there regulations addressing conflicts of interest for civil servants?
In law, senior members of the civil service are required to file an asset disclosure form.
In law, there are requirements for civil servants to recuse themselves from policy decisions where their personal interests may be affected.
In law, there are restrictions for civil servants entering the private sector after leaving the government.
In law, there are regulations governing gifts and hospitality offered to civil servants.
In law, there are requirements for the independent auditing of the asset disclosure forms of senior members of the civil service.

In practice, the regulations restricting post-government private sector employment for civil servants are effective.
In practice, the regulations governing gifts and hospitality offered to civil servants are effective.
In practice, the requirements for civil service recusal from policy decisions affecting personal interests are effective.
In practice, civil service asset disclosures are audited.
Can citizens access the asset disclosure records of senior civil servants?
In law, citizens can access the asset disclosure records of senior civil servants.
In practice, citizens can access the asset disclosure records of senior civil servants within a reasonable time period.
In practice, citizens can access the asset disclosure records of senior civil servants at a reasonable cost.

Best Practices in Developing Integrity Indicators

Although the present study generally follows the Global Integrity approach, the UNDP Oslo Governance Centre (OGC) has also suggested improving how corruption is measured. Since 2006, it has commissioned Global Integrity to come up with a best practices guide in measuring corruption. In the second edition of the *“A User’s Guide in Measuring Corruption”* (UNDP & Global Integrity 2008), best practices include:

1. Capturing the specific problem rather than a broad category
2. Combine qualitative and quantitative assessments
3. Capture local data and data from particular government sectors
4. Develop metrics to address these problems

Thus, this study would concentrate on developing integrity indicators that are more specific in nature rather than developing general indices; indicators that are captured through consultations with different government sectors and a pilot survey, and developing metrics that would respond to these specific issues.

METHODOLOGY

In order to answer the research questions, the study was undertaken in five (5) phases: 1) review of literature on existing integrity indicators in other countries and the private sector, 2) data-gathering on corruption in the HRM areas in civil service, 3) development of specific integrity indicators, 4) pilot testing the integrity indicators through a survey, and 5) institutionalization of integrity indicators.

Phase I: Research on existing integrity indicators

Research was conducted over the internet to find existing studies and documentation of integrity practices in different countries and the private sector. The CSC also provided the research team with relevant documents to augment the online data.

Phase II: Data-gathering on corruption in the HRM areas in civil service

Following the UNDP Oslo Governance Centre (OGC) best practices guidelines, local data from different sectors were gathered on the specific examples and causes of corruption in the Philippine civil service through six (6) focus group discussions (FGDs). The first group consisted of CSC employees and key personnel and the second group was made up Government Owned and Controlled Corporations (GOCCs) and National Government Agencies (NGAs) Human Resource Management Office (HRMO) staff. Local government units (LGUs) HRMO staff comprised the third group. Top level executives of the national agencies and LGUs made up the fourth and fifth group, respectively. Civil society members were also invited to share their views in the sixth FGD. The list of the date and venue of the FGDs are presented in Appendix A. FGD questions included, “How does corruption take place in recruitment, appointment, performance evaluation and promotion in Philippine government?” and “Are there policies and/or programs in place that deter corruption in these areas?” (see Appendix B). Moreover, an interview with Ms. Karina Constantino-David, former CSC Chair, was conducted at the request of the CSC.

Phase III: Developing integrity indicators

Phase three entailed developing *specific* integrity indicators in the four HRM areas based on the data gathered in the FGDs and the interview.

Phase IV: Survey

After integrity indicators were drafted based on the inputs from the focus group discussion and interview, survey items were then developed under each integrity indicator. These items asked about the existence and effectiveness of policies, systems, or procedures that promote integrity in each of the HRM areas. Nevertheless, because of the perceived sensitivity of the questions, the research team decided to insert a social desirability scale in the survey. Social desirability measures the extent to which the person answers in a way that would be accepted by others - regardless of their real views.

An initial survey draft was presented to the Civil Service Commission's Personnel Policies and Standards Office team for their comments and inputs. A second draft was made and was piloted to 27 civil servants online. The actual survey was administered to about 645 government employees via paper and pencil.

Frequency counts (FRQ) were obtained for items measured with a "Yes", "No", or "I don't know/remember" response. Items with a 5-point Likert scale of Never, Rarely, Sometimes, Often, and Always were scored from 1 to 5.

Phase V: Institutionalizing integrity indicators

The results of the survey will be presented to the CSC. After which, a one day change management workshop for CSC personnel would be conducted in order to develop mechanisms in institutionalizing integrity indicators.

FINDINGS

This section presents the findings along the five (5) research questions: 1) the current integrity systems and practices being used in Philippine government, private sector and other countries; 2) where and why does corruption take place in recruitment, appointment, performance evaluation and promotion in Philippine government; 3) what indicators would demonstrate the integrity in recruitment, appointment, performance evaluation and promotion in government; 4) what are the policies and procedures in place to ensure integrity of HRM and which need to be created; and 5) what are the possible barriers and drivers in institutionalizing these indicators?

Online Research on Current Integrity Systems

History of Philippine Civil Service Reform

The People Power Revolution in 1986, which saw the rise of President Corazon C. Aquino to power, brought about major changes in the entire government. As a response to the President's order of major reorganization in the bureaucracy the Civil Service Commission issued guidelines regarding the placement of personnel and the creation of placement committees in all government offices. Reform initiatives carried out from 1987 to present are presented below:

1987 – Chair Celerina G. Gotladera

Civil Service programs and initiatives carried out in 1987 under the direction of then Chair Celerina G. Gotladera continued with the government wide restructuring. Some of the key initiatives contained in the 1987 CSC Annual Report are:

- Decentralization of CSC functions by establishing 30 Civil Service field offices in different government agencies and departments in Metro Manila. This directive facilitated more accessible frontline transactions for government employees.
- Revision of the appointments process and the CSC Form 33 which resulted to faster appointments processing and curbing red tape.
- The creation of the Office of Personnel Relations (OPR) provided assistance and leadership in the development and implementation of policies, standard and rules and regulations in the registration and accreditation of employees associations.

- The merging of the Selection and Promotions Board into a single body and defining board composition and functions.
- Establishment of the Consultative Council for Personnel Management which was assigned to give feedback to the CSC regarding the development of policies and procedures related to the development of personnel methods and resolution to problems of various government departments and agencies.

1988-1994 – Chair Patricia A. Sto. Tomas

From 1988-1994 the Commission was chaired by Patricia Sto. Tomas. Under her leadership several reform measures were instituted to further strengthen CSC functions other than the Civil Service Exams and processing of appointments. These functions include the merit protection system, recruitment, examination and placement services, training and personnel development, career systems and standards for the bureaucracy, personnel inspection and audit, and harmonious labor relations. Table 3 presents some of the programs emphasized in CSC’s annual reports spanning this time period:

Table 3. History of Civil Service Reform, 1988-1994

Program/Initiative	Objectives
Do Away with Red Tape (DART) (1988)	A special project which focused on public pressure and the bar of public opinion regarding the bureaucracy. DART action centers were created in the main office and regional offices. Through the help of media the public was persuaded to report instances of corruption and inefficiencies in government. Verified complaints were either published or broadcasted until the erring agency resolves the dispute.
Training and Personnel Development (1988)	To systematize training and personnel development by requiring all government agencies to report all training and personnel development activities to the CSC. CSC planned to conduct at least one training a year for each personnel.
Personnel selection and promotion	To enhance employee cooperation Selection Boards were required to have a member who is part of a registered and accredited employee association.
Start of the computerization program and the beginnings of the comprehensive Management Information System (MIS) (1988)	Set-up a document tracking system that would expedite retrieval and monitoring of public inquiries and results. Develop a database for storing and retrieving bulk data, such as government employees’ eligibility

	records.
Republic Act 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees (1989)	<p>Formulate and implement guidelines on the do's and don'ts in public service, especially with regards to conflict of interest, nepotism, accountability and transparency.</p> <p>Instituted rewards and sanctions programs focused on morality and ethical behavior.</p> <p>Revise and update the penalties for administrative offenses. Prior to the revision of 1989, the latest version was in 1970. The revised edition stressed the importance of job performance and therefore categorized inefficiencies and incompetence as grave offenses which can result to dismissal from the service.</p>
Merit Promotion Plan (MPP) (1989)	Strengthening internal personnel administration by providing guidelines aimed at ensuring fairness, uniformity and consistency in the promotion.
Management by Objective and Results Evaluation (MORE) (1989)	This is a performance appraisal mechanism that complements the MPP and aimed at integrating two vital issues in the organization: individual employee efficiency and organizational effectiveness.
Increased career service examinations passing mark from 70% to 80% (1989)	To raise recruitment standards and to pave the way for the improved quality of the government's manpower.
Memorandum Circular 29 (1989)	A move to professionalize the bureaucracy by strict implementation of eligibility requirements and regulations. Starting January 1990, the CSC no longer processed temporary appointments.
Performance Standards	Persuade agencies and departments to create their own performance evaluation systems based on the nature of their work.
Ang Magalang Bow! Program (1990)	<p>To indoctrinate the significance of adequate, courteous and prompt delivery of public service;</p> <p>To improve public perception and</p> <p>To eradicate the image of government employees as rude and inefficient.</p>
Program for Evaluation of Resource Maximization in Training (PERMIT) (1990)	Information gathering regarding government training programs through surveys and interviews.
Advanced leadership Employees Relations Training (ALERT) (1990)	To provide union leaders with the basic skills and techniques relevant to the various aspects of labor relations, organizing and negotiations.
Value Orientation Workshop (VOW) and Alay Sa Bayan (ALAB) (1990)	Values development through training programs aimed at instilling a sense of pride and commitment in public service and developing proper work attitude.
The Most Courteous Employees Awards (1991)	A complement to the Ang Magalang Bow! program which recognized employees who personified the Commission's vision of a courteous employee.
Panibagong Sigla 2000 (1991)	An inter-agency special project which centered on

	the renewal and revitalization of public service through reforms where government employees were encouraged to forward ideas and suggestions.
Oplan Nakamura (1992)	A campaign to obtain supplies and materials at a lower cost without sacrificing quality.
Qualification Standards Manual (1993)	Defined in detail the minimum eligibility prerequisites, such as training, work experience and training requirements of about 3,990 positions in the entire bureaucracy.
Skills Certificate Equivalency Program (1993)	A joint venture with the National Manpower and Youth Council that enabled blue collar government employees who demonstrate job appropriate proficiency to obtain civil service eligibilities and permanent appointments.
Computer assisted tests (1994)	Examinees can take career services test via computer and get the results after an hour.

1995-2001 - Chair Corazon Alma G. De Leon

In a paper prepared by former Philippine Civil Service Commission Chairman, Ms. Corazon Alma G. de Leon, reform initiatives during her incumbency from 1995-2001 were laid out (de Leon, n.d.); these were:

Table 4. History of Civil Service Reform, 1995-2001

Thrust	Program/Initiative	Objectives
Nurturing Public Ethics	Mamamayan Muna, Hindi Mamaya Na (1994)	To institutionalize courtesy and quick service to the public as standard norms of behavior among government employees; To confer immediate recognition on employees for acts of courtesy and prompt delivery of services; and To provide the public with a redress mechanism for grievances against discourteous employees and for red tape in government agencies.
	Honor Awards Program	Aimed at recognizing employees who have demonstrated exemplary service and behavior. The program was hoped to motivate and inspire public servants to uphold the highest standards of ethics and for public servants to have role models they could emulate.
Striving for Bureaucratic Excellence	Brightest for the Bureaucracy Program or BBP (1995)	Designed to draw honor graduates and government examination top-notchers into starting a career in public service.
	Supervisory Development Course and the Advance Management Development Program	Instituted in order to enhance the leadership capability of first-line supervisors in the Philippine bureaucracy.

	Revised Policies on Merit Promotion Plan (2001)	<p>The Merit Promotion Plan lays down the basic policies and guidelines governing the manner and mode of appointments and promotion in the public sector. Every government agency is duty-bound to develop its own merit promotion plan in accordance with the general policies by the CSC.</p> <p>Gives added emphasis is on the constitution of the Personnel Selection Board (PSB), given its critical role in employee selection.</p>
	Revised Policies on Performance Evaluation System	Introduction of the cross rating scheme, where an employee shall be rated based on his self-rating, peer and subordinate rating as well as supervisor's rating.
	Performance Evaluation Review Committee (PERC)	A body responsible for reviewing employees' performance targets and performance standards, and the monitoring and evaluation of the personnel evaluation system with the end in view of continually improving the workings of the system.
	Computer-Assisted Test, the CAT-VIP and the Job Opportunity Data Bank System	Development of innovative mechanisms on matters of testing, recruitment and placement.
Empowering the Employees	Registration and accreditation of employee unions	
	Mediation and conciliation is the collective negotiation agreement or CAN	
	Foster the equality of treatment and opportunities in the workplace by ensuring that no one is prejudiced on account of his gender, ethnic or social origins, religious belief or physical disability.	
	Special leave privileges, which contemplate the granting of leave privileges to employees to enable them to celebrate personal milestones, or to discharge filial and	

	parental obligations as well as cope with domestic emergencies.	
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As can be seen from Table 4, Civil Service reforms at this time period concentrated on improving the public perception of government employees, in improving internal processes such as recruitment and selection, promotion and performance evaluation, strengthening the leadership competencies of supervisors, and empowering employees through the recognition of employee unions, fostering equality, and granting expanded benefits.

2001-2008 - Chair Karina Constantino-David, Commissioner Cesar D. Buenaflor (OIC Chair)

In February of 2001 Karina Constantino-David was appointed as the Commission's new chair. During her incumbency, from 2001 to 2008, the CSC became involved with several anti-corruption initiatives (2003, 2004, and 2006 CSC Annual Reports) as can be seen in Table 5. After Chair Karina Constantino-David left the Commission in February of 2008, Commissioner Cesar C. Buenaflor was designated as OIC Chair.

Table 5. History of Civil Service Reform, 2001-2008

Program/Initiative	Objectives
Administrative Disciplinary Rules on Sexual Harassment Cases (2001)	Set-up rules and regulations for processing cases of sexual harassment. Launch sexual harassment manual "Fighting Sexual Harassment in the Bureaucracy".
Policy for government contracts (2002)	Issuance of rules regarding contracts of services and job orders in government and indentifying individuals who are banned from entering into government contracts and job orders.
2002-2004 CSC Strategic Development Plan	Development of an outline that will serve as a blueprint for the Civil Service Commission's key reform areas.
Text CSC(2002)	Update feedback gathering by using Short Messaging Service (SMS) technology as way to receive complaints, comments, inquiries and suggestions pertaining to CSC or other government agencies.
Ethics –based Assessment Test in the Civil Service (2003)	The development of test instruments and other mechanisms which can assess the integrity and service orientation of applicants.
National Anti-Corruption Conference (2003)	A setting for report and assessment of anti-corruption initiatives.
The CSC was one of the first agencies included in the Integrity	Uses diagnostic tools to control corruption and improve governance.

Development Reviews Project (IDR) (2003)	
Member of the Inter-Agency anti-Graft Coordinating Council (IAAGCC)	The IAAGCC is a group composed of the Commission on Audit, Office of the Ombudsman, Department of Justice, National Bureau of Investigation and the Presidential Anti-Graft Commission tasked to fight graft and corruption in government. One of the IAAGCC's accomplishments is the of the Lifestyle Check Coalition, which is undertaking the investigation and prosecution of government officials and employees who amassed wealth that is not proportionate to their legitimate income.
Development of a Statement of Assets and Liabilities and Networth (SALN) database	A part of the inter-agency anti-corruption plan which seeks to build a culture of integrity, transparency and accountable governance.
Capability Program for Human Resource Management Officers	A joint venture with the Australian government that would lay the groundwork for establishing a more realistic compensation structure for government employees by evaluating the present compensation structure and the job pricing of government positions.
Enhancement of the Performance System in Civil Service	A project funded by the UNDP that would analyze past and present performance appraisal mechanisms and civil service practices.
Set-up a Personnel Information Database	A project funded by the World Bank which will enable the CSC and the Department of Budget and Management (DBM) to create a system that would assist in monitoring the government workforce and aid in creating relevant policies.
Revised Honor Awards Program (HAP) (2003)	Expanded the HAP by including elective and appointive barangay officials.
Omnibus Guidelines in the Conduct of Civil Service Examinations (2003)	Rules and regulations that instruct CSC regional and field office personnel involved in exam administration to apply standard and updated procedures and policies.
Nationwide Fora for CSC rules (2004)	Information dissemination with regards to the specific rules on appointment, leave administration, qualification standards and other personnel administration concerns.
Personnel Management System for the Civil Service (2004)	A tool to indoctrinate the importance of job performance, performance based incentives and performance based security of tenure by linking job performance to the organizations vision, mission and strategic goals.
Revised CSC Accreditation Program (CSCAP) (2004)	A mechanism to guide government agencies on how to finalize first and second level appointments; To ensure compliance with civil service rules on personnel action; and To empower agencies manage their own human resource management and development.
Public Service Delivery Audit	Checks the efficiency of the bureaucracy by having

(PASADA) (2006)	<p>a pool of volunteers who will pose as clients transacting with different government agencies.</p> <p>Allows the CSC to monitor and to determine the agencies which need their assistance the most.</p>
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2008-2009 - Chair Ricardo L. Saludo

From July of 2008 to September 2009 Chair Ricardo L. Saludo took the helm at the Commission. Again from October of 2009 to January of 2010 Commissioner Buenaflores was assigned as OIC Chair. In a report addressed to President Gloria Macapagal Arroyo dated August 18, 2009, Chair Saludo itemized the strategic initiatives planned for 2009-2011 (Table 6):

Table 6 . Strategic initiatives planned for 2009-2011

Thrust	Program/Initiative	Objectives and Activities
Responsive, Courteous and Efficient Service	Output based Performance Evaluation Systems	<p>By October 2010 all government agencies should have this system before granting step increments.</p> <p>As of 2009 the CSC has deployed personnel to assist the different government agencies in instituting and certifying the said system.</p>
	Call Center ng Bayan	<p>A joint project with the Commission on Information and Communications Technology and Department of Trade and Industry which plans to create a single number helpline for government.</p> <p>This is intended to improve communication between the government and public sector.</p>
	Implementation of the Anti-Red Tape Act (ARTA)	Provide technical support to agencies and LGU's in the development of their Citizen's Charters, Public Assistance Desks and anti-fixers campaign.
Integrity	Republic Service Program	<p>Support the President's Moral Renewal program.</p> <p>Inspire responsive, ethical public servants with vision, impact, commitment and excellence.</p> <p>Develop public servants into a support network that assists and protects one another.</p>
	Integrity Indicators in Civil Service Exams, Recruitment and Appointments	Develop integrity tests and ratings to be utilized in examinations, recruitment, performance evaluation, promotion and appointments.

		If applicable, provide appointing authorities with data on potential appointees' pending matters with the CSC, Commission on Audit and The Office of the Ombudsman.
Morale	Increased Compensation, Benefits and HRM Services	Compare public and private sector benefits and compensation and develop rules regarding wider provision of benefits and services that funds and laws allow
	Media Campaign for the Recognition and Rewards for Exemplary Public Servants and Services	To commend exemplary public servants and to boost the public's regard for them.
Impact on development and Progress	Scholarship Programs for Development Management Training	Provide development planning and management training to key development officers of LGU's through the assistance of the Development Academy of the Philippines
	Governance and Public Services Studies and Surveys	Conduct studies and surveys concentrated on actual conditions and feasible resolutions.

2010 - present Chair Francisco T. Duque

In February 3, 2010 Dr. Francisco T. Duque was appointed as the Chairman of the Civil Service Commission. One of Chairman Duque's first endeavors was to tackle graft and corruption. In the March 2010 issue of "The Civil Service Reporter", a CSC quarterly publication, it was reported that Chairman Duque, together with the Commission on Audit (COA) Chairman Reynaldo A. Villar and Ombudsman Merceditas N. Gutierrez formed the Constitutional Integrity Group (CIG). The CIG pledges to ensure the highest standards of ethics, efficiency and excellence in public service by focusing on specific areas particularly: public accountability for the COA, integrity in government for OMB and the merit system for the CSC.

In April of 2010, the details of Chairman Duque's first 100 days in office were published in the "CSC Executive Letter." One of the initiatives indicated in the letter is the development of the CSC strategy roadmap and the governance scorecard that will aid in the monitoring of CSC's performance versus the agency's goals. Another ongoing project is the interconnection of government hotlines to improve accessibility and availability of government services. The said project is envisioned to be piloted in the following government agencies: Department of Health, Bureau of Internal Revenue, Phil-Health and CSC.

Anti-Graft Initiatives

Presidential Anti-Graft Commission (PAGC)

In April of 2001 President Gloria Macapagal Arroyo signed Executive Order No. 12: Creating the Presidential Anti-Graft Commission and Providing For Its Powers, Duties and Functions and For Other Purposes. The creation of the PAGC addressed administration's need for a committee responsible for perpetuating the campaign against graft and corruption (PAGC website: About PAGC). Executive Order No. 531: Strengthening the Presidential Anti-Graft Commission was signed in May 2006 to further reinforce and reorganize the PAGC (PAGC website, Executive Order No. 531 link). Some of the related laws are:

- Republic Act No. 3019 or the Anti-Graft and Corrupt Practices Act defined actions that are classified as corrupt practices. In addition, the act also discusses prohibitions to private individuals, government officials' relatives and members of Congress and the procedure for filing of the Statement of Assets and Liabilities (SAL).
- Republic Act No. 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees enumerates the standards of personal conduct in the execution of public duties, the duties of public officials and employees, prohibited acts and transactions and penalties for transgression.
- Republic Act No. 9485 or the Anti-Red Tape Act of 2007 is the policy applicable to government agencies and offices which provide frontline services to the public. A notable feature of this act is the creation of the Citizen's Charter or the set of service standards of the particular office which should be posted in the main entrances of government buildings or other conspicuous places.

The Integrity and Development Action Plan (IDAP)

The IDAP is the result of the Presidential Anti-Corruption Workshop (PAW) held in December of 2004. The aim of which was to create an anti-corruption framework by promoting integrity development and good governance in government. As of 2010 there are 156 implementing agencies. The IDAP is made up of 22 specific anti-corruption measures which fall under four indicators, namely (PAGC website, IDAP Background):

- Prevention – systems reforms to lessen graft and corruption, e.g. internal audit
- Education – values formation and dos and don'ts of public service
- Investigation and Enforcement (Deterrence) – instituting a system to advance public support, disciplinary action and professionalism
- Strategic partnership – soliciting public support to combat graft and corruption

Implementing the IDAP: The Department of Health (DOH)

In June of 2002 the Presidential Anti-Graft Commission assigned the Department of Health as one of the first government agencies to implement the Corruption Prevention Reform Program (CPRC). The DOH-Integrity Development Committee (DOH-IDC) was later formed in January 2007 to serve as an integrity watch group for the different offices and hospitals of the DOH. The department and administrative orders issued throughout the department are posted on the DOH-IDC webpage and includes (Appendix C shows the detailed account of these orders):

- The Department of Health Rules on Gift Giving dated December 27, 2007 details the regulations regarding receiving gifts and benefits. The purpose of this order is to uphold propriety, honesty and integrity throughout the different offices and hospitals of the DOH.
- As a supplement to existing laws and Civil Service rules, the DOH came up with the Norms of Behavior for Officials and Employees of the Department of Health. This Administrative Order distinguishes the norms of conduct particular to all DOH employees.
- The Department of Health Rules on Internal Whistleblowing and Reporting is a Department Order which came into effect on February 7, 2008. This was put into place to give incentives and protection to whistleblowers. This includes the whistleblowers rights and the protection that shall be given to them, their families and officials and employees of the DOH who are supportive of the whistleblowers disclosure.
- The Department of Health Rules on Public Disclosure contains the rules and procedures of how the public can get access to information, documents and records of the DOH, as well as the description of information that are exempt from public disclosure and therefore should remain classified.

Existing Integrity Indicators

As the anti-corruption and integrity reforms were being developed by the CSC and different institutions in the country, global bodies have been assessing the effectiveness of these initiatives on a per country level. One such body is Global Integrity, which have formulated the Global Integrity Index. The index intended to capture captures what is “in law” vs. what is “in practice.” “In law” indicators provide an objective assessment of whether certain policies, laws, or institutions exist to curb corruption. A “Yes” score receives a perfect score of 100 and a “No” score receives zero. “In practice” indicators are scored along an ordinal scale of 0, 25, 50, 75 and 100 (with 100 being the perfect score), and aim to assess if these policies and laws are implemented, if these are effective, and if citizens have access to these information and institutions. References are also provided by the lead researcher to substantiate each score; the results are also peer reviewed. The overall score is computed by averaging the category scores; category scores are also computed by averaging sub-category scores (Global Integrity Report 2008 Methodology).

Starting in 2004, the Philippines had been a participant in the Global Integrity initiative. As can be seen in Table 7, the country has managed an overall “Moderate” score from 2004-2008, with the Electoral and Political processes being assessed as “Weak” to “Very Weak” over the years (Table 7).

Table 7. 2004-2008 Overall Philippine Integrity Scorecard

Categories	2004	2006	2007	2008
Civil Society, Public Information and Media	82 (Strong)	72 (Moderate)	69 (Weak)	71 (Moderate)
Electoral and Political Processes	64 (Weak)	60 (Very Weak)	57 (Very Weak)	59 (Very Weak)
Branches of Government	88 (Strong)	Changed to Government Accountability (next row)	---	---
Government Accountability	---	71 (Moderate)	71 (Moderate)	70 (Weak)
Administration and Civil Service	81 (Strong)	73 (Moderate)	73 (Moderate)	82 (Strong)
Oversight and Regulatory Mechanisms	89 (Strong)	85 (Strong)	65 (Weak)	76 (Moderate)
Anti-corruption Mechanisms and Rule of Law	75 (Moderate)	78 (Moderate)	66 (Weak)	71 (Moderate)
Overall	Moderate	73 (Moderate)	67 (Weak)	71 (Moderate)

In terms of the Civil-Service sub-category score (Table 8), the Philippines garnered a score of 89, which was considered a “strong” rating, in 2004. Nevertheless, with the expansion and revision of the Integrity Index, the Philippine score decreased to 73 (moderate) in 2006 and 2007. In particular, it received a score of “0” on the indicator “In practice, the government publishes the number of authorized civil service positions along with the positions actually filled.” In 2007, it garnered the same score on the same indicator and a “0” on the indicator “In practice, the regulations governing gifts and hospitality offered to civil servants are effective.” The Philippines continued to receive a moderate score of 74 out of 100 in the Civil Service Regulations (HRM) sub-category in 2008 (Global Integrity, 2008). Table 9 provides the summary of the 2008 scores for each indicator under the Civil Service sub-category. References and comments substantiating each score are presented in Appendix D.

Table 8. 2004-2008 Philippine Administration and Civil Service Category Integrity Scorecard

Administration and Civil Service Category	2004	2006	2007	2008
Civil Service Regulations	89 (Strong)	73 (Moderate)	73 (Moderate)	74 (Moderate)
Whistle-blowing Measures	56 (Very Weak)	38 (Very Weak)	52 (Very Weak)	79 (Moderate)
Procurement	87 (Strong)	87 (Strong)	81 (Strong)	88 (Strong)
Privatization	92 (Very Strong)	96 (Very Strong)	84 (Strong)	86 (Strong)
Overall	81 (Strong)	73 (Moderate)	73 (Moderate)	82 (Strong)

Table 9. 2008 Summary of Scores for the Philippines Civil Service Regulations (HRM) Sub-Category Integrity Scorecard

Integrity Indicator	2008
Are there national regulations for the civil service encompassing, at least, the managerial and professional staff?	100
In law, there are regulations requiring an impartial, independent and fairly managed civil service.	100
In law, there are regulations to prevent nepotism, cronyism, and patronage within the civil service.	100
In law, there is an independent redress mechanism for the civil service.	100
In law, civil servants convicted of corruption are prohibited from future government employment.	100
Is the law governing the administration and civil service effective?	69
In practice, civil servants are protected from political interference.	50
In practice, civil servants are appointed and evaluated according to professional criteria.	50
In practice, civil service management actions (e.g. hiring, firing, promotions) are not based on nepotism, cronyism, or patronage.	75

In practice, civil servants have clear job descriptions.	75
In practice, civil servant bonuses constitute only a small fraction of total pay.	75
In practice, the government publishes the number of authorized civil service positions along with the number of positions actually filled.	75
In practice, the independent redress mechanism for the civil service is effective.	75
In practice, in the past year, the government has paid civil servants on time.	75
In practice, civil servants convicted of corruption are prohibited from future government employment.	75
Are there regulations addressing conflicts of interest for civil servants?	58
In law, senior members of the civil service are required to file an asset disclosure form.	100
In law, there are requirements for civil servants to recuse themselves from policy decisions where their personal interests may be affected.	100
In law, there are restrictions for civil servants entering the private sector after leaving the government.	100
In law, there are regulations governing gifts and hospitality offered to civil servants.	100
In law, there are requirements for the independent auditing of the asset disclosure forms of senior members of the civil service.	0
In practice, the regulations restricting post-government private sector employment for civil servants are effective.	25
In practice, the regulations governing gifts and hospitality offered to civil servants are effective.	25
In practice, the requirements for civil service recusal from policy decisions affecting personal interests are effective.	50
In practice, civil service asset disclosures are audited.	25
Can citizens access the asset disclosure records of senior civil servants?	67
In law, citizens can access the asset disclosure records of senior civil servants.	100
In practice, citizens can access the asset disclosure records of senior civil servants within a reasonable time period.	50
In practice, citizens can access the asset disclosure records of senior civil servants at a reasonable cost.	50
Overall Score for Civil Service Sub-category	74

Based on Table 9, the Philippines garnered a perfect score (100) on almost all of the indicators pertaining to the existence of Civil Service Regulations (HRM) laws and regulations, except that the Philippines apparently do not have a law on the independent auditing of the assets of senior civil service personnel. Notably, the Philippines garnered less than perfect scores (25 to 75) on the implementation and effectiveness of these laws and regulations, such as those that concerned protection of civil servants from political interference and the appointment and evaluation of civil servants according to a professional criteria.

Country Initiatives

Alongside the initiatives of Global Integrity, other institutions have documented the civil service reforms initiated in different countries.

The ADB/OECD study

In 2004, 27 countries had expressed their commitment to fight against corruption within the framework of the Anti-Corruption Action Plan of the Asian Development Bank(ADB)/Organisation for Economic Co-operation and Development (OECD). In 2005, the progress of the legal and institutional reforms in 25 countries following their endorsement of the Anti-Corruption Action Plan were published by the ADB/OECD. Some of these reforms targeted preventing corruption in public administration and covered civil service/HRM processes. As shown in Table 10, the reforms are aimed to increase transparency and efficiency in the conduct of HRM activities.

Table 10. ADB/OECD reported reforms of selected countries in civil service/HRM areas

HRM Area	Country/Countries	Reform
Enhancing transparency of eligibility criteria and recruitment procedures	Australia	Australia's Public Service Commissioner regularly updates the commission's directions in recruitment and promotion and evaluates to what extent the agencies follow its regulations
	Samoa	Published a recruitment and selection manual for the public service
Centralized Recruitment	Bangladesh, P.R. China, Korea, Malaysia, Mongolia, Nepal, Pakistan, Thailand	Established centralized recruitment system to diminish the risk of nepotism, cronyism, or other forms of corruption
Decentralization of recruitment	Fiji Islands	Decentralized the recruitment of public officials below the senior executive level
Background checking	Bangladesh, Malaysia	Entrusted its anti-graft agency to ascertain that candidates for appointments or promotions to important posts in the public sector have not been involved in corruption
Monitoring mechanism for appointments	Korea and Thailand	Established a monitoring mechanism to increase the transparency of appointment procedures likely to be subject to corruption

	Korea	All selection processes are documented in detail on the internet and thus open to public scrutiny
Decision-making in hiring and appointments	Singapore, Fiji Islands, Vanuatu	All hiring and promotion decisions are taken by a board
Responsibility for promotions	Australia	An independent commission can be convened to make recommendations to the responsible agency head on the filling of certain positions
	Bangladesh, India, Pakistan	Entrust departmental promotion committees with responsibility for implementing the rules on civil servants' promotions
	Bangladesh	Promotions to senior positions are decided by a high-level committee known as the Superior Selection Board
Grievances in appointments and promotions	Australia, China, Hong Kong, Nepal, Papua New Guinea	Designed specific complaint procedures enabling applicants or public officials to submit grievances concerning appointments and promotions to independent bodies

Country Cases

Some countries have elaborated on their civil service reform efforts and published these on their websites; some country initiatives have been featured as cases of successful civil service reform.

Brazil

In a paper presented in the 11th International Anti-Corruption Conference held in Seoul, Republic of Korea in 2003 entitled "Civil Service Reform in Developing Countries: Why is it going badly?" the author, Geoffrey Shepherd, highlighted Brazil's successful implementation of a *hybrid appointment system*. This system is characterized by mixing merit-based and patronage elements in appointments.

The Brazilian Public Service is separated into 26 Careers and a general category of Public Servants. Those in the "Careers" comprise an elite minority of Public Servants who are generally well-paid than those in the general category. Since 1995, Brazil emphasized the staffing of key functions with "Career" professionals; these functions were generally in the fiscal management areas: tax administration, public finances, auditing, and trade. Shepherd (2003) says that the establishment of the "Careers"

category has helped establish Public Service corporatism, where the loyalty of the employees leaned more towards their particular “Career” and their agencies rather than the government.

For political appointments, the Commission for Senior Administration and Expertise (Comissão de Direção e Assessoramento Superior – DAS) upholds the system for making political appointments for managerial and advisory positions at the sub-ministerial level. The system is said to be transparent and centrally controlled, where agencies have a legislated ceiling on the number of appointments. The contracts are for a limited term and the Presidency (Casa Civil) vets them. Those appointed to DAS positions are a mix of private sector and those coming from the Public Service. After their DAS position terms have ended, Public Servants can return to their old jobs, thus they do not lose tenure or their pensions. Although Shepherd notes that the DAS positions are still used for patronage, the system still works as the Brazilian government has had the opportunity to tap into qualified private sector professionals, while the perceived problem of poor incentives and inferior performance inside the Public Service is addressed.

In addition, the author concedes that Brazil’s success have been partly due to strong public policies and environmental factors:

- The human-resource policies (selection, pay, pension, other incentives, promotion, tenure/longevity, training, system management) affecting most civil servants are strong on promoting merit-based appointments.
- Certain ministries and agencies have had good, continuous leadership (or because they have been less subject to political influences), which created local cultures of accountability and incentives.
- Brazil’s tertiary education has developed a skilled labor force that can be considered a pool of potential employees.
- Political regimes since the 1930s have emphasized the need for professionalism in public service despite having elements of patronage.

Canada

The Public Service Commission (PSC) of Canada, on its website, features different reform programs for public service. According to the website, the PSC is an autonomous agency responsible for supervising the integrity of appointments and the non-partisan nature of public service (PSC website: About the PSC). Although the PSC works with government regarding staffing and assessment in public service it is free from ministerial direction and directly reports to parliament.

In December 31, 2005, the Public Service Employment Act (PSEA) of 2003, which provides guidelines related to political activities of employees and department heads (*called deputy heads in Canada*), took effect (PSC website, Appointment Framework Overview). Based on the guidelines set under the PSEA, the PSC established an appointment framework within public service centered on the following values (Table 11):

Table 11. Appointment Framework Core values

Core Value	Definition
Merit	The person must meet essential qualifications established by the deputy head, e.g. language proficiency. The selection may take into consideration the following factors specified by the deputy head: current or future asset qualifications, operational needs and organizational needs.
Non-partisanship	Appointment and promotions are carried out free from political influence Political activity, which is defined as activity in support or opposition of a political party/candidate, is an employee's right however, the employee must remain neutral in carrying out his duties in public service.
Guiding Value	Definition
Fairness	Decisions made are neutral, free from political or personal agenda and policies and practices must uphold the just treatment of persons. In the appointment process, persons have the right to be evaluated in the official language of their choice.
Transparency	Communication regarding strategies, decisions, policies and practices must be transmitted in an open and timely manner.
Access	Persons all over the country must have equal opportunity to apply and be considered for employment in public service and do so in the official language of their choice.
Representativeness	Appointment should be carried out without prejudice and systematic barriers to reflect the Canadian population that it serves.

Under the PSEA, the deputy heads are given the authority to appoint persons whom they deem as best qualified, competent and suited to the needs of the organization. This means that the appointment is not based on the principle of best qualified, but rather based on a more values oriented process. With this structure the PSC still has authority to determine rules regarding making and revoking appointments and taking corrective action. The three components of the Appointment Framework developed by the PSC in accordance with the guidelines put in place in the PSEA are as follows:

- The Appointment Policy is made up of several policies which serve as guidelines for significant factors in the appointment process. The following are some of the policies in place:

Table 12. Related Appointment Policies

Policy	Objective	Requirements
Employment Equity	Ensure that public service reflects Canada's diverse society.	Assist the person throughout the appointment process to address, up to the point of undue hardship, disadvantages arising from prohibited grounds of discrimination. Employ tools and processes that are constructed to eliminate bias and systemic barriers.
Choice of Appointment Process	Ensure that the process meets the organization's business and human resource needs.	Institute a monitoring and review mechanism of the appointment process. For non-advertised positions, establish and communicate criteria, provide a written rationale that this selection process meets criteria and appointment values.
Area of Selection	Provide a reasonable pool of candidates. For external appointments, provide access to persons who have diverse backgrounds, skills and professions needed to assist Canadians in the official language of their choice.	Create and communicate an organizational policy that fulfills the PSC's policy on the area of selection. Monitor area of selection, e.g. place of residency of the applicant and place of residency of the person hired for the position.

	For internal non-advertised appointments, provide meaningful access to recourse.	
Selection and Appointment	Ensure fairness and transparency.	Persons appointed should meet all the necessary qualifications, asset qualifications, operational and organizational requirements. Documented justification for the appointment.

- Delegation Policy

According to the PSEA, the PSC can delegate appointing powers to the deputy heads of federal departments and agencies. Deputy heads are also encouraged to further delegate appointing powers to the different authorities of their respective organizations. However, the PSC still has the authority to establish the appointment process, revoke or not make an appointment and to take corrective actions for investigations regarding cases involving external appointments, non-delegated appointments, fraud and political influence.

- Accountability Policy

This enumerates how the deputy heads will be held responsible for their authority to appoint in their respective departments. Given the authority to appoint, the deputy head must provide a Staffing Management Accountability Framework (SMAF) which contains the key factors in the appointment process; monitoring appointment patterns, information gathering, and risk assessment; a report on their management of delegated appointments, provide feedback to their organizations to improve their appointment system and take corrective action when questionable practices and abuse arise.

New Zealand

The State Services Commission website contains a number of policies for Integrity and Human resource initiatives. These consist of the following:

- The Standards of Integrity and Conduct (implemented in November 30, 2007). There are guidelines for implementing the code of conduct which defines the specific roles and responsibilities of the different job levels (Table 13).

Table 13. Sample of specific roles and responsibilities to ensure integrity and conduct per job level listed in the State Services website

Job Level	Roles	Responsibilities
Departmental Chief Executives and Crown entity boards	Organizational compliance with standards	Maintain an infrastructure of policies, procedures, agreements and training which strengthen the standards. Emphasize ethical behavior and decisively dealing with breaches of the code of conduct.
HR Managers	Make certain that all personnel are knowledgeable about the code of conduct and the standards of behavior expected of them and have access to related explanatory sources	Include the code of conduct training into the orientation training. Regular organizational assessment on the extent of compliance
Communications Managers	Use communication tools so that personnel are aware of the code, the obligation to observe the code and the importance of upholding the trust in State Services.	Work with other organization heads, e.g. HR managers, to develop an internal communications strategy. Include integrity and conduct issues in regular internal communications, e.g. newsletters and intranet.
Trainers	Incorporate code of conduct in training	Include the code of conduct training into the yearly training program. Explore other sources for integrity issues, e.g. DVDs and videos
Managers/team leaders	Demonstrate leadership in modeling integrity	Ensure that all personnel go through code of conduct training. Include integrity and conduct concerns during performance appraisals.
Individual State Servants	Bear personal responsibility to comply with the code	Participate in the code of conduct training and

		discussions on ethical issues. Inform authorities regarding possible breaches of the code of conduct.
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- An independent survey was conducted in 2007 on how state servants observe standards of integrity and conduct. Six elements were identified to measure integrity and ethical behavior in the State Services. Table 14 contains the results of the 2007 survey conducted on 4,642 State servants.

Table 14. Results of the 2007 Integrity and Conduct Survey

Elements	Rationale	Results
Agencies of the State Services have standards of integrity and conduct that meet the State Commissioner's minimum standards.	If the behavior of the employees reflects their agency's standards of integrity and conduct, then they need to know what those standards are. E.g. code of conduct, ethics or values statements.	Ninety-six percent (96%) of State servants knew that their agency has integrity and conduct standards. Only one-third were aware of the Protected Disclosures Act of 2000, which provides guidelines for confidential complaints about serious wrongdoing, in spite of the requirement that agencies should have a protected disclosures policy.
Agencies of the State Services promote their standards of integrity and conduct.	Standards are likely to be ineffective if not sufficiently conveyed to the employees. Agencies should conduct training to sustain integrity awareness. The employees should know what the standards are what they mean.	Half reported that their agency has a specific person, telephone line, email address or website where they can get information about integrity and conduct issues. Forty-five percent (45%) did not know that their agencies provided training for integrity and conduct. Of those that are aware of integrity trainings, eighty-five percent (85%) found these trainings helpful.
Standards of integrity and conduct are integrated into the behavior of State servants.	It is vital to have standards and to disseminate them, but the measure of whether it has an impact is the degree to which the standards are integrated into the employees' behavior.	Sixty-two percent (62%) did not observe misconduct in the past year. Of the thirty-three percent (33%) who observed misconduct, majority believed that although these were breaches of agencies' standards these behaviors did not violate the law. E.g. abusive or

		intimidating behavior, improper use of internet or email and lying to other employees.
Managers model the standards of integrity and conduct in their behavior.	For the standards to be effective managers must not only act ethically but it is vital that employees view their managers as demonstrating ethical behavior.	<p>More credibility was given to management levels nearer the employees. The less favorable view of higher management and more positive assessment of immediate managers and non-management employees may imply that leadership skills are underdeveloped or that managers are not sincere with their commitment to integrity.</p> <p>The results also suggest that culture is strongest among those who spend most of their time together. However, team culture is not totally positive because most pressure to commit misconduct comes from immediate managers and colleagues.</p>
Consequences for behavior that breaches the standards of integrity and conduct are known by the State servants.	Employees must see that actions are taken when misconduct occurs.	<p>Fifty-two percent (52%) reported that their immediate managers discipline employees for misconduct.</p> <p>Almost two-thirds said that their immediate managers evaluate integrity and conduct as part of the performance appraisal.</p>
Agencies act decisively when breaches occur.	The effectiveness of a system created to encourage trustworthy behavior is dependent on the likelihood of meaningful responses and decisive action if the standards are breached.	<p>Of the fifty-five percent (55%) who observed misconduct and reported it, majority consider that it was the right thing to do, seventy-five percent (75%) believed that corrective action would be taken and almost as many believed that they could depend on the support of their immediate managers and colleagues. Half were satisfied with their agency's response to their report of misconduct.</p> <p>Forty-four percent (44%) did not know how to make a confidential report on misconduct.</p> <p>Of the forty-three percent (43%) who observed misconduct but did not report them the explanation</p>

		<p>were that they did not believe that corrective action would be taken, they did not believe that they could report anonymously, or they feared retaliation.</p>
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- The New Zealand Public Service Equal Employment Opportunities (EEO) Policy

This was introduced in 2008 to acknowledge the employment aspiration of the Maori, ethnic and minority groups, women and people with disabilities. Equality was defined as treating people fairly and with respect, ensuring equality of access to opportunities, while diversity was characterized by understanding, appreciating and realizing the benefits of individual differences. Implementing the policy was broken down into three steps, namely: integrating equality and diversity into the strategic business planning; participating in the annual Human Resource Capability Survey which provides staffing information such as head count, ethnicity and turnover rates and helps in assessing the EEO; and integrating equality and diversity into Strategic Performance Reporting which looks at the business results of the organization in their progress in valuing equality and diversity. The focal point of the said policy was to come up with a public service that reflects the diverse population of the country.

- The Career Progression and Development Survey was first conducted in all government departments in 2000 to solicit information from public servants regarding career goals, training and development activities, issues that helped or hinder career progression and factors that prevent them from applying for senior positions. Survey results are used to measure progress and in the improvement of programs that would make Public Service a viable career option. This survey is planned to be conducted every five years.

Republic of Korea

The Republic of Korea's Civil Service Commission has a webpage dedicated to publishing their civil service reform efforts. Major policies include:

- Development of a Diverse and Open Recruitment Methods through the establishment of an HR Database for Public Service

The database aims to keep track of individuals from different levels and expertise, and special attention is given to women, disabled persons, individuals who are in non-metropolitan areas or are overseas, scientists and engineers, and those employed in the private sector. To keep the data current, newspapers, academic reports, and interviews are monitored so that data can be constantly updated in the database. Individuals may also register off- or online so that they can be included in the database.

The database also includes information on incumbent civil service employees such as type of employment, date of employment, current position, educational background and job experiences, as well as evaluation and audit results. Information in the database is used to gauge the suitability of incumbent public sector employees for appointments.

- **Competitive Recruitment**

In 1999, the "Open Competitive Position System" (OPS) was introduced in order to recruit talents from both the private and public sectors and to enhance competitiveness, efficiency and productivity in public administration. Under OPS, a Ministry should designate 20% of its positions of Grade 3 and higher (Division Director to Secretary-General) as open competitive positions. The qualifications required for open positions and the responsibility of appointing a person who meets the requirements are the responsibilities of the Ministry.

Vacancies for Open Competitive Positions are required to be announced publicly for 14 days through daily papers and other media sources. Anyone who meets the qualifications may apply for it. A Selection Board, where the majority of members are required to come from the private sector, assists the ministry in selecting the right person.

Other recruiting initiatives in consideration involve scouting for candidates and announcing vacancies periodically. Furthermore, orientation programs will be provided to new appointees in order to usher them in to public service.

- **Civil Service Examination Reform**

There are also plans to revamp the civil service examination so that aside from general knowledge, traits such as resiliency, adaptability, and creativity would be

captured. After going through the first round of examinations, applicants would then go through the second round, which would cover practical and specialized knowledge for the actual job of senior civil service.

- Professionalism through Career and Performance Management

Plans of establishing career management programs are geared towards appointing staff based on specializations and attitudes and improve professional capabilities through training and development. There are also plans of reconstructing the seniority-based classification system into merit- and performance-based system.

- Senior Civil Service Promotion Review

Korean CSC has also made public, plans to evaluate the appointments of senior civil servants (Grade 3 and higher). The process would entail having the Minister select candidates for promotion; an internal preliminary promotion review then selects the most suitable candidates from the list and would make a formal request to the CSC for a secondary review and final selection. This is to ensure that “favoritism” and nepotism is controlled, ensure that the merit principle is upheld, examine the legal conditions of a specific position, and minimize the incidents that promotions are used to propagate frequent job transfers.

Singapore

Singapore’s civil servants are among the highest paid in the world. The Singaporean government believes wages and benefits are an effective deterrence from graft and corruption. Even before the mid 1990’s when the civil servants’ salaries were benchmarked to those of private sector their wages had always been competitive. Benefit packages such as leave, medical benefits, work travel and long service awards are also in place.

The Public Service Division (PSD) under the Prime Minister’s Office is the agency responsible for building up the infrastructure for Public Service. Several initiatives for recruitment and development are listed on their website.

- 60 scholarships are handed out each year to bring fresh talent to Public service. Scholars go through a four year management course where they are assigned throughout the service before they are considered for Administrative Service, the premier service system in the Civil Service.
- The Management Associates Programme (MAP) is an initiative where both fresh graduates and scholars are identified and groomed for high potential officer positions throughout the public service system through work experience in different government agencies.
- The Civil Service College (CSC) provides training and other development needs for officers in the areas of public policy and governance, public administration, management and organizational excellence.
- Recruitment and Recognition are strictly based on merit and performance. Civil servants have an annual performance appraisal where work targets and trainings are mapped out with their corresponding superiors. The performance appraisal ensures that recognition and promotion are impartial and based on progress and performance. The Civil Service also offers a diverse variety of employment conditions, ministries are authorized to have flexible work arrangements and re-employment opportunities for their workforce.
- In line with the performance appraisal, each civil servant is allowed to have 100 hours of training per year of which 60% is work related and 40% is for self-development. The PSD believes that trainings and development programs are essential for the lifelong employability of their personnel and so that they may be assigned to other key positions in the future.
- Public Service For the 21st Century (PS21) is a movement that started in 1995. Its aim was to instill an attitude of continuous improvement and anticipate changes in Public Service. Four key areas have been distinguished to be the foundation of PS21 projects, namely: Staff Wellbeing, ExCEL (Excellence Through Continuous Enterprise and Learning), Organizational Review and Service Quality. Staff Wellbeing focuses on the morale, welfare, development and engagement of personnel within Public Service. Excel is about utilizing the employees' creativity, fostering teamwork and institutionalizing training and

development. Organizational Review concentrates on systems and processes to ensure efficiency, effectiveness and sustainability. Service Quality is centered on providing services that is responsive, efficient and courteous.

HRM Integrity Initiatives in the Philippine Private Sector

Corporate Governance

From 2002-2007, the Hills Program on Governance of the Ramon V. Del Rosario, Sr.–C.V. Starr Center for Corporate Governance studied the trends in Corporate Governance among the 100 largely publicly listed companies in the Philippines. The study entailed the review of each company’s practices relating to their respective boards, corporate governance practices, and ownership. An online survey was also conducted among their directors and officers, which asked them to state their degree of agreement or disagreement regarding their respective companies’ ethical and corporate governance practices, systems and controls.

The results showed that by 2007, all the corporations sampled had declared their executive compensation as stipulated in the Code of Corporate Governance (a model manual on Corporate Governance provided by the SEC). Nine items in the survey also contained questions on ethics. The item “Management in my company is conscientious about complying with the law” received the highest net agreement (98%), while the item that received the lowest net agreement (51%) was “My company requires all its employees to undertake ethics training.”

Respondents also generally agreed (95%) that “If an employee reports unethical conduct, the matter will be investigated;” there was a 94% net agreement that “My company has adequate controls in place for detecting fraud or other misconduct by its employees” and an 89% net agreement that “Employees in my company have adequate channels available to them for reporting misconduct or irregularities, without fear of retribution.” There was also an 86% net agreement that “Misconduct in my company is adequately penalized, regardless of the perpetrator’s position.” Nevertheless, out of the 100 corporations sampled, only 60 had a performance evaluation in place for their directors and top officers.

Ethics

Private organizations would usually have a code of conduct and ethics, which stipulates how employees should behave in the organization. Rules on ethics usually cover instances of 1) conflicts of interest (declaring conflict of interest in doing business, receiving of gifts from suppliers, etc.) and 2) non-disclosure (rules safe-guarding trade secrets or plans). Any employee deviation from the code of ethics would be taken up by an ethics committee, usually composed of a representative from HR, Finance, and Legal.

Mr. Carlos C. Salonga¹, former Vice President for Human Resources and Organization Development at Skycable Corporation, Maynilad Water Services, Inc. and former Vice President for HR in Bayantel, said that HR's role is to promote the value of integrity and partner with internal audit to enforce these rules. Preventive measures include values or ethics education, leadership modeling, and enforcement of sanctions. Promotion of the ethics code can also go beyond the employees; in one of the companies he had worked in, Salonga said that the ethics code was given out to suppliers, together with the contact details of the ethics committee so that they could directly report any wrongdoings by the employees; contract with suppliers also contained agreements on ethical conduct. Nevertheless, he emphasizes that employees tend to internalize the rules when they see that these are implemented, that is, they see wrongdoers, regardless of position, sanctioned. Salonga recalls an instance when a Vice President and employees of an entire division were terminated when it was proven that they were violating business policies and illegally taking commissions from contractors.

HRM Policies

An informal, spontaneous discussion among HR practitioners and/or employees² from particular private organizations in the fields of banking, electronic semiconductor industry, aircraft repair and maintenance and food manufacturing revealed that anti nepotism or cronyism mechanisms in the local private sector differ in scope and applicability. For the banks and the electronics company, the nepotism policies in certain job levels requires that one spouse should resign when employees get married. The aircraft and food manufacturing companies, however, are less restrictive. Married spouses can work together in the same department; nevertheless, once a spouse gets

¹ Interview conducted by Vanessa Villaluz, member of the Ateneo CORD research team in 2010

² Discussion conducted by Patricia Kare, then member of the Ateneo CORD research team in 2009

promoted, the other spouse has to transfer to another department. For these companies, however, appointing family members to positions within their organizations, are not allowed in general. They emphasized that merit, competence, qualifications as well as a prospective employee's fit to the organizations' cultures, still rank as the prime considerations for hiring, as well as promotion to higher levels.

Corruption in Civil Service HRM areas in the Philippines

Results of the FGDs on the specific causes and manifestations of corruption in the HRM areas of recruitment, appointment, performance evaluation, and promotion in the public sector are discussed in this section. The participants also shared existing policies or procedures used in their agency or unit to prevent corruption and gave suggestions on what laws and policies can be further developed to support integrity. Appendixes E-H contain the documentation of the FGDs for each HRM area.

Causes of Corruption

A. Political intervention

FGD participants mentioned that political intervention, where politicians or those at the top, intervene in the implementation of the HRM processes in favor of their allies. Related to this is the "padrino system (patronage)," where certain individuals have "backers." Some participants also said that these accommodations happen because some politicians or executives want to ensure that those they "backed" would eventually return the favor in the future.

Government agencies are not insulated from the whims of politicians because the latter have a say on their agency's budget. Participants said, "When the congressman calls the head of the agency, then (we) can't control (it)" and "Maraming standards and rules (There are a lot of standards and rules) but it's easier said than done - there's a policy but there is politics involved."

B. Wide latitude and abuse of discretion

FGD participants shared that the wide latitude of discretion afforded to an agency's top executive seems to result in the non-observance of the HRM policies prescribed by the CSC. One of these would be the disregard for the role of the Personnel

Selection Board (PSB) in selection. The PSB's role is to assist the appointing authority in the judicious and objective selection of candidates for appointment by providing a comprehensive report on the evaluation of each candidate and ranking them according to their unit's Merit Selection Plan (CSC MC No. 04, S. 2005). However, some appointing authorities do not refer to the PSB's evaluation when appointing employees. Another issue that surfaced is the lack of jurisdiction on political appointees; thus, there are instances when the competence of those appointed is not determined.

In terms of promotion, there are also some instances when management disregard or deviate from CSC rules and regulations, specifically the Merit and Fitness policy. FGD participants likewise shared that due to unclear guidelines on the promotion process, discretion is exercised in promoting employees.

C. Integrity not practiced as a core value of civil servants

Then again, the participants also mentioned that those individuals who ignore the policies or bend these in their own favor may have lacked integrity (which they consider innate in the individual) to start with.

D. Policies are subject to interpretation

Participants also noted that, although there are policies and procedures to follow in the implementation of human resource systems, these may be "unpolished and open to interpretation." For example, there are no pre-employment examinations in the universities because this is not a requirement. Moreover, some procedures such as background checking is not done consistently because this takes time. Currently, each agency has the latitude to establish their own HRM policies subject to the review of the CSC. Moreover, laws that are intended to curb corruption such as that banning executives from receiving gifts seem to be ambivalent – a participant belonging to the LGU group said that "there is a wide range on the meaning of gift."

E. Unclear guidelines

Although respondents agreed that there are guidelines to follow, e.g., Merit and Fitness, these are not clear cut. For example, for promotions: "No clear cut guidelines for big leap promotions, e.g. grade level 3 to 12...."

F. Lack of knowledge and information

It was also noted that lack of knowledge or information sometimes results in corruption. A participant noted that although officials are invited to attend CSC orientations, they do not attend. Likewise, new PSB members may not have been properly oriented on their role.

G. Absence of integrity checks

Participants noted that there may be a case of “pasahan (passing the buck)” in terms of checking the effectiveness of HRM systems. It seems unclear whether the agency or CSC is responsible for this. It was also mentioned that there might be a redundancy of work between the agency and CSC.

Manifestations of Corruption

A. Concealment of information

FGD participants shared that CSC policy of publishing the list of vacancies is not strictly followed, with some commenting that it is for mere “compliance.” At times, a position listed would have an asterisk, signifying that “outsiders” need not to apply for the position. Those from HRMOs also admitted that they sometimes tend to consider applicants that they already know. However, a common reason for the non-publication given was because “*may nakaabang na* (Someone is already waiting in the wings),” and that this situation arises because an individual associated with or related to a top executive or politician is already being eyed to fill the position.

B. Need for endorsement from politicians or top level executives

One participant shared that when she was applying for a position in a government unit, she was asked to provide proof that she was being endorsed by a politician.

C. Exclusion of qualified individuals

Political patronage and nepotism also arises in the recruitment of those unqualified for a position. Civil society observers also mentioned that Malacañang can insert a candidate for the judiciary without going through the Judicial and Bar Council.

Again, similar to the issue in recruitment, there are instances in which the appointee chosen may be under or overqualified for the position. This happens when the appointing authority chooses an individual without regard for the ranking of the PSB. Sometimes, appointments are done before the PSB's recommendations are submitted.

Also, there seems to be instances where chief executives ensure that appointments would go their way by manning the PSB with their close associates. Resorting to temporarily employment or creating new positions is also a way to circumvent the evaluation. Participants likewise shared that if the PSB's recommendations are not favorable, the executive could delay filling the position until someone favorable to him/her can be appointed. Another way of ensuring that a favored individual would get into the agency is to create positions or make temporary jobs available. FGD participants also mentioned that those promoted are at times not qualified for the position and that promotions are sometimes based on the employees close relationship to the person of authority or because of humanitarian reasons, that is, the person who obtained the promotion needs the financial gains that comes with being promoted.

D. Inequity in evaluation of candidates

Candidates for appointment may also be evaluated differently; a favored candidate may go through an easier evaluation process than those who are not favored. This also occurs in the promotion process.

E. Positions for sale

It seems that corruption is not limited to executives or politicians; FGD participants revealed that individuals who are perceived to have authority, such as Personnel Selection Board (PSB) members or those who have hiring authority, may have demanded "lagay" or fees. A participant in the FGD revealed that there had been an

instance when a hiring individual negotiated with an applicant that he/she be given the three-month salary if ever the applicant would be hired.

There have also been instances where, similar to recruitment, appointments are given to the highest bidder. A participant revealed that there is a pending case in the Supreme Court wherein a supervisor tried to extort P10,000 from a teacher so that the latter can get a particular appointment. It has been said that this kind of instances usually happen among police and teachers.

F. Faking documents and cheating

Those who endorse applicants may also require or encourage their endorsees to fake their credentials in order to be able to submit their applications. FGD participants also shared instances where examination answers were leaked to applicants or examination results were altered in favor of a particular applicant.

G. Nepotism

FGD participants revealed that there are ways in which the nepotism law is being circumvented. One is to appoint relatives to a co-terminus position, e.g., chief-of-staff, until the relative eventually gets appointed to a permanent rank or position. They can also be temporarily employed. One participants shared that, “For career positions, di talaga pwede yung relatives, pero yung job contract, pwede ang relatives, hindi sakop ng CSC ang job contract (For career positions, relatives are not allowed, but they can be given job contracts, which are not under the authority of the CSC.)”

Also, the official usually secures a permanent position for a relative before his/her tenure ends. In addition, swapping can take place, that is, a son/daughter can be hired in department A in exchange for the hiring of employee A's relative in department B.

H. Disregard of policies

There are numerous comments from the FGD participants that policies and standards are not followed, and some are taken for granted and only done for compliance. For example, in setting standards for employee performance,

“Kokopyahin lang yung sinulat last year (The [standards] would only be copied from the previous year).”

Existing Policies

Aside from those prescribed by law and the CSC policies, the participants shared what their units are doing to uphold integrity in the HRM areas.

A. Recruitment

- *Requiring higher qualifications*

The Department of Health (DOH) are requiring applicants to meet higher qualifications than those prescribed in the Qualification Standards (QS). These higher requirements are needed to fulfill certification requirements, e.g. ISO.

- *Integrity testing for applicants*

The Bureau of Internal Revenue (BIR) has developed a locally-developed integrity assessment tool for applicants. It has been using this tool since 2006.

- *Process improvement*

Home Guarantee Corporation (HGC) has a process flow for recruitment, each resume has a control number as a way to monitor applications; they also use a matrix to recommend those for further screening. The Department of Interior and Local Government (DILG) coordinates with the local chief executive regarding pre-qualification evaluations as a way to get rid of political intervention.

In Lipa and Batangas, HR deliberations and results, such as meetings on the ranking of applicants and the requirement of the department head are documented. They also require applicants to be present during evaluations.

- *Outsourcing*

The HGC outsources psychological testing.

- *Stricter implementation of guidelines*

Some of the LGUs emphasized that their local chief executives have exercised their political will to ensure that processes are not compromised. In Bataan, for example, all HR publications are posted in common terminals.

B. Appointment

- *Nepotism*

The DOH has a nepotism rule for non-health workers wherein their relatives up to the third degree of consanguinity cannot be hired in the same hospital or office; this is not applicable, however, for doctors.

C. Promotion

- The Department of Education have policy guidelines patterned after the CSC policies, that is they look at performance accomplishment, etc. However, the FGD participants from the Department say their Merit Selection Plan is not enough.

D. Performance Evaluation

- The Development Bank of the Philippines (DBP) established its own PMS which emphasizes drawing up measurable targets. The San Fernando LGU patterned their PMS on one that is used in the private sector.

Suggestions on how to increase integrity in HRM areas

A. Define discretionary power

In order to avoid the abuse of authority, participants suggested that the powers of the appointing authority be defined.

B. Define “gifts”

Similarly, participants suggested that the CSC and the Office of the Ombudsman clearly define what nominal gifts are.

C. Clarify composition and role of PSB

LGU participants mentioned that individuals assigned to the PSB usually belong to the same ticket/party as the mayor so that in order to curb favoritism, there should be a representative from the employees. Nevertheless, there is still a need to strengthen the role of the PSB; participants said that new PSB members are not oriented on what their responsibilities and roles are.

D. Make process and system Improvements

- *Instituting background checking*

Although tedious, checking of credentials of applicants and appointments was suggested to be uniformly implemented.

- *Standardization of tools*

Standardizing HRM tools across agencies was also recommended.

- *Removal of temporary job scheme*

It was suggested that hiring temporary employees be abolished to lessen the chances that this would be used to arbitrarily hire an individual.

- *Do Job analysis, job evaluation and transition to competency-based HR systems*

Conducting a job analysis and evaluation, and using competencies may be helpful especially in terms of promotions; it was mentioned that, at the moment, the consideration for promotion is only length of service, so competencies might be a better basis for evaluating who gets promoted.

E. Review existing systems

It appears that there is a need to review existing systems such as the Merit Promotion Plan. Some expressed for example that “If the incumbent employee has no waiver stating that he is not interested in the promotion then he should be evaluated and should automatically be in the running.”

There was also a suggestion to do individual performance evaluations; also, HRMO representatives from the national agencies suggested that the PMS should not be solely linked to monetary rewards. Top executives of the agencies likewise suggested to improve the objectivity of the PMS and that each agency should have their PMS OPES approved by the CSC.

F. Make information available to all

Participants suggested that guidelines, circulars and documents need to be accessible to all. This would ensure that everybody is aware of the rules in regulations in the various HRM areas. It was also suggested that elected officials be oriented to CSC rules.

G. CSC to hasten adjudication

A participant said that CSC seems to be slow in adjudicating cases regarding appointment and promotion.

H. Monitoring and Auditing

FGD participants noted that there should be strict implementation of HRM processes, mentioning that inequity in implementation should be avoided, and that the CSC has to closely monitor if processes are being followed. CSC can also check if institutions need to develop certain processes. It was also noted that CSC should increase their manpower in the regions to be effective in monitoring. Observers or external bodies may also help in checking the implementation of HR processes.

I. *Make CSC an authority*

Participants added that it seems that the CSC has no “teeth” in implementing rules and regulations; that agencies and units were not “afraid” of it.

J. *Sharing of Best Practices*

Because a government unit may be implementing HRM processes that are effective, it would help to have a venue in which the agencies/units can regularly share these with others.

K. *Empowering Supervisors and HR practitioners*

Another suggestion was to empower supervisors and HR practitioners in the various agencies through programs and skills development and also to develop their ability to voice out issues without fear or favor. As it is, there are instances in the LGUs wherein those in HR are reassigned if they do not follow the instructions of the local executive.

Integrity Indicators and Survey Items

Table 15 lists the Integrity Indicators and corresponding survey items according to four HRM functions: Recruitment, Appointment, Promotion, and Performance Evaluation. In addition, a group of indicators called “General Indicators” was developed to capture indicators that are applicable across the HRM areas.

Following the Global Integrity Framework, survey items asked for 1) the existence of laws and mechanisms that uphold integrity, 2) the effectiveness of policies and mechanisms that safeguard integrity, and 3) if individuals have access to those mechanisms. In addition, as outlined in the UNDP Oslo’s Governance Center best practices guide in measuring corruption, instead of using broad categories, specific problems cited in the FGDs were used as the basis for developing integrity indicators. The entire survey questionnaire is presented in Appendix I.

Table 15. Integrity Indicators and Survey Items

Integrity Indicators	Survey Item
General Indicators	
In law, there are policies and procedures regarding recruitment, selection and promotions in the agency/office.	20. Does your agency have a Recruitment, Selection and Promotions system (Agency Merit Promotion Plan)?
	35. Is there a Personnel Selection Board (PSB) in your agency?
	36. Does your agency PSB have a set of internal rules and procedures?
	71. There are existing policies in my agency which ensure the independence and integrity of its Personnel Selection Board (PSB).
In practice, there is a regular review of the recruitment, selection, and promotion guidelines in the office/agency.	26. How often do the policies and guidelines of the following systems reviewed in your agency? (For Recruitment, Selection, and Promotion)
In practice, there is a policy for the prevention of "selling positions."	69. Have there been any instances in your agency when individuals have paid to get appointed or promoted?
	70. Have there been any instances in your agency when individuals have given favors to get appointed or promoted?
	73. Have you known any instance/s when PSB members asked for a fee or for favors to include individuals in the shortlist of candidates for appointment or promotion?
In practice, policies, procedures and proceedings regarding recruitment, selection and promotions are communicated in the agency/office.	37. Have you been given an orientation or briefing on the PSB rules and procedures?
	83. Does your agency allow individuals and interested parties to access PSB deliberations and/or records of proceedings?
	21. Have you been given orientation/briefing on your agency Merit Promotion Plan?
Overall effectiveness	22. In my opinion, our Agency's Recruitment, Selection and Promotion Guidelines are being strictly followed.
	65. Which among the following are <i>not</i> strictly followed: (Kindly mark as many

	<p>choices as you wish)</p> <ul style="list-style-type: none"> ▪ Publication of vacant positions ▪ Personnel Selection Board screening ▪ Conduct of Deep Selection Process ▪ Conduct of promotional and/or competitive examinations ▪ Evaluation of relevant education, training, experience and eligibility ▪ Evaluation of past performance, Physical Characteristics and Personality Traits ▪ Conduct of background/character investigation
	<p>72. Which of these individuals or offices do you perceive to succumb to pressure and favors from internal and external influences (e.g. appointing authority, appointing authority's close associates/political allies/politicians/other top level officials). Kindly mark as many choices as you wish)</p> <ul style="list-style-type: none"> ▪ Appointing authority ▪ Personnel Selection Board ▪ Human Resource Management Office ▪ Civil Service Commission ▪ Others, please specify <p>_____</p>
	<p>105. Based on your general assessment of how Human Resource Management policies and procedures are being administered in your agency, to what degree do you consider these policies and procedures to be effective in ensuring integrity (objectiveness, fairness and free from corruption) in the Civil Service?</p>
	<p>106. Considering your response to the previous question, to which five (5) factors shall you attribute the success of ensuring integrity (objectiveness, fairness and free from corruption) of HRM operations in your agency? (Choose 5)</p>
Recruitment Indicators	
<p>In practice, there is a policy in publishing vacancies the office/agency.</p>	<p>27. My agency or office posts the list of vacant positions.</p>
	<p>28. If yes, where is the list of vacant positions posted? (Qualitative)</p>
	<p>29. What do you think is the reason why vacant positions are posted in your</p>

	agency?
	29. What do you think is the reason why vacant positions are posted in your agency?
	30. When does your agency post the list of vacant positions?
	31. How many days does your agency post the list before filling of vacant positions?
	32. Have there been instances when vacancies were not announced or posted?
	33. My agency fills the published vacant positions <u>(Please complete the sentence)</u>
	34. Under existing guidelines, the filling up of vacant positions should be made within 9 months from the date of publication. Does your agency follow this guideline in the filling-up of vacant positions?
In practice, there is a policy or system that ensures that applicants meet the qualification standard.	38. My agency has a system in pre-screening applicants.
In practice, individuals can submit their applications for employment even though they are not endorsed by politicians or top level executives.	39. Endorsements from influential individuals like politicians, top level executives, agency 'insiders', co-employees and the like have been necessary to ensure that applications for employment are considered for pre-screening and employment in my agency.
In practice, applicants are not required to pay in order for their applications to be considered.	40. Who among the following applicants are considered for pre-screening by the agency's HRMO?
	41. In my agency, there have been instances when an individual paid an influential individuals or 'agency insiders' in order for one's application for employment to be considered.
	43. There have been instances in my agency where the HR staff or officials, other influential individuals in the recruitment process have asked for payment in exchange for the processing of one's employment application.
In practice, applicants are not required to give favors in order for their applications to be considered.	42. In my agency, there have been instances when an individual gave a favor(s) to an influential individuals or 'agency insiders' in order for one's

	application for employment to be considered.
	44. There have been instances in my agency where the HR staff or officials, other influential individuals in the recruitment process have asked for a favor(s) in exchange for the processing of one's employment application.
Is practice, there is a policy for those seeking employment in the agency/office to undergo pre-employment examinations.	45. In my agency, there is a policy for employment applicants to undergo pre-employment examinations.
	46. In my agency, I have undergone the following before being appointed (Kindly mark as many choices as you wish)
In practice, there is policy or system safeguarding the integrity of pre-employment examinations.	54. Are there measures in place in your agency to safeguard the integrity, confidentiality and objectivity of pre-employment examinations?
	55. How often are said integrity measures in the conduct of pre-employment examinations disregarded or not strictly implemented?
In practice, there is a policy on background checking of applicants.	56. There is a policy on background checking of employment applicants in my agency.
	57. All appointees to positions in my agency are subjected to background check.
In practice, there is a policy discouraging the hiring of temporary employees.	74. Have there been instances in your agency when temporary employees were hired or appointed despite the presence of qualified incumbents or applicants?
In practice, there is policy or system deterring the presentation of fake credentials in employment applications.	49. How often are employment candidates' application documents verified or checked for authenticity?
Appointment Indicators	
In practice, there is policy or system deterring the presentation of fake credentials in appointments.	47. There are control measures or a system to check the authenticity of documents (e.g. transcript of records, diploma, certificates, etc.) submitted by employment applicants for appointment in my office or agency.
	50. Have there been instances when your agency discovered that fake credentials were presented for appointment purposes?

	51. How often were fake credentials allowed to be used for appointment purposes?
In practice, there is a policy deterring nepotism when it comes to appointments.	58. According to the rule on nepotism, the issuance of appointments in government is limited to the third degree of consanguinity and affinity in NGAs and is limited up to the fourth degree of consanguinity and affinity in the Local Government Units (LGUs). Is this policy being strictly adhered to in your agency?
	59. Have you known of any instance/s in your agency when the anti-nepotism policy has been violated or not been adhered to?
	60. Have there been instances when your agency's appointing authority's relative been able to secure a career position after the said official's tenure ended?
In practice, there are policies or systems to prevent the appointing authority to abuse his/her power in granting appointments.	61. There is an established mechanism or system in my agency that prevents the appointing authority from abusing his/her power or discretion in issuing appointments?
	62. Does political interference influence the recruitment and promotion processes in your agency?
	63. Have there been instances when friends, political allies or close associates of an outgoing official were able to secure a position before the officials tenure ended?
	64. Is there a policy deterring the appointment of friends, party mates, or close associates of the appointing authority to appointive positions in your agency?
In practice, selection procedures are uniformly applied to those being considered for appointments.	66. Does the appointing authority observe the appointment of those chosen from among the top 5 ranking candidates assessed by the Personnel Selection Board (PSB)?
	77. Have there been instances in your agency when appointments were issued without passing through the Personnel Selection Board's deliberation?

In practice, individuals are appointed even though they have not been endorsed by politicians or top level executives.	67. Does an individual's chance of getting appointed in your office or agency become stronger if they are endorsed by politicians or top level executives?
	68. How often are individuals who are endorsed by politicians or top level executives appointed?
	76. Does your agency's Merit Promotion Plan include provisions that would prevent the appointing authority or authorities from abusing their power in issuing appointments?
	78. How would you rate your agency in terms of effectiveness in implementing the policy limiting the discretion of the appointing authority power in the issuance of appointments?
	79. How would you rate your agency head/appointing authority in his/her exercise of discretion in the issuance of appointments?
In practice, positions in the agency/office cannot be created for the purpose of appointing certain individuals.	75. Have there been instances in your agency wherein positions were created or reclassified in order to accommodate certain individuals?
In practice, appointment results are posted in the agency/office.	80. Does your agency post the list of appointees or promoted employees?
	82. Have there been instances when the list of appointees was <i>not</i> posted?
Promotion Indicators	
In practice, promotion procedures and results are communicated in the agency/office.	24. Does your agency conduct orientation/briefing on the Rules and Procedures on Promotion?
In practice, there is policy or system deterring the presentation of fake credentials in promotions.	48. There are control measures or a system to check the authenticity of documents (e.g. transcript of records, diploma, certificates, etc.) submitted by employment applicants for promotion in my office or agency.
	52. Have there been instances when your agency discovered that fake credentials were presented for promotion purposes?
	53. How often were fake credentials

	allowed to be used for promotion purposes?
In practice, employees who are qualified are considered for promotion.	84. Does your promotion system automatically consider qualified next-in-rank incumbents?
	85. How often do qualified next-in-rank employees get considered for promotion?
In practice, the promotion policies, rules and procedures are followed.	25. Are these promotion policies/rules and procedures implemented/followed in your agency?
Performance Evaluation Indicators	
In practice, there are policies and procedures regarding performance evaluation in the agency/office.	86. Does your office or agency have a Performance Evaluation System (PES) in place?
In practice, performance ratings are given objectively and not because of affiliations or relationships.	98. Have there been instances when employees' performance ratings were favorably influenced by political affiliation?
	99. Have there been instances when employees' performance ratings were favorably influenced by affiliation with supervisors or officials?
In practice, performance ratings are given objectively and not because of "favors" or payment.	100. Have there been instances when an employee was rated favorably because he/she granted a favor(s) to the rater?
	101. Have there been instances when an employee was rated favorably because he/she paid the rater?
In practice, there is a regular review of the performance management system in the office/agency.	102. Is there a system for reviewing and evaluating the effectiveness of your agency's Performance Evaluation System (PES)?
	103. Have there been instances when your agency reviewed or evaluated its Personnel Evaluation System (PES)?
In practice, policies, procedures and proceedings regarding performance evaluation are communicated in the agency/office.	104. Does your agency post the results of Performance Evaluation Ratings?

Survey Results

Aside from the results from the total sample, data gathered from the survey was further organized by position level, sector, and nature of work. For Nature of Work, there were only two groups: those in HR and those who do not work in HR. This was done so to be able to look into the possibility that there are different perceptions among those who are not involved in HR work in their respective agencies.

Demographics

As can be seen in Figures 1 and 2, most of the respondents were female (60%) and married (76%). Majority were from the ages of 46-55 (36%) and college graduates (36%) (See Figures 3 and 4).

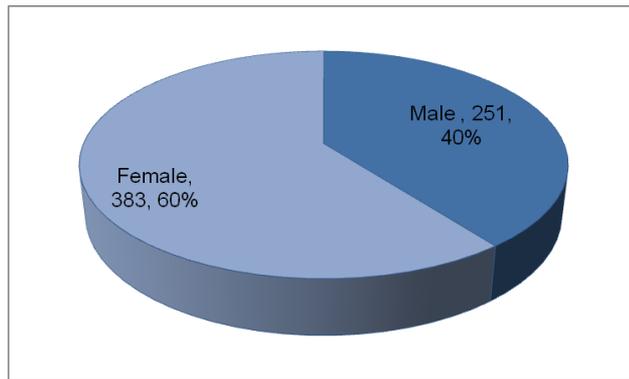


Figure 1. Gender

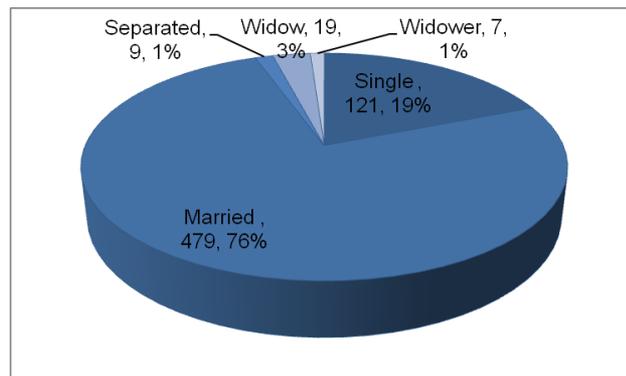


Figure 2. Civil Status

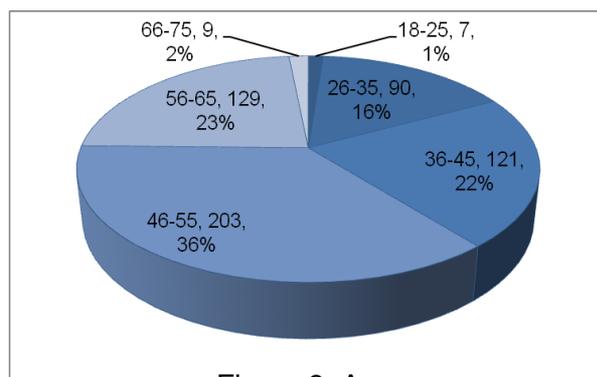


Figure 3. Age

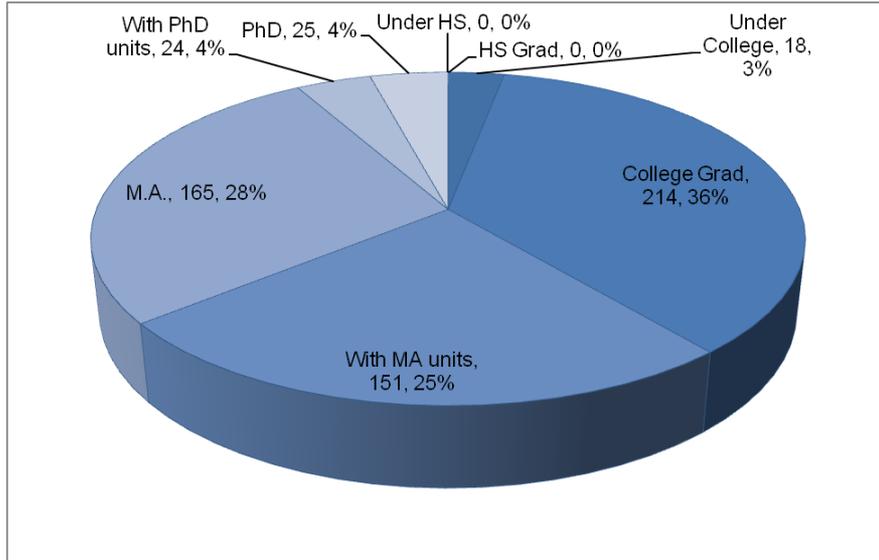


Figure 4. Educational Attainment

In terms of tenure, 33% have been in their agencies from 1 to 10 years (Figure 5); however, majority (31%) had been employed in the government from 21 to 30 years (Figure 6).

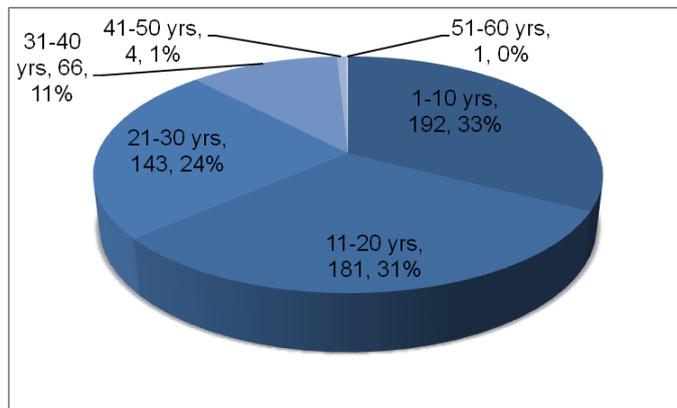


Figure 5. Years in their Agency

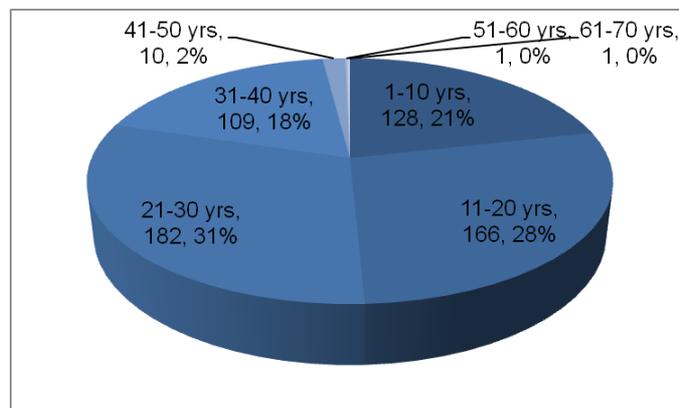


Figure 6. Years in Government

Most (70%) of those sampled (Figure 7), belonged to the second-level positions (professional, technical and scientific positions, executive managerial) and 54% were employed in national government agencies (Figure 8).

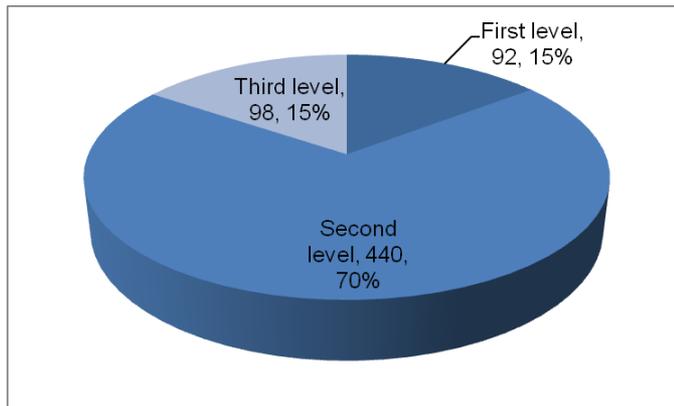


Figure 7. Position Level

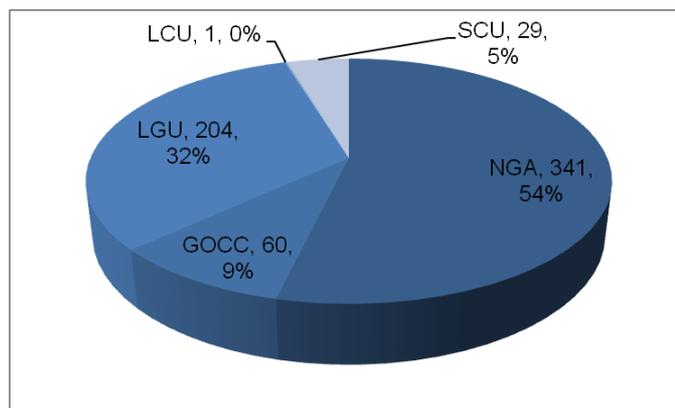


Figure 8. Sector

Thirty eight percent or 240 respondents were from the National Capital Region (Figure 9); while 53% or 296 respondents were working in Human Resources (Figure 10).

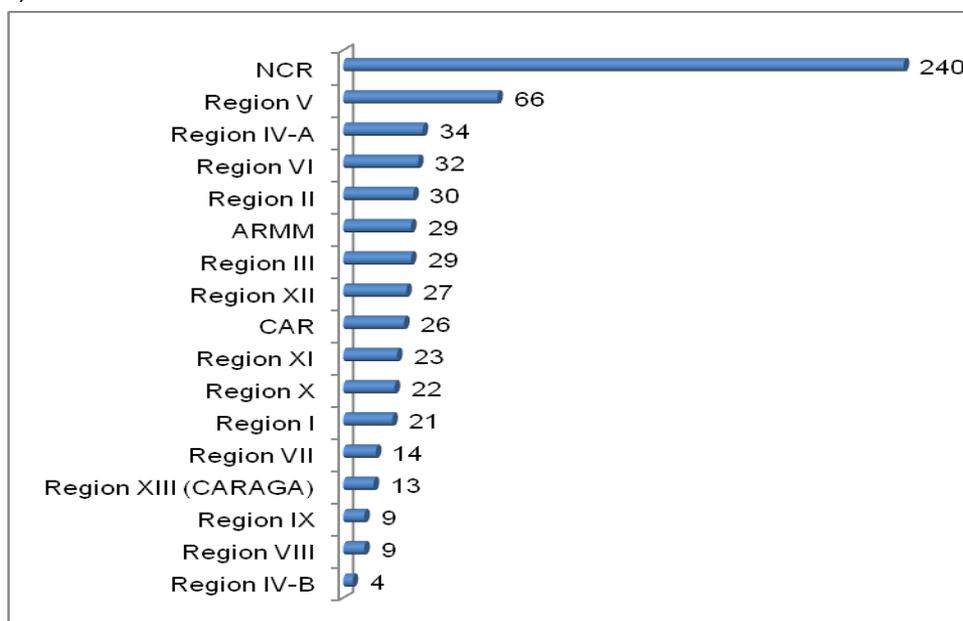


Figure 9. Region

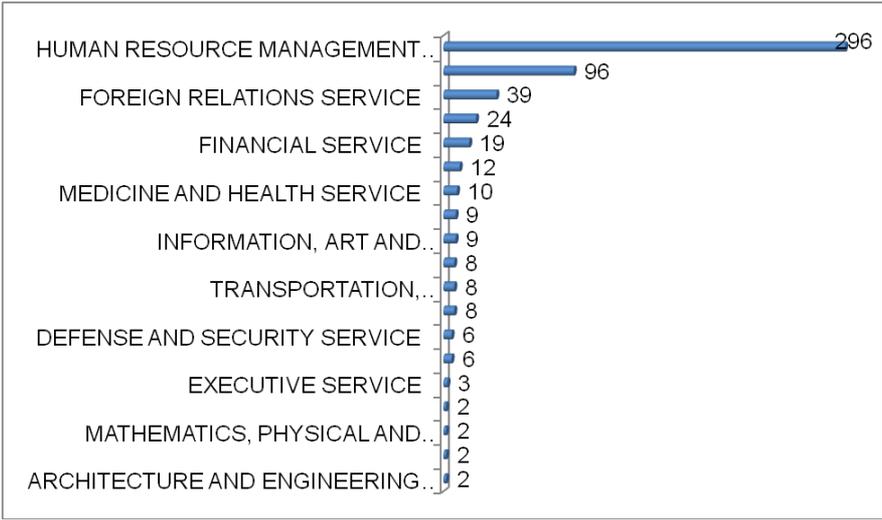


Figure 10. Nature of Work

General Indicators

In law, there are policies and procedures regarding recruitment, selection and promotions in the agency/office.

20. Does your agency have a Recruitment, Selection and Promotions system (Agency Merit Promotion Plan)?

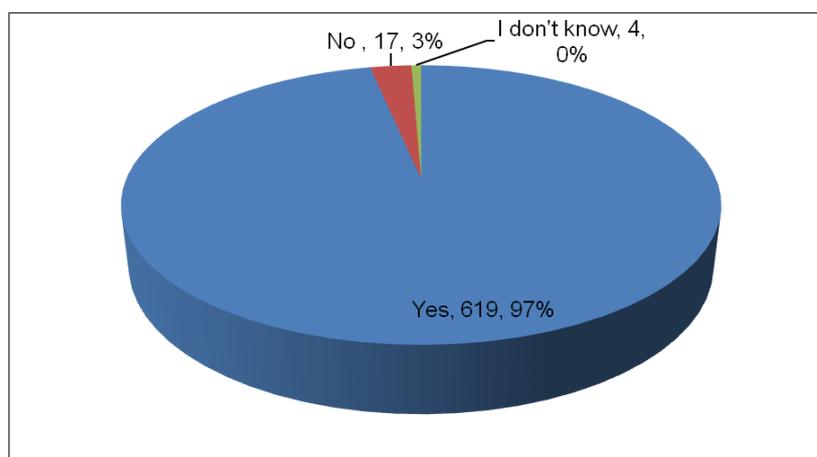


Figure 11

As can be seen in Figure 11, majority (97%) of the respondents said that their agencies have a Merit Promotion Plan. Looking at the responses by position level (Table 16), sector (Table 17), and nature of work (Table 18), the majority (from 94% - 100%) said that they indeed have an Agency Merit Promotion Plan.

Table 16. Responses by Position Level

Response	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	85	94%	426	97%	94	96%
No	2	2%	12	3%	3	3%
I don't know	3	3%	0	0%	1	1%
	90	100%	438	100%	98	100%

Table 17. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	331	97%	57	95%	192	96%	1	100%	29	100%
No	7	2%	3	5%	7	4%	0	0%	0	0%
I don't know	3	1%	0	0%	1	1%	0	0%	0	0%
	341	100%	60	100%	200	100%	1	100%	29	100%

Table 18. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	222	95%	290	99%
No	11	5%	4	1%
I don't know	1	0%	0	0%
	234	100%	294	100%

35. Is there a Personnel Selection Board (PSB) in your agency?

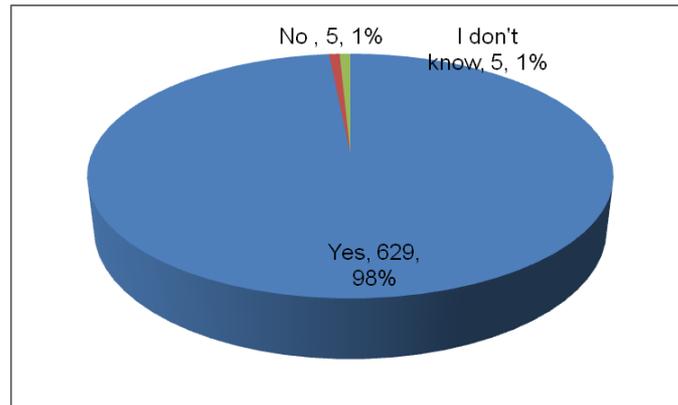


Figure 12

Similarly, majority of respondents of the total sample (98%), those in the three position levels (Table 19), sector (Table 20), and separated by nature of work (Table 21), signified that they have a PSB in their agencies.

Table 19. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	88	97%	433	99%	95	99%
No	0	0%	4	1%	1	1%
I don't know	3	3%	2	0%	0	0%
	91	100%	439	100%	96	100%

Table 20. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	334	99%	58	97%	200	98%	1	100%	28	100%
No	2	1%	2	3%	1	0%	0	0%	0	0%
I don't know	2	1%	0	0%	3	1%	0	0%	0	0%
	338	100%	60	100%	204	100%	1	100%	28	100%

Table 21. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	231	98%	294	100%
No	2	1%	1	0%
I don't know	3	1%	0	0%
	236	100%	295	100%

36. Does your agency PSB have a set of internal rules and procedures?

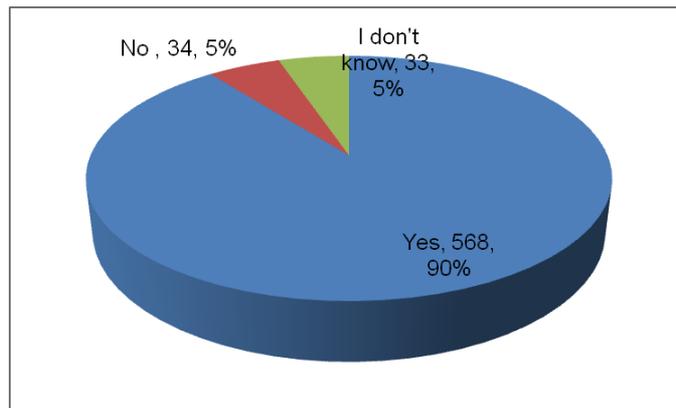


Figure 13

Figure 13 indicates that majority (90%) perceive that their PSBs have internal rules and procedures. However, per position, it seems that 18% of those in Level 1 do not know these exist (Table 22); this is also the case for 11% of the respondents who do not work in HR (Table 23).

Table 22. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	74	81%	394	90%	88	92%
No	1	1%	27	6%	6	6%
I don't know	16	18%	15	3%	2	2%
	91	100%	436	100%	96	100%

Table 23. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	292	87%	56	93%	185	91%	0	0%	28	97%
No	19	6%	3	5%	12	6%	0	0%	0	0%
I don't know	23	7%	1	2%	7	3%	1	100%	1	3%
	334	100%	60	100%	204	100%	1	100%	29	100%

Table 24. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	198	84%	272	93%
No	12	5%	16	5%
I don't know	25	11%	5	2%
	235	100%	293	100%

71. There are existing policies in my agency which ensure the independence and integrity of its Personnel Selection Board (PSB).

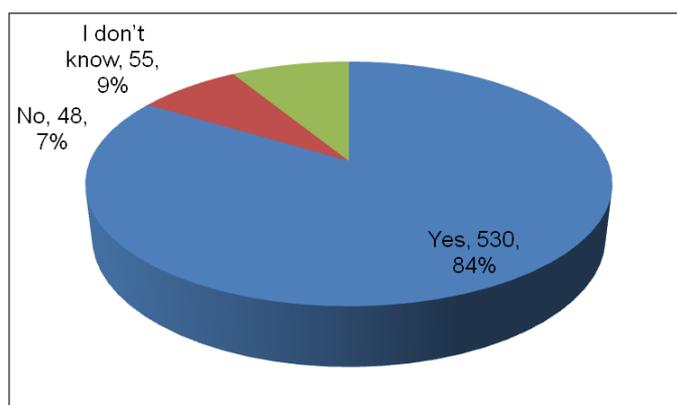


Figure 14

In terms of the existence of policies ensuring the integrity and independence of the PSB, 7% said that these do not exist, while 9% said that they do not know if these existed (Figure 14).

Indeed, looking at the results per position level, a total of 27% from Level 1 answered "I don't know" (24%) and "No" (3%). For the different sectors, those in the LGU indicated "No" (10%) and "I don't know" (9%). Also, 22% of those whose work is not in Human Resources answered "No" (8%) and "I don't know" (14%).

Table 25. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	67	73%	362	84%	89	92%
No	3	3%	39	9%	5	5%
I don't know	22	24%	30	7%	3	3%
	92	100%	431	100%	97	100%

Table 26. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	279	83%	53	88%	163	82%	1	100%	28	97%
No	21	6%	4	7%	20	10%	0	0%	1	3%
I don't know	35	10%	3	5%	17	9%	0	0%	0	0%
	335	100%	60	100%	200	100%	1	100%	29	100%

Table 27. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	180	78%	254	87%
No	19	8%	25	9%
I don't know	33	14%	14	5%
	232	100%	293	100%

In practice, there is a regular review of the recruitment, selection, and promotion guidelines in the office/agency.

26. How often do the policies and guidelines of the following systems reviewed in your agency? (For Recruitment, Selection, and Promotion)

Recruitment

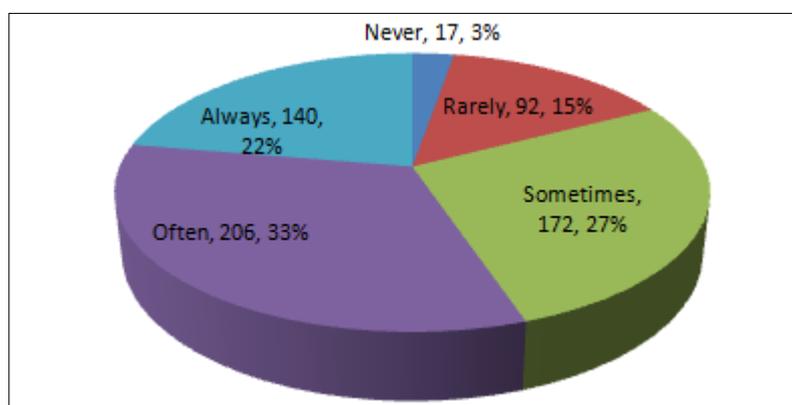


Figure 15

Looking at Figure 14, a total of 45% of the total sample said that recruitment policies and guidelines are sometimes (27%), rarely (15%) and never (3%) reviewed. Mean for this item is 3.57, which represents the “Sometimes” point in the scale.

As can be seen from Table 28, those in Level 2 gave the lowest mean compared to the other two levels. In terms of sector, those in the GOCC gave the lowest mean (For the LCU, only one individual represented this sector).

Table 28. Position Level Means

Level 1	Level 2	Level 3
3.70	3.51	3.72

Table 29. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	3	3%	13	3%	1	1%
Rarely	10	11%	71	16%	10	10%
Sometimes	21	24%	122	28%	26	27%
Often	29	33%	133	31%	37	39%
Always	24	28%	92	21%	22	23%
	87	100%	431	100%	96	100%

Table 30. Sector Means

NGA	GOCC	LGU	LCU	SCU
3.55	3.38	3.65	1.00	3.86

Table 31. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	7	2%	7	12%	2	1%	1	100%	0	0%
Rarely	52	16%	6	10%	29	15%	0	0%	3	10%
Sometimes	90	27%	12	21%	61	31%	0	0%	7	24%
Often	122	36%	24	41%	48	24%	0	0%	10	34%
Always	64	19%	9	16%	56	29%	0	0%	9	31%
	335	100%	58	100%	196	100%	1	100%	29	100%

Table 32. Nature of Work Means

Other than HR	HR
3.55	3.60

Table 33. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	13	4%	4	1%
Rarely	44	13%	48	17%
Sometimes	97	29%	75	26%
Often	111	33%	95	33%
Always	73	22%	67	23%
	338	100%	289	100%

Selection

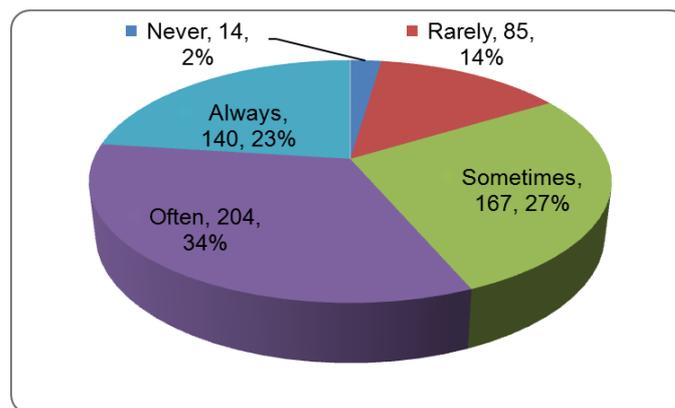


Figure 16

In terms of the frequency by which selection procedures are reviewed, Figure 16 indicates that 43% of the total sample said that this occurs sometimes (27%), rarely (14%) and never (2%). Mean for this item is 3.61, which represents the “Sometimes” point in the scale.

Table 34. Position Level Means

Level 1	Level 2	Level 3
3.74	3.54	3.76

Table 35. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	3	4%	10	2%	1	1%
Rarely	10	12%	64	15%	10	11%
Sometimes	18	21%	123	29%	23	25%
Often	29	34%	134	32%	35	38%
Always	25	29%	89	21%	24	26%
	85	100%	420	100%	93	100%

Table 36. Sector Means

NGA	GOCC	LGU	LCU	SCU
3.58	3.40	3.72	1.00	3.76

Table 37. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	6	2%	6	11%	1	1%	1	100%	0	0%
Rarely	45	14%	7	12%	28	15%	0	0%	3	10%
Sometimes	91	28%	12	21%	53	27%	0	0%	9	31%
Often	117	36%	22	39%	53	27%	0	0%	9	31%
Always	63	20%	10	18%	58	30%	0	0%	8	28%
	322	100%	57	100%	193	100%	1	100%	29	100%

Table 38. Nature of Work Means

Other than HR	HR
3.59	3.63

Table 39. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	10	3%	4	1%
Rarely	40	12%	45	16%
Sometimes	99	30%	68	24%
Often	107	33%	97	35%
Always	73	22%	67	24%
	329	100%	281	100%

Promotion

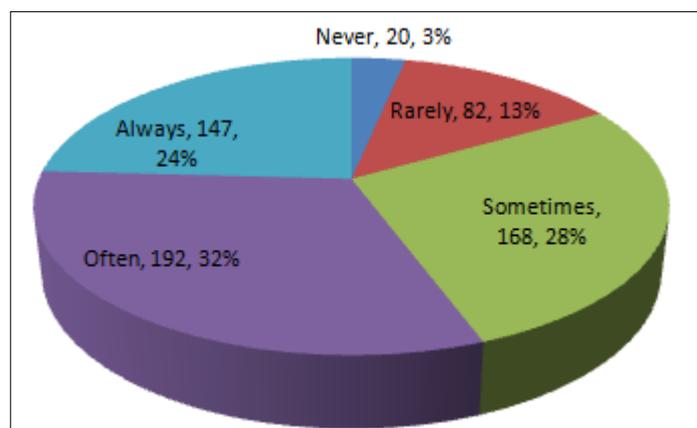


Figure 17

Answers to the question on the frequency of reviews of promotion procedures consisted of 44% “sometimes,” “rarely,” and “never” replies (Figure 17). Mean for this item was 3.60.

Table 40. Position Level Means

Level 1	Level 2	Level 3
3.69	3.55	3.66

Table 41. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	4	5%	14	3%	2	2%
Rarely	10	12%	58	31%	13	14%
Sometimes	17	20%	128	30%	21	23%
Often	31	36%	121	29%	34	37%
Always	23	27%	99	24%	22	24%
	85	100%	420	117%	92	100%

Table 42. Sector Means

NGA	GOCC	LGU	LCU	SCU
3.57	3.32	3.69	1.00	3.93

Table 43. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	7	2%	8	14%	4	2%	1	100%	0	0%
Rarely	45	14%	7	13%	26	13%	0	0%	2	7%
Sometimes	94	29%	10	18%	55	28%	0	0%	7	24%
Often	109	34%	21	38%	48	25%	0	0%	11	38%
Always	67	21%	10	18%	60	31%	0	0%	9	31%
	322	100%	56	100%	193	100%	1	100%	29	100%

Table 44. Nature of Work Means

Other than HR	HR
3.57	3.63

Table 45. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	12	4%	8	3%
Rarely	42	13%	40	14%
Sometimes	96	29%	72	26%
Often	102	31%	90	32%
Always	76	23%	71	25%
	328	100%	281	100%

In practice, there is a policy for the prevention of "selling positions."

69. Have there been any instances in your agency when individuals have paid to get appointed or promoted?

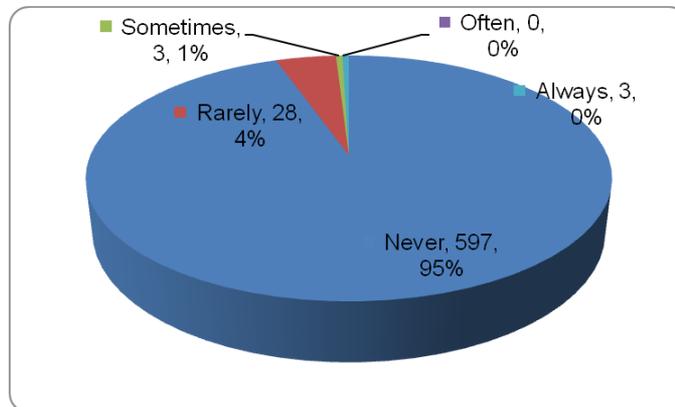


Figure 18

Majority (95%) said that the instances when individuals paid to get appointed or promoted never occurred (Figure 18); mean for this item is 1.07.

Table 46. Position Level Means

Level 1	Level 2	Level 3
1.16	1.06	1.06

Table 47. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	80	90%	414	96%	90	94%
Rarely	6	7%	15	31%	6	6%
Sometimes	2	2%	1	0%	0	0%
Often	0	0%	0	0%	0	0%
Always	1	1%	2	0%	0	0%
	89	100%	432	128%	96	100%

Table 48. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.09	1.05	1.06	1.00	1.00

Table 49. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	308	93%	55	95%	197	98%	1	100%	29	100%
Rarely	21	6%	3	5%	2	1%	0	0%	0	0%
Sometimes	2	1%	0	0%	1	0%	0	0%	0	0%
Often	0	0%	0	0%	0	0%	0	0%	0	0%
Always	1	0%	0	0%	2	1%	0	0%	0	0%
	332	100%	58	100%	202	100%	1	100%	29	100%

Table 50. Nature of Work Means

Other than HR	HR
1.09	1.05

Table 51. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	318	94%	279	96%
Rarely	16	5%	12	4%
Sometimes	3	1%	0	0%
Often	0	0%	0	0%
Always	2	1%	1	0%
	339	100%	292	100%

70. Have there been any instances in your agency when individuals have given favors to get appointed or promoted?

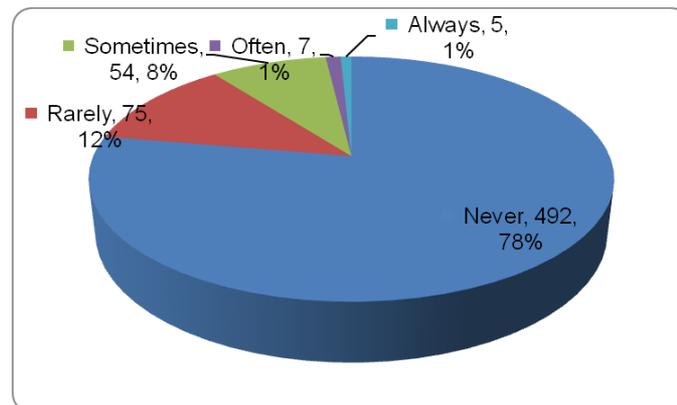


Figure 19

As compared to the occurrence of instances of paying for an appointment or promotion, only 78% said that instances of giving favors to get appointed or promoted never happened (Figure 19). Mean for this item is 1.35.

Table 52. Position Level Means

Level 1	Level 2	Level 3
1.58	1.34	1.22

Table 53. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	62	69%	337	78%	81	85%
Rarely	12	13%	53	31%	9	9%
Sometimes	10	11%	39	9%	4	4%
Often	4	4%	3	1%	0	0%
Always	2	2%	2	0%	1	1%
	90	100%	434	119%	95	100%

Table 54. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.33	1.29	1.44	2.00	1.17

Table 55. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	259	78%	45	76%	158	77%	0	0%	24	83%
Rarely	43	13%	11	19%	13	6%	1	100%	5	17%
Sometimes	25	8%	3	5%	25	12%	0	0%	0	0%
Often	1	0%	0	0%	6	3%	0	0%	0	0%
Always	3	1%	0	0%	2	1%	0	0%	0	0%
	331	100%	59	100%	204	100%	1	100%	29	100%

Table 56. Nature of Work Means

Other than HR	HR
1.36	1.34

Table 57. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	263	78%	229	78%
Rarely	42	12%	33	11%
Sometimes	26	8%	28	10%
Often	3	1%	4	1%
Always	5	1%	0	0%
	339	100%	294	100%

73. Have you known any instance/s when PSB members asked for a fee or for favors to include individuals in the shortlist of candidates for appointment or promotion?

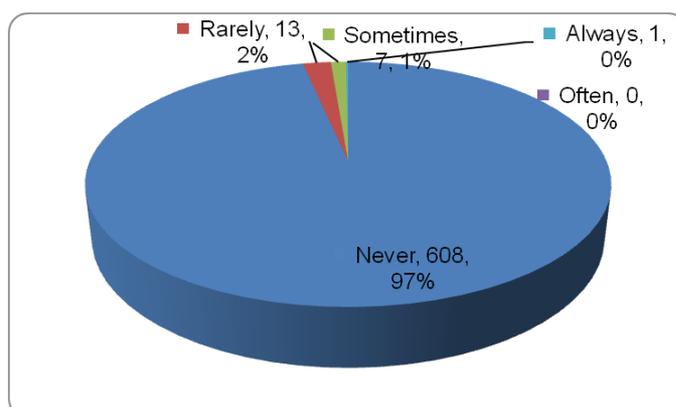


Figure 20

Based on Figure 20, 97% of respondents said that instances when PSB members asked for favors to include individuals in shortlists for appointment or promotion never happened. Mean for the item is 1.05.

Table 58. Position Level Means

Level 1	Level 2	Level 3
1.03	1.06	1.04

Table 45. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	84	97%	418	97%	92	97%
Rarely	3	3%	8	31%	2	2%
Sometimes	0	0%	6	1%	1	1%
Often	0	0%	0	0%	0	0%
Always	0	0%	1	0%	0	0%
	87	100%	433	129%	95	100%

Table 59. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.06	1.00	1.04	1.00	1.10

Table 60. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	314	95%	59	100%	198	98%	1	100%	27	93%
Rarely	11	3%	0	0%	1	0%	0	0%	1	3%
Sometimes	4	1%	0	0%	2	1%	0	0%	1	3%
Often	0	0%	0	0%	0	0%	0	0%	0	0%
Always	0	0%	0	0%	1	0%	0	0%	0	0%
	329	100%	59	100%	202	100%	1	100%	29	100%

Table 61. Nature of Work Means

Other than HR	HR
1.06	1.03

Table 62. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	325	96%	283	97%
Rarely	7	2%	6	2%
Sometimes	5	1%	2	1%
Often	0	0%	0	0%
Always	1	0%	0	0%
	338	100%	291	100%

In practice, policies, procedures and proceedings regarding recruitment, selection and promotions are communicated in the agency/office.

37. Have you been given an orientation or briefing on the PSB rules and procedures?

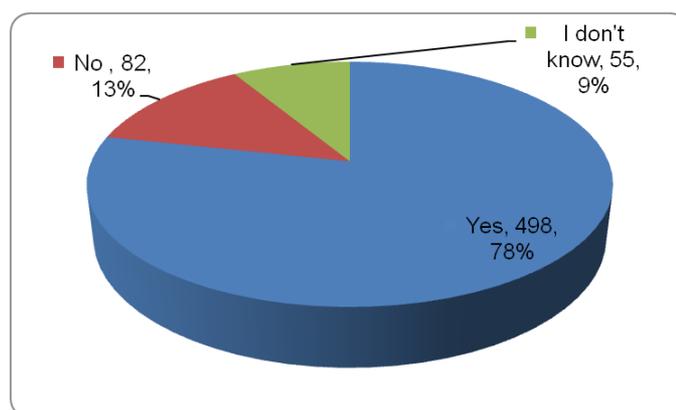


Figure 21

Figure 21 shows that 78% of the respondents had been given an orientation on the PSB rules and procedures. However, only 60% of those in Level 1 said that they were oriented on this (Table 63).

Table 63. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	54	60%	353	81%	80	83%
No	23	26%	49	11%	10	10%
I don't know	13	14%	35	8%	6	6%
	90	100%	437	100%	96	100%

Table 64. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	250	75%	42	71%	176	86%	0	0%	25	86%
No	52	16%	11	19%	16	8%	1	100%	2	7%
I don't know	32	10%	6	10%	12	6%	0	0%	2	7%
	334	100%	59	100%	204	100%	1	100%	29	100%

Table 65. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	254	74%	244	83%
No	50	15%	32	11%
I don't know	38	11%	17	6%
	342	100%	293	100%

83. Does your agency allow individuals and interested parties to access PSB deliberations and/or records of proceedings?

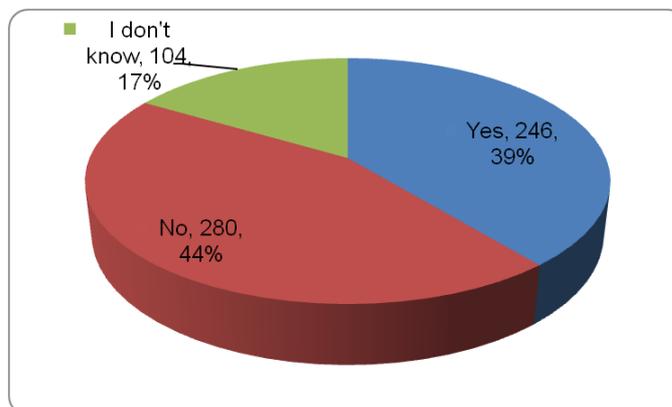


Figure 22

Majority (44%) said that their agency does not allow interested parties to have access to PSB deliberations and records (Figure 22).

Table 66. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	15	16%	180	42%	44	46%
No	45	49%	194	45%	36	38%
I don't know	31	34%	57	13%	15	16%
	91	100%	431	100%	95	100%

Table 67. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	117	35%	23	39%	93	46%	0	0%	9	31%
No	150	45%	24	41%	84	42%	1	100%	18	62%
I don't know	65	20%	12	20%	24	12%	0	0%	2	7%
	332	100%	59	100%	201	100%	1	100%	29	100%

Table 68. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	111	32%	135	47%
No	150	44%	130	45%
I don't know	83	24%	21	7%
	344	100%	286	100%

21. Have you been given orientation/briefing on your agency Merit Promotion Plan?

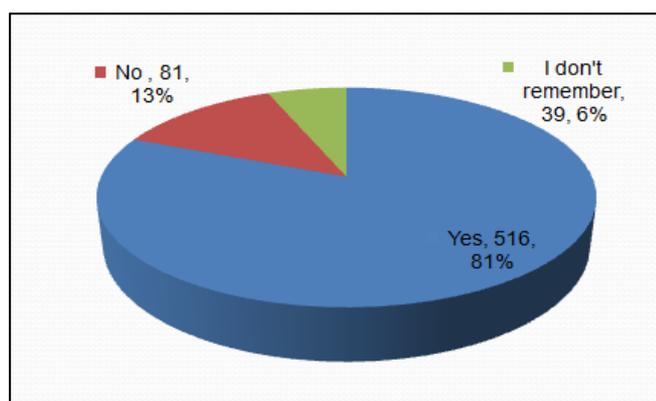


Figure 23

As can be seen in Figure 23, 81% of the respondents said that they have been given an orientation on the Merit Promotion Plan. Nonetheless, only 68% of those in Level 1 seem to have been oriented (Table 69). Also, of those in the NGAs, 14% said that they were not or cannot remember (7%) if they were oriented (Table 70).

Table 69. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	62	68%	362	83%	80	82%
No	19	21%	51	12%	11	11%
I don't remember	10	11%	21	5%	6	6%
	91	100%	434	100%	97	100%

Table 70. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	265	79%	48	80%	169	85%	0	0%	27	93%
No	47	14%	10	17%	22	11%	1	100%	1	3%
I don't remember	25	7%	2	3%	9	5%	0	0%	1	3%
	337	100%	60	100%	200	100%	1	100%	29	100%

Table 71. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	272	79%	244	84%
No	44	13%	37	13%
I don't remember	28	8%	11	4%
	344	100%	292	100%

Overall effectiveness

22. In my opinion, our Agency's Recruitment, Selection and Promotion Guidelines are being strictly followed.

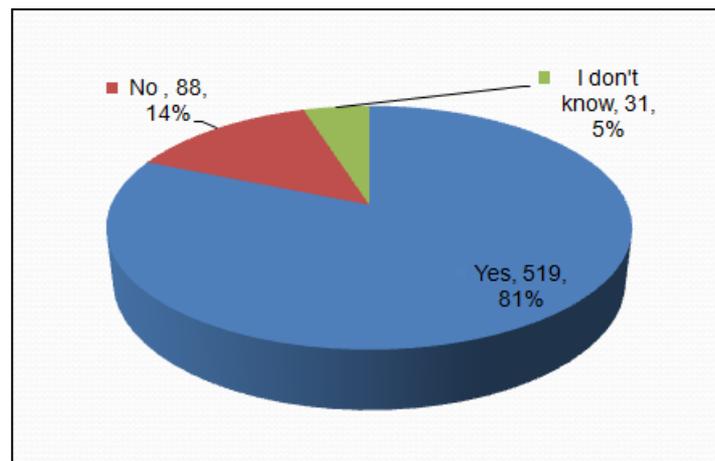


Figure 24

Results (Figure 24) show that 81% of the respondents believe that their agency's recruitment, selection and promotion guidelines are being strictly followed. Nevertheless, only 75% of those in Level 1 (Table 72), 79% of those in the LGUs and those whose work is not in HR have this perception (Tables 73 and 74).

Table 72. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	68	75%	357	82%	82	85%
No	12	13%	64	15%	12	12%
I don't know	11	12%	16	4%	3	3%
	91	100%	437	100%	97	100%

Table 73. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	280	82%	50	83%	158	79%	1	100%	25	86%
No	38	11%	9	15%	35	18%	0	0%	4	14%
I don't know	22	6%	1	2%	7	4%	0	0%	0	0%
	340	100%	60	100%	200	100%	1	100%	29	100%

Table 74. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	271	79%	248	84%
No	45	13%	43	15%
I don't know	28	8%	3	1%
	344	100%	294	100%

65. Which among the following are **not** strictly followed: (Kindly mark as many choices as you wish)

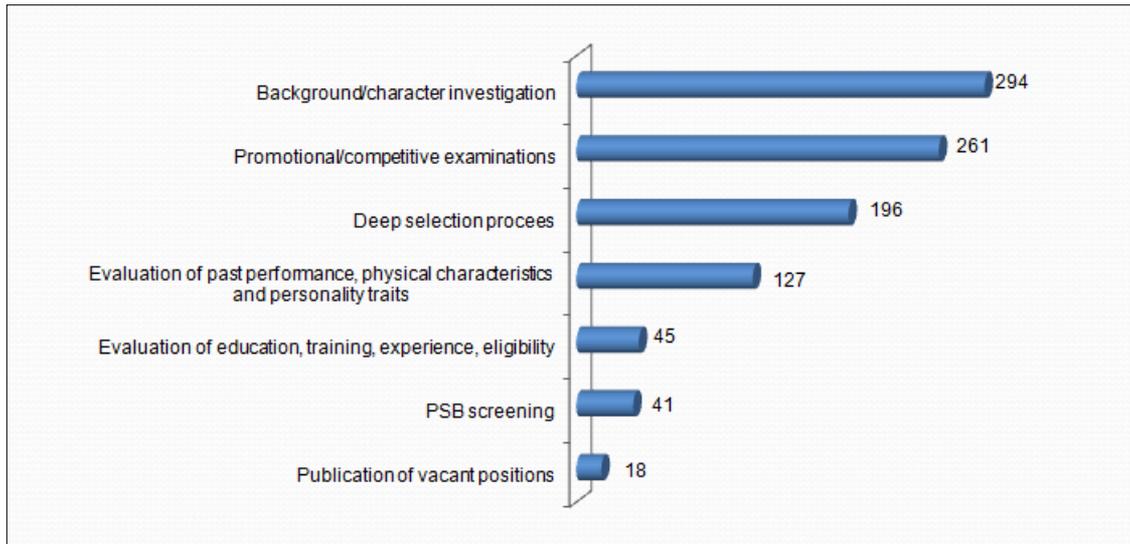


Figure 25

In terms of the processes that the respondents think are not strictly followed, the top three are: background/character investigation, promotional/competitive examinations, and deep selection process (Figure 25). Indeed, these processes were chosen by no less than 20% of the respondents for each position level (Table 75) and regardless of nature of work (Table 77).

Table 75. Responses by Position Level

Items	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
65a.Publication of vacant positions	2	2%	14	2%	2	1%
65b.Personnel Selection Board screening	4	3%	34	5%	3	2%
65c.Conduct of Deep Selection Process	29	23%	140	20%	35	25%
65d.Conduct of promotional and/or competitive examinations	31	25%	197	28%	30	22%
65e.Evaluation of relevant education, training, experience and eligibility	9	7%	32	5%	4	3%
65f.Evaluation of past performance, Physical Characteristics and Personality Traits	16	13%	94	13%	16	12%
65g.Conduct of background/character investigation	35	28%	200	28%	48	35%
	126	100%	711	100%	138	100%

Table 76. Responses by Sector

Items	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
65a.Publication of vacant positions	12	3%	2	2%	4	1%	0	0%	0	0%
65b.Personnel Selection Board screening	23	5%	5	5%	13	3%	0	0%	0	0%
65c.Conduct of Deep Selection Process	83	18%	23	23%	80	21%	1	25%	7	20%
65d.Conduct of promotional and/or competitive examinations	102	23%	22	22%	123	32%	1	25%	11	31%
65e.Evaluation of relevant education, training, experience and eligibility	24	5%	5	5%	15	4%	0	0%	0	0%
65f.Evaluation of past performance, Physical Characteristics and Personality Traits	57	13%	15	15%	50	13%	1	25%	3	9%
65g.Conduct of background/character investigation	149	33%	28	28%	94	25%	1	25%	14	40%
	450	100%	100	100%	379	100%	4	100%	35	100%

Table 77. Responses by Nature of Work

Items	Other than HR		HR	
	FRQ	%	FRQ	%
65a.Publication of vacant positions	13	2%	5	1%
65b.Personnel Selection Board screening	26	5%	15	4%
65c.Conduct of Deep Selection Process	110	20%	86	21%
65d.Conduct of promotional and/or competitive examinations	138	25%	122	29%
65e.Evaluation of relevant education, training, experience and eligibility	30	5%	15	4%
65f.Evaluation of past performance, Physical Characteristics and Personality Traits	77	14%	50	12%
65g.Conduct of background/character investigation	164	29%	126	30%
	558	100%	419	100%

72. Which of these individuals or offices do you perceive to succumb to pressure and favors from internal and external influences (e.g. appointing authority, appointing authority's close associates/political allies/politicians/other top level officials). Kindly mark as many choices as you wish)

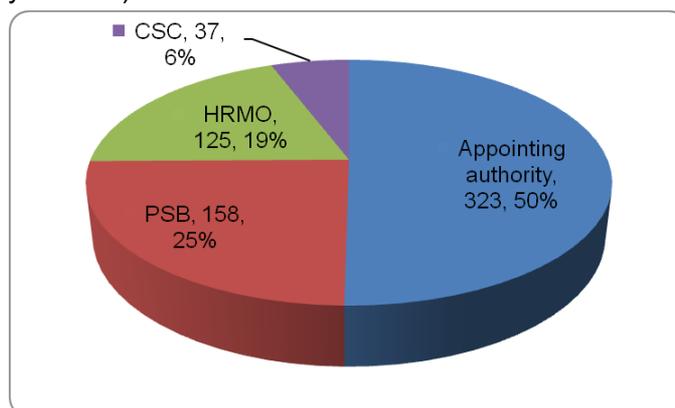


Figure 26

Among the different individuals and offices, majority of the respondents (50%) said that the appointing authority would most likely succumb to pressure from internal and external influences, followed by PSB (25%), HRMO (19%), and CSC (6%) (Figure 26). In addition, the PSB and HRMO received an equal number (23%) of LGU respondents who indicated that they succumb to pressure (Table 79).

Table 78. Responses by Position Level

Items	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Appointing Authority	49	45%	230	52%	39	46%
PSB	29	27%	104	23%	25	30%
HRMO	22	20%	86	19%	15	18%
CSC	9	8%	23	5%	5	6%
	109	100%	443	100%	84	100%

Table 79. Responses by Sector

Items	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Appointing Authority	170	50%	34	58%	99	50%	1	50%	14	40%
PSB	84	25%	15	25%	45	23%	1	50%	12	34%
HRMO	66	20%	5	8%	45	23%	0	0%	6	17%
CSC	17	5%	5	8%	11	6%	0	0%	3	9%
	337	100%	59	100%	200	100%	2	100%	35	100%

Table 80. Responses by Nature of Work

Items	Other than HR		HR	
	FRQ	%	FRQ	%
Appointing Authority	160	46%	163	56%
PSB	93	26%	65	22%
HRMO	74	21%	51	17%
CSC	24	7%	13	4%
	351	100%	292	100%

105. Based on your general assessment of how Human Resource Management policies and procedures are being administered in your agency, to what degree do you consider these policies and procedures to be effective in ensuring integrity (objectiveness, fairness and free from corruption) in the Civil Service?

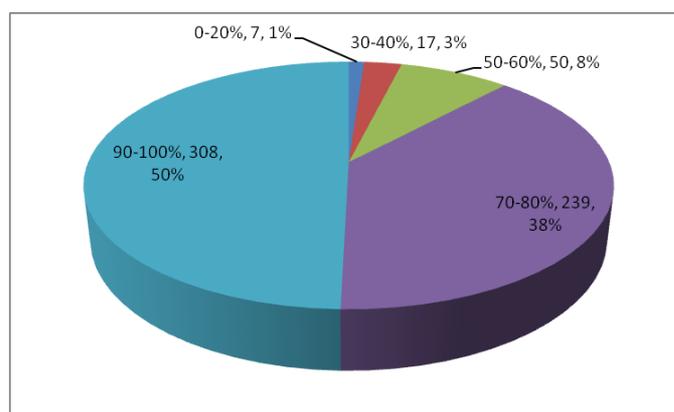


Figure 27

Fifty percent of the total sample said they consider their Human Resource policies and procedures 90-100% effective in ensuring integrity (Figure 27). For NGAs, however, 46% said that these are effective, as opposed to 52% for GOCC and LGU respondents, and 74% for SCU participants (Table 82).

Table 81. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
0-20%	2	2%	5	1%	0	0%
30-40%	2	2%	15	4%	0	0%
50-60%	7	8%	33	8%	7	7%
70-80%	38	41%	156	38%	41	44%
90-100%	43	47%	202	49%	46	49%
	92	100%	411	100%	94	100%

Table 82. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
0-20%	4	1%	2	3%	1	1%	0	0%	0	0%
30-40%	6	2%	2	3%	7	4%	0	0%	2	7%
50-60%	30	9%	2	3%	13	7%	0	0%	2	7%
70-80%	135	41%	22	38%	75	38%	1	100%	3	11%
90-100%	151	46%	30	52%	103	52%	0	0%	20	74%
	326	100%	58	100%	199	100%	1	100%	27	100%

Table 83. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
0-20%	6	2%	1	0%
30-40%	8	2%	9	3%
50-60%	31	9%	19	7%
70-80%	130	39%	109	38%
90-100%	162	48%	146	51%
	337	100%	284	100%

106. Considering your response to the previous question, to which five (5) factors shall you attribute the success of ensuring integrity (objectiveness, fairness and free from corruption) of HRM operations in your agency? (Choose 5)

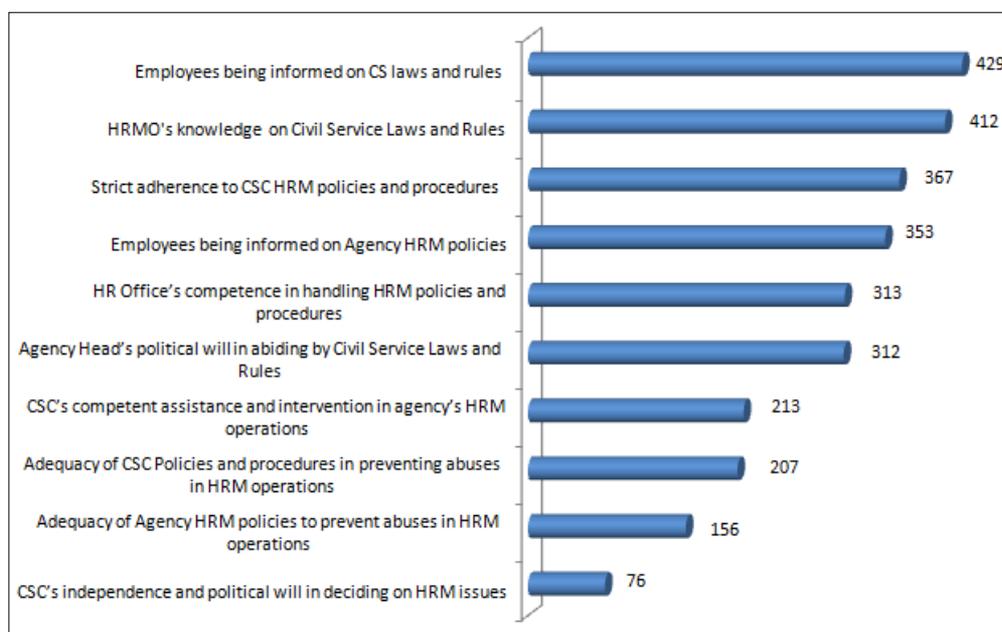


Figure 28

In terms of the factors that they perceive would ensure integrity, the top five factors chosen by the respondents were “Employees being informed on CS laws and rules,” “HRMOs knowledge on CS laws and rules,” “Strict Adherence to CSC HRM policies and procedures,” “Employees being informed on Agency HRM policies,” and “HR Office’s competence in handling HRM policies and procedures” (Figure 28).

Table 84. Responses by Position Level

Items	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Employees being informed on Agency HRM policies	62	15%	238	12%	45	10%
Employees being informed on CS laws and rules	64	15%	292	15%	63	15%
HRMO's knowledge on Civil Service Laws and Rules	64	15%	279	14%	61	14%
Adequacy of Agency HRM policies to prevent abuses in HRM operations	23	5%	99	5%	32	7%
Adequacy of CSC Policies and procedures in preventing abuses in HRM operations	29	7%	139	7%	35	8%

HR Office's competence in handling HRM policies and procedures	55	13%	203	11%	48	11%
Strict adherence to CSC HRM policies and procedures	55	13%	254	13%	50	12%
Agency Head's political will in abiding by Civil Service Laws and Rules	39	9%	206	11%	61	14%
CSC's competent assistance and intervention in agency's HRM operations	26	6%	154	8%	28	6%
CSC's independence and political will in deciding on HRM issues	3	1%	61	3%	11	3%
	420	100%	1925	100%	434	100%

Table 85. Responses by Sector

Items	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Employees being informed on Agency HRM policies	195	13%	27	10%	113	13%	1	20%	12	10%
Employees being informed on CS laws and rules	236	15%	35	13%	131	15%	1	20%	21	17%
HRMO's knowledge on Civil Service Laws and Rules	227	15%	37	14%	127	15%	0	0%	16	13%
Adequacy of Agency HRM policies to prevent abuses in HRM operations	85	6%	22	8%	40	5%	0	0%	8	6%
Adequacy of CSC Policies and procedures in preventing abuses in HRM	119	8%	20	8%	52	6%	1	20%	11	9%

operations										
HR Office's competence in handling HRM policies and procedures	163	11%	34	13%	97	11%	1	20%	14	11%
Strict adherence to CSC HRM policies and procedures	196	13%	31	12%	114	13%	1	20%	17	14%
Agency Head's political will in abiding by Civil Service Laws and Rules	165	11%	29	11%	98	11%	0	0%	16	13%
CSC's competent assistance and intervention in agency's HRM operations	106	7%	17	7%	77	9%	0	0%	9	7%
CSC's independence and political will in deciding on HRM issues	42	3%	8	3%	25	3%	0	0%	1	1%
	1534	100%	260	100%	874	100%	5	100%	125	100%

Table 86. Responses by Nature of Work

Items	Other than HR		HR	
	FRQ	%	FRQ	%
Employees being informed on Agency HRM policies	193	13%	160	12%
Employees being informed on CS laws and rules	232	15%	197	15%
HRMO's knowledge on Civil Service Laws and Rules	217	14%	194	15%
Adequacy of Agency HRM policies to prevent abuses in HRM operations	84	6%	72	5%
Adequacy of CSC Policies and procedures in preventing abuses in HRM operations	112	7%	95	7%

HR Office's competence in handling HRM policies and procedures	174	11%	139	11%
Strict adherence to CSC HRM policies and procedures	191	13%	176	13%
Agency Head's political will in abiding by Civil Service Laws and Rules	171	11%	141	11%
CSC's competent assistance and intervention in agency's HRM operations	103	7%	110	8%
CSC's independence and political will in deciding on HRM issues	45	3%	34	3%
	1522	100%	1318	100%

Recruitment Indicators

In practice, there is a policy in publishing vacancies the office/agency.

27. My agency or office posts the list of vacant positions.

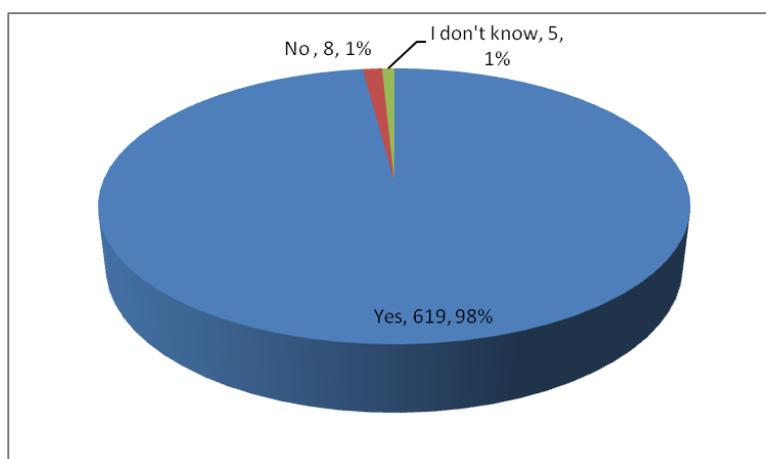


Figure 30

Majority of the respondents (98%) answered that their agency posts the list of vacant positions (Figure 30). Looking at the responses per position, sector and nature of work, these figures ranged from 95-98%.

Table 87. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	86	98%	424	98%	96	98%
No	1	1%	6	1%	1	1%
I don't know	1	1%	3	1%	1	1%
	88	100%	433	100%	98	100%

Table 88. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	331	98%	57	95%	194	98%	1	100%	28	97%
No	3	1%	2	3%	2	1%	0	0%	1	3%
I don't know	3	1%	1	2%	1	1%	0	0%	0	0%
	337	100%	60	100%	197	100%	1	100%	29	100%

Table 89. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	330	97%	289	99%
No	5	1%	3	1%
I don't know	5	1%	0	0%
	340	100%	292	100%

29. What do you think is the reason why vacant positions are posted in your agency?

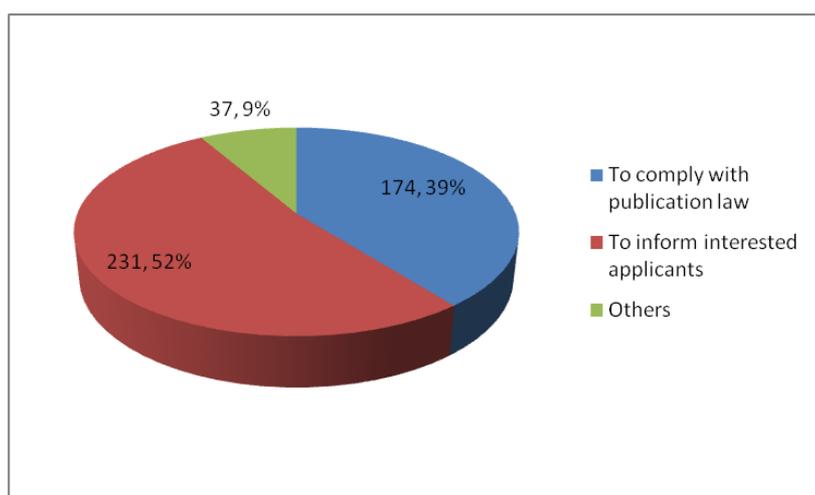


Figure 31

Based on Figure 31, 52% of the respondents said that vacant positions are posted in order to inform interested applicants. Qualitative results show that postings are done through bulletin boards, websites, and newspapers; while some generally said that they place the postings in three (3) conspicuous places.

Table 90. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
To comply with the Publication Law	27	37%	129	43%	16	25%
To inform interested applicants	41	56%	145	49%	40	62%
Others	5	7%	23	8%	9	14%
	73	100%	297	100%	65	100%

Table 91. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
To comply with the Publication Law	87	39%	12	34%	63	41%	1	100%	9	38%
To inform interested applicants	112	50%	18	51%	84	54%	0	0%	14	58%
Others	23	10%	5	14%	8	5%	0	0%	1	4%
	222	100%	35	100%	155	100%	1	100%	24	100%

Table 92. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
To comply with the Publication Law	85	35%	89	44%
To inform interested applicants	134	56%	97	48%
Others	21	9%	16	8%
	240	100%	202	100%

30. When does your agency post the list of vacant positions?

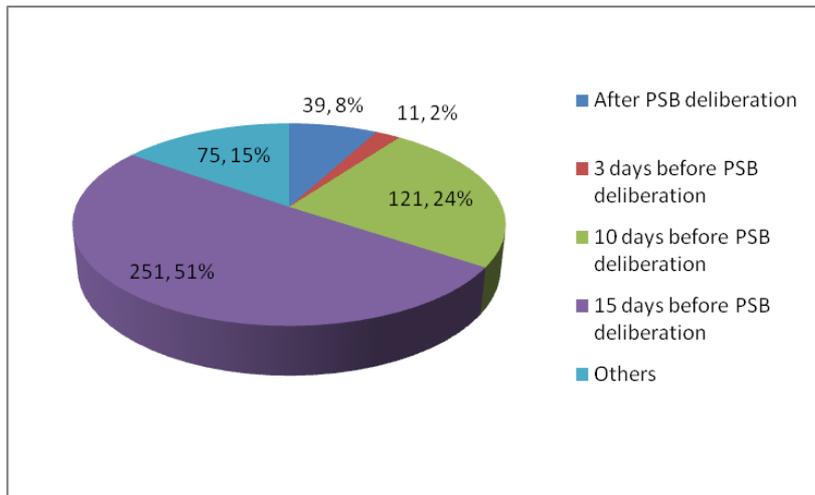


Figure 32

More than half of the respondents (51%) answered that the list of vacant positions is posted 15 days before PSB deliberation (Figure 32). Some of the qualitative results show that some post the list upon approval of the department or agency head and whenever there are vacant positions.

Table 93. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
After PSB deliberation	9	13%	23	7%	7	9%
3 days before PSB deliberation	1	1%	7	2%	3	4%
10 days before PSB deliberation	14	20%	88	26%	16	21%
15 days before PSB deliberation	36	51%	171	50%	41	53%
Others	11	15%	53	15%	11	14%
	71	100%	342	100%	78	100%

Table 94. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
After PSB deliberation	18	7%	5	11%	14	8%	0	0%	2	11%
3 days before PSB deliberation	3	1%	3	6%	4	2%	0	0%	0	0%
10 days before PSB deliberation	80	31%	12	26%	17	10%	0	0%	10	53%
15 days before PSB deliberation	121	47%	17	36%	109	64%	0	0%	3	16%
Others	34	13%	10	21%	25	15%	1	100%	4	21%
	256	100%	47	100%	169	100%	1	100%	19	100%

Table 95. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
After PSB deliberation	28	10%	11	5%
3 days before PSB deliberation	6	2%	5	2%
10 days before PSB deliberation	58	21%	63	28%
15 days before PSB deliberation	140	51%	111	49%
Others	40	15%	35	16%
	272	100%	225	100%

31. How many days does your agency post the list before filling of vacant positions?

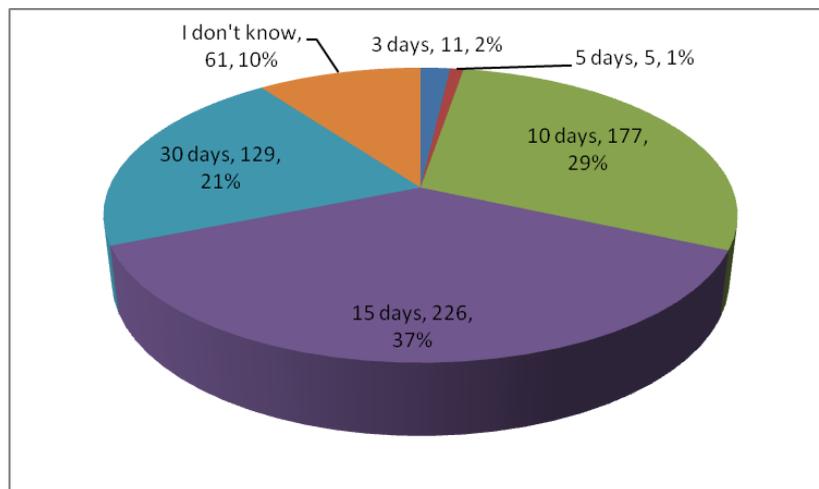


Figure 33

Looking at the results (Figure 34), 37% said that vacant positions are listed for 15 days, another 29% said 10 days, and another 21% said 30 days. Following this trend answers per position, sector, and nature of work are also varied.

Table 96. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
3 days	0	0%	6	1%	5	5%
5 days	2	2%	3	1%	0	0%
10 days	16	18%	130	31%	25	27%
15 days	28	31%	161	39%	34	37%
30 days	21	24%	83	20%	23	25%
I don't know	22	25%	34	8%	5	5%
	89	100%	417	100%	92	100%

Table 97. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
3 days	5	2%	1	2%	5	3%	0	0%	0	0%
5 days	3	1%	0	0%	2	1%	0	0%	0	0%
10 days	111	35%	27	47%	19	10%	0	0%	16	57%
15 days	84	26%	11	19%	126	63%	0	0%	3	11%
30 days	72	23%	12	21%	38	19%	0	0%	7	25%
I don't know	43	14%	6	11%	9	5%	1	100%	2	7%
	318	100%	57	100%	199	100%	1	100%	28	100%

Table 98. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
3 days	7	2%	4	1%
5 days	3	1%	2	1%
10 days	81	25%	96	34%
15 days	112	34%	114	41%
30 days	77	23%	52	19%
I don't know	49	15%	12	4%
	329	100%	280	100%

32. Have there been instances when vacancies were not announced or posted?

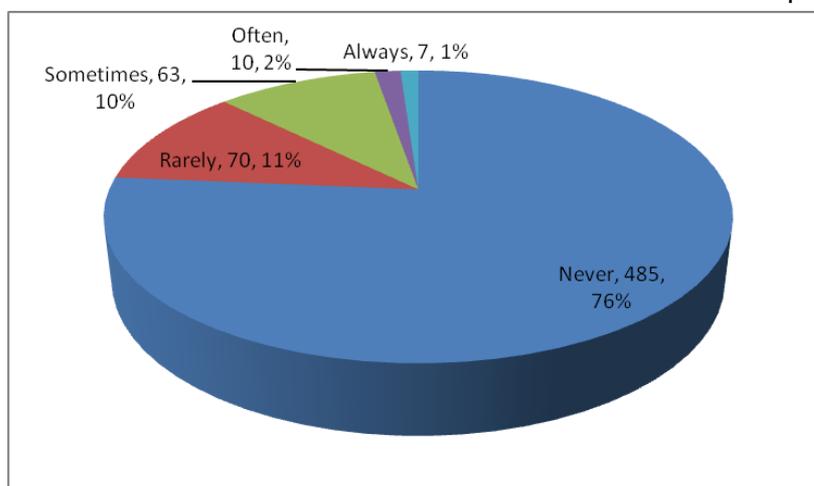


Figure 34

Seventy-six percent of the respondents answered that there have never been instances when vacant positions were not posted (Figure 34). Mean for this item was 1.40. However, for the position levels, Levels 2 and 3 significantly chose “never” than those in Level 1. This can be seen in the frequency counts (Table 99) where only 50% of Level 1 respondents answered “never” as opposed to 79% for Level 2 and 82% for Level 3. This was also the case for nature of work; those in HR answered more positively than those whose work is not in HR (Table 103).

Table 99. Position Level Means

Level 1	Level 2	Level 3
1.83*	1.35*	1.25*

Significant difference at the $p < .05$

Table 100. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	50	56%	342	79%	82	85%
Rarely	17	19%	45	31%	7	7%
Sometimes	16	18%	39	9%	7	7%
Often	2	2%	7	2%	1	1%
Always	5	6%	2	0%	0	0%
	90	100%	435	121%	97	100%

Table 101. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.45	1.37	1.36	1.00	1.14

Table 102. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	246	73%	45	76%	162	80%	1	100%	25	86%
Rarely	42	13%	6	10%	18	9%	0	0%	4	14%
Sometimes	36	11%	8	14%	17	8%	0	0%	0	0%
Often	8	2%	0	0%	2	1%	0	0%	0	0%
Always	3	1%	0	0%	4	2%	0	0%	0	0%
	335	100%	59	100%	203	100%	1	100%	29	100%

Table 103. Nature of Work Means

Other than HR	HR
1.50*	1.28*

Significant difference at the $p < .05$

Table 104. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	243	71%	242	83%
Rarely	47	14%	23	8%
Sometimes	38	11%	25	9%
Often	8	2%	2	1%
Always	6	2%	1	0%
	342	100%	293	100%

33. My agency fills the published vacant positions (Please complete the sentence)

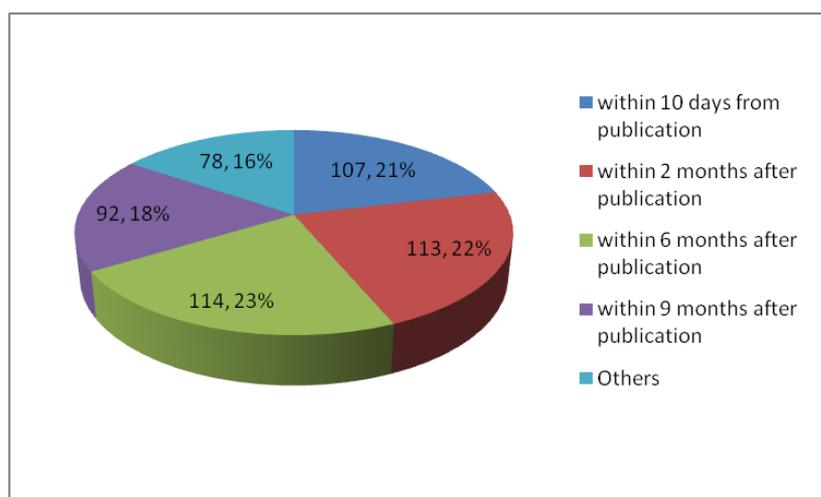


Figure 35

Figure 35 shows that responses to this question are varied: 23% said that vacant positions are filled within 6 months after publication of vacancy; another 22% said that these are filled within two months, and another 21% said 10 days from publication.

Table 105. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
within 10 days from publication	19	28%	67	20%	19	23%
within 2 months after publication	14	20%	72	21%	26	31%
within 6 months after publication	13	19%	79	23%	20	24%
within 9 months after publication	11	16%	66	19%	11	13%
Others	12	17%	59	17%	7	8%
	69	100%	343	100%	83	100%

Table 106. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
within 10 days from publication	67	26%	9	20%	26	15%	0	0%	5	23%
within 2 months after publication	56	22%	11	24%	39	22%	0	0%	6	27%
within 6 months after	53	21%	10	22%	44	25%	0	0%	6	27%

publication										
within 9 months after publication	44	17%	7	16%	35	20%	0	0%	4	18%
Others	38	15%	8	18%	30	17%	1	100%	1	5%
	258	100%	45	100%	174	100%	1	100%	22	100%

Table 107. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
within 10 days from publication	65	24%	42	18%
within 2 months after publication	73	27%	40	17%
within 6 months after publication	48	18%	66	28%
within 9 months after publication	37	14%	55	23%
Others	43	16%	35	15%
	266	100%	238	100%

34. Under existing guidelines, the filling up of vacant positions should be made within 9 months from the date of publication. Does your agency follow this guideline in the filling-up of vacant positions?

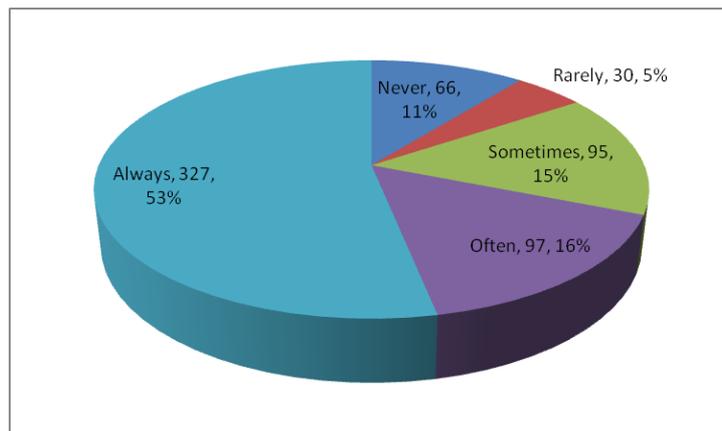


Figure 36

In terms of compliance to the guideline on the time required to fill up vacancies, 53% said that they always follow this guideline (Figure 36). However, looking at the mean ($M = 3.96$), the average answer is "Often." In terms of sector, only 46% of LGU respondents said that they comply with this guideline (Table 111).

Table 108. Position Level Means

Level 1	Level 2	Level 3
3.86	3.95	4.04

Table 109. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	11	13%	43	10%	11	12%
Rarely	4	5%	22	31%	4	4%
Sometimes	14	16%	69	16%	10	11%
Often	14	16%	67	16%	15	16%
Always	43	50%	220	52%	55	58%
	86	100%	421	126%	95	100%

Table 110. Sector Means

NGA	GOCC	LGU	LCU	SCU
4.05	4.14	3.69	5.00	4.14

Table 111. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	29	9%	3	5%	31	16%	0	0%	3	11%
Rarely	15	5%	4	7%	9	5%	0	0%	2	7%
Sometimes	47	14%	6	11%	40	20%	0	0%	1	4%
Often	56	17%	12	21%	25	13%	0	0%	4	14%
Always	179	55%	31	55%	91	46%	1	100%	18	64%
	326	100%	56	100%	196	100%	1	100%	28	100%

Table 112. Nature of Work Means

Other than HR	HR
3.93	3.99

Table 113. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	32	10%	34	12%
Rarely	20	6%	10	3%
Sometimes	53	16%	42	15%
Often	59	18%	38	13%
Always	165	50%	162	57%
	329	100%	286	100%

In practice, there is a policy or system that ensures that applicants meet the qualification standard.

38. My agency has a system in pre-screening applicants.

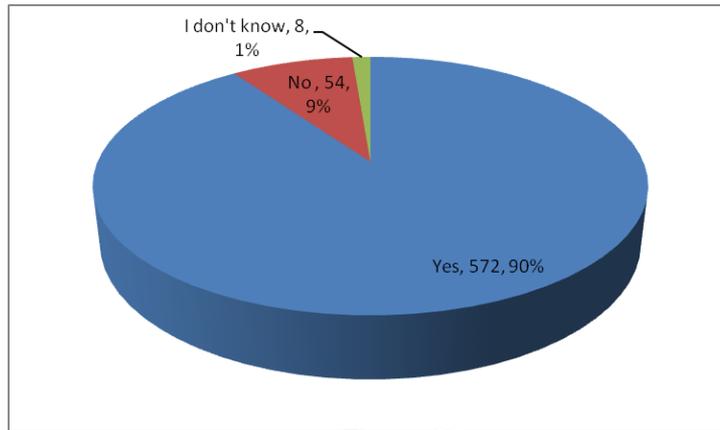


Figure 37

Base on Figure 37, 90% said that their agency has a system in pre-screening applicants. However, only 87% of LGU respondents (Table 115) and 89% of those not in HR (Table 116) said that this system exists.

Table 114. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	80	89%	387	89%	93	97%
No	6	7%	45	10%	3	3%
I don't know	4	4%	4	1%	0	0%
	90	100%	436	100%	96	100%

Table 115. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	307	91%	55	92%	174	87%	1	100%	28	97%
No	25	7%	4	7%	25	12%	0	0%	0	0%
I don't know	4	1%	1	2%	2	1%	0	0%	1	3%
	336	100%	60	100%	201	100%	1	100%	29	100%

Table 116. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	302	89%	270	92%
No	31	9%	23	8%
I don't know	8	2%	0	0%
	341	100%	293	100%

In practice, individuals can submit their applications for employment even though they are not endorsed by politicians or top level executives.

39. Endorsements from influential individuals like politicians, top level executives, agency ‘insiders’, co-employees and the like have been necessary to ensure that applications for employment are considered for pre-screening and employment in my agency.

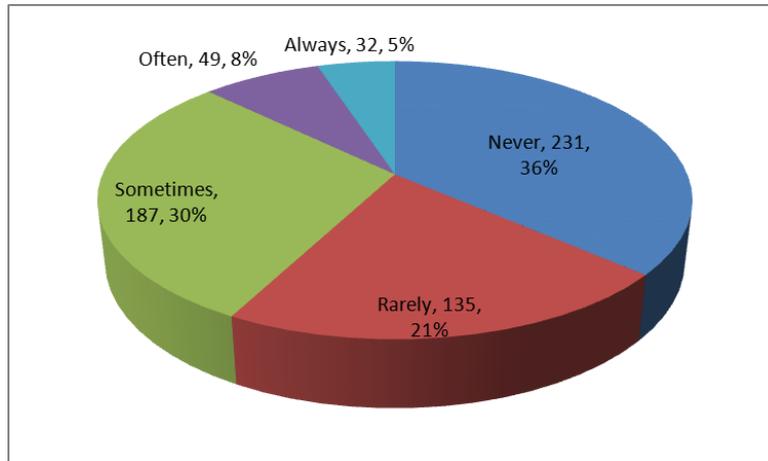


Figure 38

The Mean for this item was 2.24, which signifies that the average answer was “Rarely.” Nevertheless, 43% indicated that this occurs sometimes (30%), often (8%) and always (5%). In terms of position, Level 3 employees tended to answer more positively than Level 1 employees (Table 117). In addition, 12% of those in NGAs and 17% of those in LGUs said that this happens almost always (Table 120).

Table 117. Position Level Means

Level 1	Level 2	Level 3
2.44*	2.25	2.00*

*Significant at $p < .05$

Table 118. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	27	30%	161	37%	39	40%
Rarely	18	20%	81	31%	30	31%
Sometimes	29	32%	136	31%	20	21%
Often	10	11%	33	8%	5	5%
Always	6	7%	22	5%	3	3%
	90	100%	433	112%	97	100%

Table 119. Sector Means

NGA	GOCC	LGU	LCU	SCU
2.17	1.93	2.49	2.00	1.86

Table 120. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	131	39%	24	42%	61	30%	0	0%	13	45%
Rarely	70	21%	18	32%	35	17%	1	100%	7	24%
Sometimes	95	28%	12	21%	70	35%	0	0%	9	31%
Often	28	8%	1	2%	19	9%	0	0%	0	0%
Always	12	4%	2	4%	17	8%	0	0%	0	0%
	336	100%	57	100%	202	100%	1	100%	29	100%

Table 121. Nature of Work Means

Other than HR	HR
2.28	2.18

Table 122. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	117	34%	114	39%
Rarely	78	23%	57	20%
Sometimes	100	29%	87	30%
Often	28	8%	21	7%
Always	19	6%	13	4%
	342	100%	292	100%

In practice, applicants are not required to pay in order for their applications to be considered.

40. Who among the following applicants are considered for pre-screening by the agency's HRMO?



Figure 39

The top three answers to this item are qualified next-in rank who applied, applicants who are referred and qualified, and qualified next-in ranks who did not necessarily apply for the position (Figure 39).

Table 123. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
40a.All applicants regardless of qualifications	36	15%	176	16%	45	19%
40.bApplicants who are not qualified but are referred by politicians, top level executives, agency 'insiders', co-employees and the like	10	4%	24	2%	1	0%
40.cApplicants who are qualified but not referred by politicians, top level executives, agency 'insiders', co-employees and the like	46	19%	196	18%	42	18%
40d.Applicants who are referred and are qualified	53	22%	243	22%	53	22%
40e.Qualified next-in-rank with or without application	37	15%	223	20%	48	20%
40f.Qualified next-in-rank who applied	59	24%	252	23%	51	21%
40g.Others	1	0%	1	0%	0	0%
	242	100%	1115	100%	240	100%

Table 124. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
40a.All applicants regardless of qualifications	149	17%	25	16%	76	14%	0	0%	8	11%
40.bApplicants who are not qualified but are referred by politicians, top level executives, agency 'insiders', co-employees and the like	13	2%	1	1%	20	4%	0	0%	1	1%
40.cApplicants who are qualified but not referred by politicians, top level executives, agency 'insiders', co-employees and the like	159	18%	29	19%	85	16%	0	0%	14	20%

40d.Applicants who are referred and are qualified	176	20%	39	26%	125	24%	0	0%	13	19%
40e.Qualified next-in-rank with or without application	174	20%	36	24%	86	16%	0	0%	16	23%
40f.Qualified next-in-rank who applied	191	22%	22	14%	134	25%	0	0%	18	26%
40g.Others	1	0%	0	0%	1	0%	0	0%	0	0%
	863	100%	152	100%	527	100%	0	0%	70	100%

Table 125. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
40a.All applicants regardless of qualifications	155	18%	105	13%
40.bApplicants who are not qualified but are referred by politicians, top level executives, agency 'insiders', co-employees and the like	17	2%	18	2%
40.cApplicants who are qualified but not referred by politicians, top level executives, agency 'insiders', co-employees and the like	137	16%	154	20%
40d.Applicants who are referred and are qualified	189	22%	170	22%
40e.Qualified next-in-rank with or without application	155	18%	160	20%
40f.Qualified next-in-rank who applied	194	23%	174	22%
40g.Others	0	0%	2	0%
	847	100%	783	100%

41. In my agency, there have been instances when an individual paid an influential individuals or 'agency insiders' in order for one's application for employment to be considered.

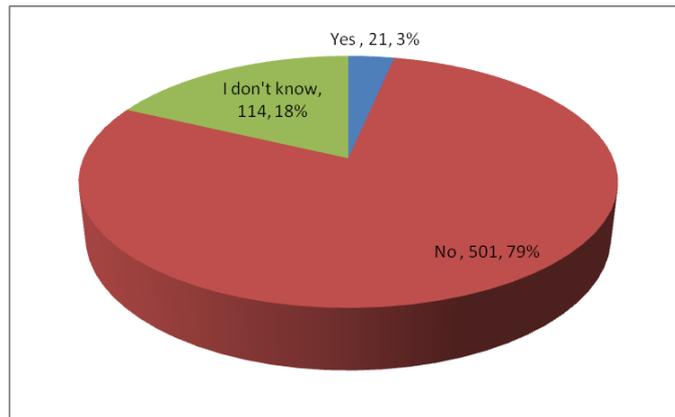


Figure 40

Figure 40 shows that 79% of the respondents said that there are no instances when individuals have paid in order for their applications to be considered.

Table 126. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	5	5%	15	3%	1	1%
No	63	69%	343	79%	83	85%
I don't know	23	25%	76	18%	14	14%
	91	100%	434	100%	98	100%

Table 127. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	10	3%	3	5%	8	4%	0	0%	0	0%
No	261	77%	39	65%	166	83%	1	100%	26	90%
I don't know	67	20%	18	30%	26	13%	0	0%	3	10%
	338	100%	60	100%	200	100%	1	100%	29	100%

Table 128. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	8	2%	13	4%
No	264	77%	237	81%
I don't know	72	21%	42	14%
	344	100%	292	100%

43. There have been instances in my agency where the HR staff or officials, other influential individuals in the recruitment process have asked for payment in exchange for the processing of one's employment application.

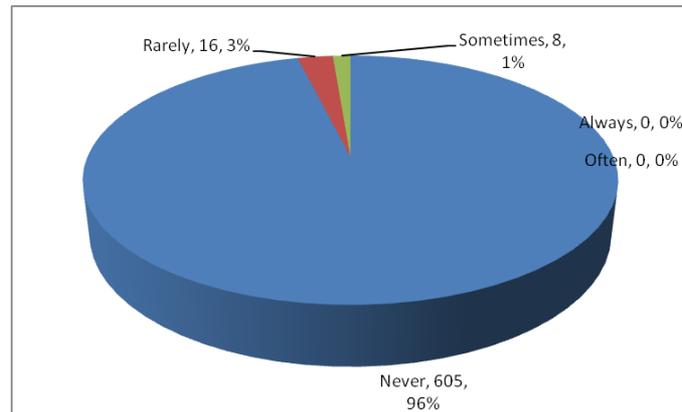


Figure 41

Ninety-six percent of the respondents responded that there have never been instances when HR staff or officials have asked for payment for the processing of employment applications (Figure 41). Mean for this item was 1.05.

Table 129. Position Level Means

Level 1	Level 2	Level 3
1.07	1.04	1.07

Table 130. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	83	93%	419	97%	90	95%
Rarely	6	7%	7	31%	3	3%
Sometimes	0	0%	6	1%	2	2%
Often	0	0%	0	0%	0	0%
Always	0	0%	0	0%	0	0%
	89	100%	432	129%	95	100%

Table 131. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.08	1.03	1.01	1.00	1.00

Table 132. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	312	94%	56	97%	199	99%	1	100%	29	100%
Rarely	11	3%	2	3%	3	1%	0	0%	0	0%
Sometimes	8	2%	0	0%	0	0%	0	0%	0	0%
Often	0	0%	0	0%	0	0%	0	0%	0	0%
Always	0	0%	0	0%	0	0%	0	0%	0	0%
	331	100%	58	100%	202	100%	1	100%	29	100%

Table 133. Nature of Work Means

Other than HR	HR
1.06	1.04

Table 134. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	320	95%	285	97%
Rarely	11	3%	5	2%
Sometimes	5	1%	3	1%
Often	0	0%	0	0%
Always	0	0%	0	0%
	336	100%	293	100%

In practice, applicants are not required to give favors in order for their applications to be considered.

42. In my agency, there have been instances when an individual gave a favor(s) to an influential individuals or ‘agency insiders’ in order for one’s application for employment to be considered.

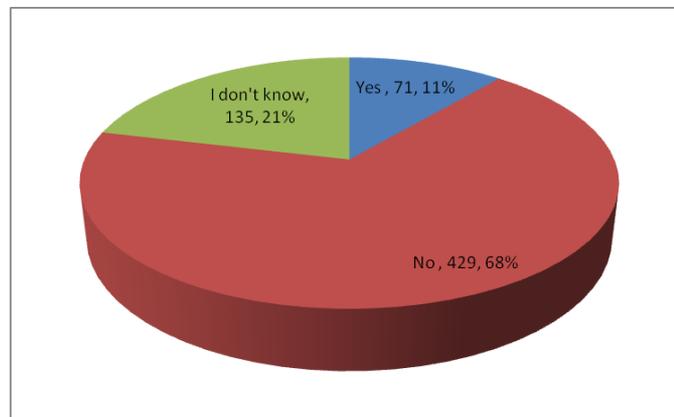


Figure 42

Figure 42 shows that 68% of the respondents said that there are no instances when individuals or insiders have been given favors in order for employment applications to be considered. Nevertheless, 11% of the respondents perceive that this occurs.

Table 135. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	13	15%	49	11%	7	7%
No	46	52%	295	68%	78	80%
I don't know	30	34%	92	21%	13	13%
	89	100%	436	100%	98	100%

Table 136. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	32	9%	10	17%	27	14%	0	0%	1	3%
No	227	67%	36	61%	141	71%	1	100%	19	66%
I don't know	80	24%	13	22%	32	16%	0	0%	9	31%
	339	100%	59	100%	200	100%	1	100%	29	100%

Table 137. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	33	10%	38	13%
No	229	67%	200	68%
I don't know	81	24%	54	18%
	343	100%	292	100%

44. There have been instances in my agency where the HR staff or officials, other influential individuals in the recruitment process have asked for a favor(s) in exchange for the processing of one's employment application.

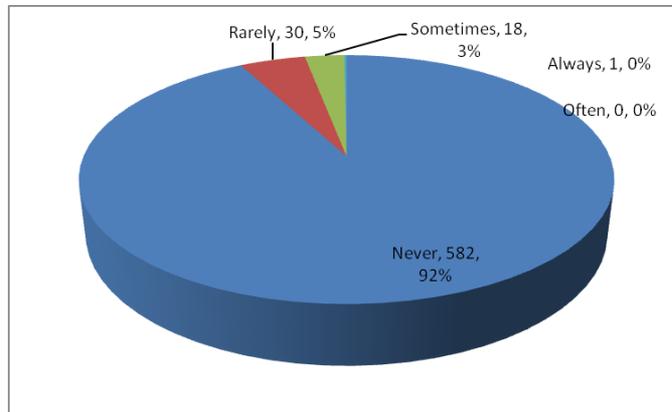


Figure 43

Majority (92%) of the total sample answered that instances when HR staff or officials involved in the recruitment process have asked for favors in exchange for processing employment applications never occurred (Figure 43). Mean for this item was 1.11. Nevertheless, only 86% of those in Level 1 and 89% of those in the GOCCs perceive this (Tables 139 and 141).

Table 138. Position Level Means

Level 1	Level 2	Level 3
1.15	1.10	1.13

Table 139. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	78	88%	405	93%	86	91%
Rarely	9	10%	15	31%	6	6%
Sometimes	2	2%	13	3%	3	3%
Often	0	0%	0	0%	0	0%
Always	0	0%	1	0%	0	0%
	89	100%	434	128%	95	100%

Table 140. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.13	1.19	1.07	1.00	1.07

Table 141. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	301	91%	51	86%	193	96%	1	100%	28	97%
Rarely	20	6%	5	8%	5	2%	0	0%	0	0%
Sometimes	11	3%	3	5%	3	1%	0	0%	1	3%
Often	0	0%	0	0%	0	0%	0	0%	0	0%
Always	0	0%	0	0%	1	0%	0	0%	0	0%
	332	100%	59	100%	202	100%	1	100%	29	100%

Table 142. Nature of Work Means

Other than HR	HR
1.12	1.10

Table 143. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	310	91%	272	93%
Rarely	22	6%	8	3%
Sometimes	7	2%	11	4%
Often	0	0%	0	0%
Always	1	0%	0	0%
	340	100%	291	100%

Is practice, there is a policy for those seeking employment in the agency/office to undergo pre-employment examinations.

45. In my agency, there is a policy for employment applicants to undergo pre-employment examinations.

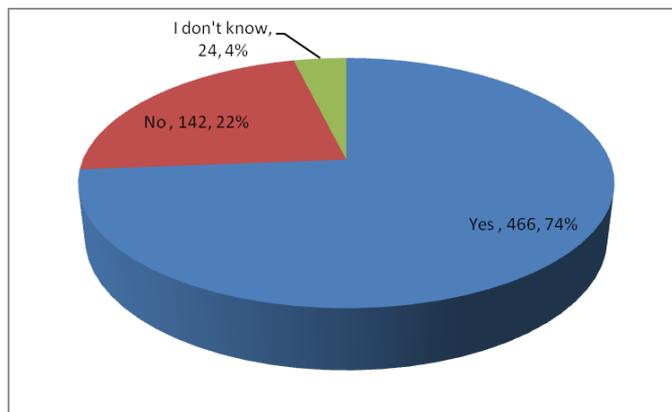


Figure 44

In terms of having pre-employment examinations, 74% said that their agency has this system; nonetheless, 22% said that there is no such system in their agency and another 4% said that they do not know if this system exists (Figure 44). It should be

noted that 48% of those in the LGUs have responded that there is no pre-employment examinations in their units (Table 145).

Table 144. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	68	75%	313	72%	78	80%
No	18	20%	106	25%	16	16%
I don't know	5	5%	13	3%	4	4%
	91	100%	432	100%	98	100%

Table 145. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	286	85%	51	86%	95	48%	1	100%	29	100%
No	38	11%	5	8%	96	48%	0	0%	0	0%
I don't know	13	4%	3	5%	8	4%	0	0%	0	0%
	337	100%	59	100%	199	100%	1	100%	29	100%

Table 146. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	248	72%	218	75%
No	75	22%	67	23%
I don't know	20	6%	4	1%
	343	100%	289	100%

46. In my agency, I have undergone the following before being appointed (Kindly mark as many choices as you wish)

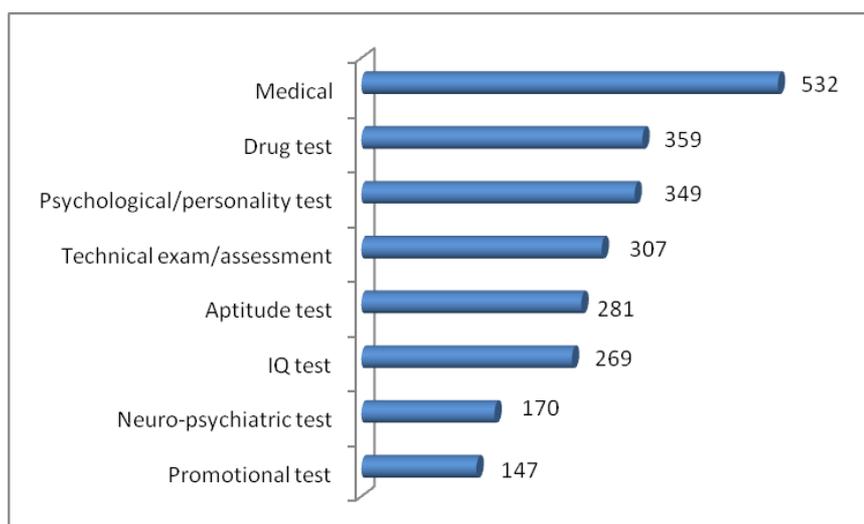


Figure 45

Looking at Figure 45, respondents said that the top three pre-appointment assessments that have undergone are medical and drug tests, and psychological/personality assessments; only 147 respondents said that they have undergone promotional tests.

Table 147. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
46a.IQ test	47	13%	176	11%	43	11%
46b.Promotional Test	17	5%	98	6%	30	8%
46c.Aptitude Test	34	9%	187	11%	57	15%
46d.Psychological/Personality Test	52	14%	238	15%	56	15%
46e.Other forms of technical examinations and/or assessment	42	11%	205	13%	55	14%
46f.Medical Examination	84	23%	367	22%	71	19%
46g.Drug Test	66	18%	243	15%	46	12%
46h.Neuro-psychiatric test	25	7%	119	7%	23	6%
	367	100%	1633	100%	381	100%

Table 148. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
46a.IQ test	182	12%	32	15%	38	7%	0	0%	15	13%
46b.Promotional Test	105	7%	15	7%	23	4%	0	0%	3	3%
46c.Aptitude Test	184	12%	34	16%	48	8%	0	0%	12	10%
46d.Psychological/Personality Test	222	15%	40	19%	65	11%	0	0%	18	16%
46e.Other forms of technical examinations and/or assessment	201	14%	20	9%	68	12%	0	0%	12	10%
46f.Medical Examination	289	19%	43	20%	165	29%	1	50%	26	23%
46g.Drug Test	187	13%	22	10%	125	22%	1	50%	21	18%
46h.Neuro-psychiatric test	113	8%	7	100%	42	7%	0	0%	8	7%
	1483	100%	213	97%	574	100%	2	100%	115	100%

Table 149. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
46a.IQ test	146	11%	123	11%
46b.Promotional Test	71	6%	76	7%
46c.Aptitude Test	161	13%	119	10%
46d.Psychological/Personality Test	183	14%	165	14%
46e.Other forms of technical examinations and/or assessment	171	13%	135	12%
46f.Medical Examination	274	22%	257	23%
46g.Drug Test	178	14%	181	16%
46h.Neuro-psychiatric test	86	7%	84	7%
	1270	100%	1140	100%

In practice, there is policy or system safeguarding the integrity of pre-employment examinations

54. Are there measures in place in your agency to safeguard the integrity, confidentiality and objectivity of pre-employment examinations?

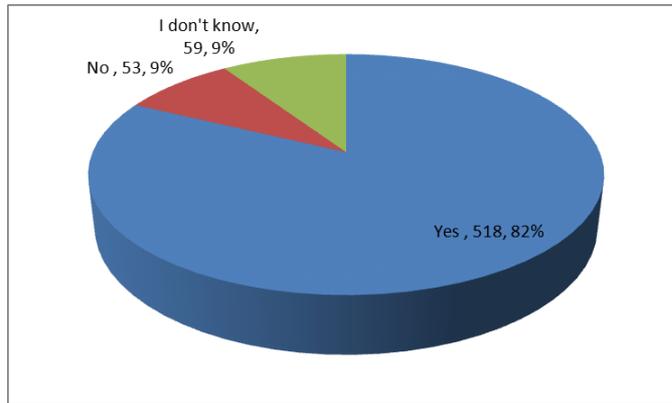


Figure 46

Figure 46 shows that 82% of the respondents answered that there are measures in place to safeguard the integrity, confidentiality and objectivity of pre-employment examinations. Nevertheless, only 79% of Level 1 employees and 73% of those in the LGUs say that these measures exist (Tables 151 and 152).

Table 150. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	73	79%	345	81%	88	90%
No	6	7%	42	10%	5	5%
I don't know	13	14%	40	9%	5	5%
	92	100%	427	100%	98	100%

Table 151. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	289	87%	49	82%	145	73%	0	0%	27	93%
No	14	4%	4	7%	34	17%	0	0%	1	3%
I don't know	31	9%	7	12%	19	10%	1	100%	1	3%
	334	100%	60	100%	198	100%	1	100%	29	100%

Table 152. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	279	82%	239	83%
No	21	6%	32	11%
I don't know	42	12%	17	6%
	342	100%	288	100%

55. How often are said integrity measures in the conduct of pre-employment examinations disregarded or not strictly implemented?

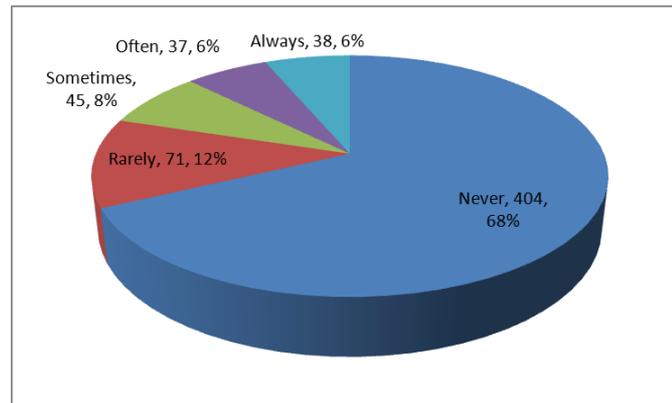


Figure 47

As presented in Figure 47, 68% of the total sample said that said integrity measures in the conduct of pre-employment examinations are never disregarded ($M = 1.71$). Nevertheless, there are 20% who said that this is sometimes (8%), often (6%), and always (6%) disregarded.

Table 153. Position Level Means

Level 1	Level 2	Level 3
1.87	1.70	1.63

Table 154. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	53	62%	274	68%	68	72%
Rarely	9	11%	51	31%	11	12%
Sometimes	10	12%	30	7%	4	4%
Often	7	8%	26	6%	4	4%
Always	6	7%	24	6%	7	7%
	85	100%	405	118%	94	100%

Table 155. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.68	1.67	1.81	1.00	1.52

Table 156. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	217	68%	43	75%	121	65%	1	100%	19	70%
Rarely	39	12%	4	7%	22	12%	0	0%	5	19%
Sometimes	23	7%	2	4%	17	9%	0	0%	1	4%
Often	22	7%	2	4%	12	6%	0	0%	1	4%
Always	16	5%	6	11%	15	8%	0	0%	1	4%
	317	100%	57	100%	187	100%	1	100%	27	100%

Table 157. Nature of Work Means

Other than HR	HR
1.74	1.68

Table 158. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	213	65%	191	71%
Rarely	46	14%	25	9%
Sometimes	28	9%	17	6%
Often	20	6%	17	6%
Always	20	6%	18	7%
	327	100%	268	100%

In practice, there is a policy on background checking of applicants.

56. There is a policy on background checking of employment applicants in my agency.

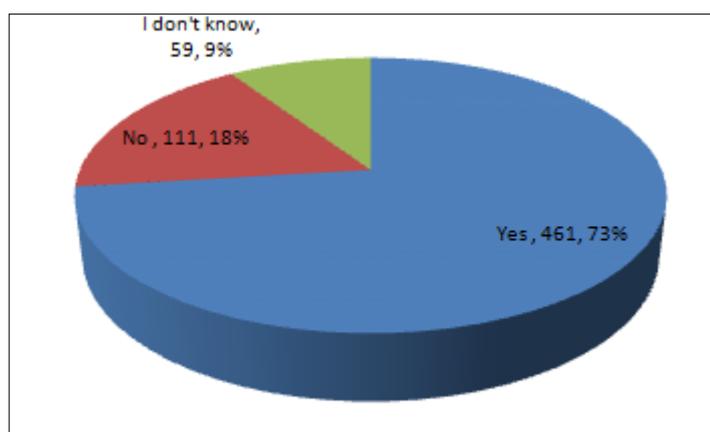


Figure 48

In terms of having background checks, 73% said that their agency has a policy on this (Figure 48). Nevertheless, 27% said that this does not exist or they do not know if they have this policy in their agency.

Table 159. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	65	71%	310	72%	76	80%
No	10	11%	87	20%	12	13%
I don't know	17	18%	35	8%	7	7%
	92	100%	432	100%	95	100%

Table 160. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	243	73%	46	77%	142	71%	0	0%	25	86%
No	51	15%	10	17%	43	21%	1	100%	4	14%
I don't know	39	12%	4	7%	16	8%	0	0%	0	0%
	333	100%	60	100%	201	100%	1	100%	29	100%

Table 161. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	243	72%	218	75%
No	50	15%	61	21%
I don't know	46	14%	13	4%
	339	100%	292	100%

57. All appointees to positions in my agency are subjected to background check.

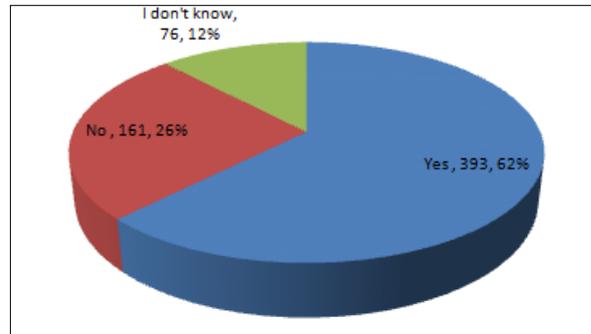


Figure 49

In terms of subjecting appointees to background checks, 62% perceive that this occurs (Figure 49); still, 26% says that this is not done.

Table 162. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	55	60%	261	60%	67	71%
No	13	14%	124	29%	22	23%
I don't know	23	25%	47	11%	6	6%
	91	100%	432	100%	95	100%

Table 163. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	201	60%	36	61%	132	66%	0	0%	20	71%
No	86	26%	16	27%	49	24%	1	100%	6	21%
I don't know	47	14%	7	12%	20	10%	0	0%	2	7%
	334	100%	59	100%	201	100%	1	100%	28	100%

Table 164. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	212	63%	181	62%
No	65	19%	96	33%
I don't know	59	18%	17	6%
	336	100%	294	100%

In practice, there is a policy discouraging the hiring of temporary employees.

74. Have there been instances in your agency when temporary employees were hired or appointed despite the presence of qualified incumbents or applicants?

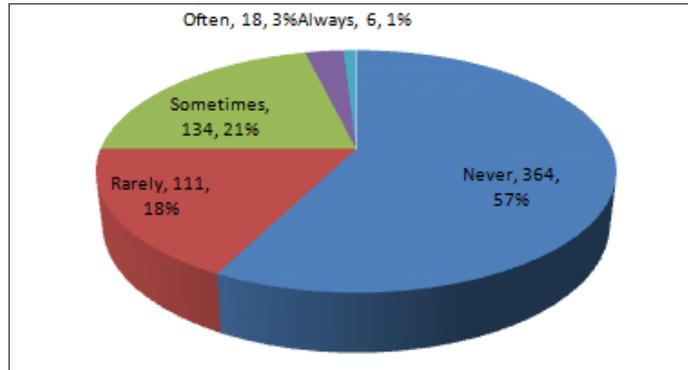


Figure 50

In terms of hiring temporary employees despite having qualified incumbents or applicants, 57% said that this never occurs ($M = 1.72$, Figure 50). However, there are 20-30% in the various sectors that answered that this occurs at times to always (Table 168).

Table 165. Position Level Means

Level 1	Level 2	Level 3
1.79	1.73	1.60

Table 166. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	48	53%	251	58%	58	61%
Rarely	17	19%	69	31%	20	21%
Sometimes	23	25%	94	22%	15	16%
Often	3	3%	13	3%	1	1%
Always	0	0%	5	1%	1	1%
	91	100%	432	115%	95	100%

Table 167. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.64	1.81	1.80	1.00	1.76

Table 168. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	207	62%	30	51%	109	55%	1	100%	15	52%
Rarely	58	17%	12	20%	33	17%	0	0%	6	21%
Sometimes	57	17%	15	25%	49	25%	0	0%	8	28%
Often	7	2%	2	3%	8	4%	0	0%	0	0%
Always	5	1%	0	0%	1	1%	0	0%	0	0%
	334	100%	59	100%	200	100%	1	100%	29	100%

Table 169. Nature of Work Means

Other than HR	HR
1.73	1.71

Table 170. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	195	57%	169	58%
Rarely	62	18%	49	17%
Sometimes	72	21%	62	21%
Often	9	3%	9	3%
Always	4	1%	2	1%
	342	100%	291	100%

In practice, there is policy or system deterring the presentation of fake credentials in employment applications.

49. How often are employment candidates' application documents verified or checked for authenticity?

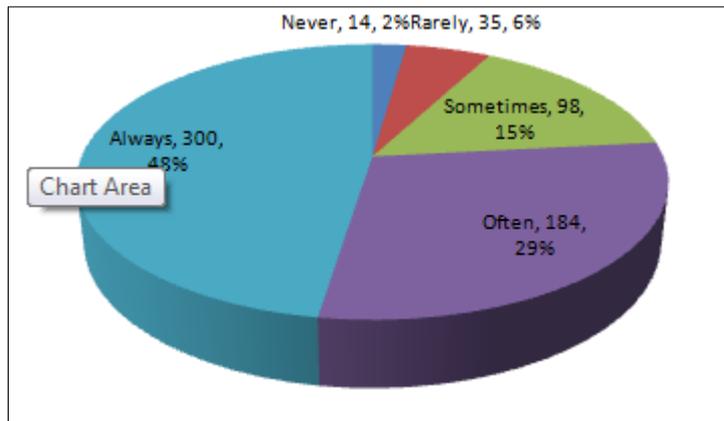


Figure 51

Forty eight percent of the respondents said that employment documents are always checked for authenticity (Figure 51). The mean for this item is 4.14, representing the "Often" point in the scale. Of the three positions, 42% of Level 3 respondents said that this is done, as opposed to 50% for Level 1 and 48% for Level 2 (Table 172).

Table 171. Position Level Means

Level 1	Level 2	Level 3
4.22	4.12	4.12

Table 172. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	3	3%	9	2%	2	2%
Rarely	3	3%	30	31%	2	2%
Sometimes	10	11%	69	16%	19	20%
Often	28	32%	117	27%	33	34%
Always	44	50%	207	48%	41	42%
	88	100%	432	124%	97	100%

Table 173. Sector Means

NGA	GOCC	LGU	LCU	SCU
4.16	4.02	4.15	3.00	4.07

Table 174. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	6	2%	3	5%	5	2%	0	0%	0	0%
Rarely	14	4%	6	10%	12	6%	0	0%	3	10%
Sometimes	61	19%	7	12%	25	12%	1	100%	4	14%
Often	88	27%	14	24%	68	33%	0	0%	10	34%
Always	160	49%	29	49%	94	46%	0	0%	12	41%
	329	100%	59	100%	204	100%	1	100%	29	100%

Table 175. Nature of Work Means

Other than HR	HR
4.16	4.12

Table 176. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	8	2%	6	2%
Rarely	15	4%	20	7%
Sometimes	49	14%	49	17%
Often	111	33%	73	25%
Always	157	46%	143	49%
	340	100%	291	100%

Appointment Indicators

In practice, there is policy or system deterring the presentation of fake credentials in appointments.

47. There are control measures or a system to check the authenticity of documents (e.g. transcript of records, diploma, certificates, etc.) submitted by employment applicants for appointment in my office or agency.

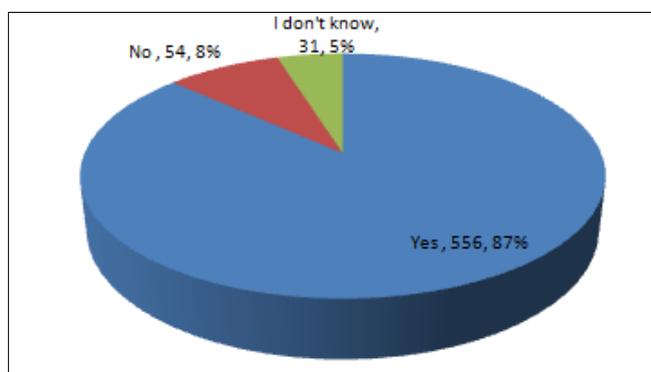


Figure 52

Figure 52 shows that 87% said that there are control measures that check for the authenticity of documents submitted for appointment purposes.

Table 177. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	77	84%	379	87%	89	91%
No	5	5%	42	10%	6	6%
I don't know	10	11%	17	4%	3	3%
	92	100%	438	100%	98	100%

Table 178. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	299	88%	48	80%	178	87%	1	100%	23	82%
No	23	7%	7	12%	19	9%	0	0%	4	14%
I don't know	18	5%	5	8%	7	3%	0	0%	1	4%
	340	100%	60	100%	204	100%	1	100%	28	100%

Table 179. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	300	87%	256	87%
No	20	6%	34	12%
I don't know	26	8%	5	2%
	346	100%	295	100%

50. Have there been instances when your agency discovered that fake credentials were presented for appointment purposes?

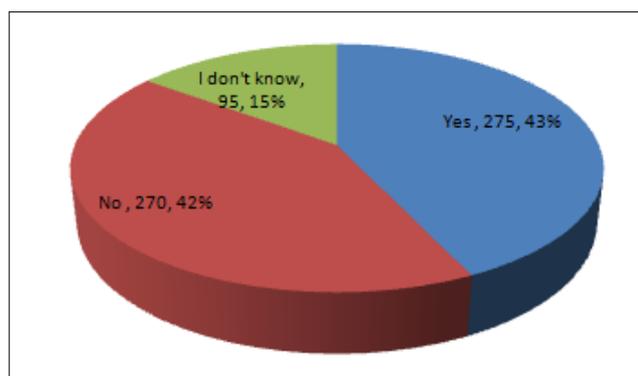


Figure 53

Figure 53 shows that 43% said that there have been instances when fake credentials have been discovered to have been used for appointment purposes; nevertheless, another 42% said that these instances have not happened.

In terms of the answers from the different positions, 37% of respondents in Level 1 say this situation occurs, while more respondents in Levels 2 and 3 answered that this does not occur (Table 180). In terms of sectors, more respondents (47%) from the LGUs (Table 181) and 50% of those in HR (Table 182) answered that this happens.

Table 180. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	33	37%	190	43%	42	43%
No	27	30%	196	45%	44	45%
I don't know	30	33%	52	12%	12	12%
	90	100%	438	100%	98	100%

Table 181. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	135	40%	25	42%	96	47%	1	100%	9	31%
No	142	42%	27	45%	85	42%	0	0%	16	55%
I don't know	60	18%	8	13%	23	11%	0	0%	4	14%
	337	100%	60	100%	204	100%	1	100%	29	100%

Table 182. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	126	37%	149	50%
No	141	41%	129	44%
I don't know	77	22%	18	6%
	344	100%	296	100%

51. How often were fake credentials allowed to be used for appointment purposes?

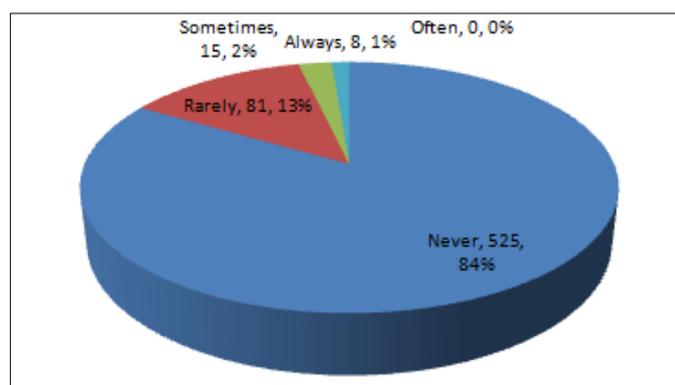


Figure 54

In terms of the frequency with which fake credentials were allowed to be used for appointment purposes, 84% said that their agencies never allow this (Figure 54). Mean for this item is 1.23. Nevertheless, only 75% of those in Level 3 say that this never happens (Table 184).

Table 183. Position Level Means

Level 1	Level 2	Level 3
1.23	1.21	1.31

Table 184. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	75	85%	366	85%	73	75%
Rarely	10	11%	50	31%	20	21%
Sometimes	1	1%	10	2%	3	3%
Often	0	0%	0	0%	0	0%
Always	2	2%	5	1%	1	1%
	88	100%	431	119%	97	100%

Table 185. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.22	1.22	1.23	2.00	1.17

Table 186. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	274	83%	47	81%	175	86%	0	0%	24	83%
Rarely	44	13%	9	16%	20	10%	1	100%	5	17%
Sometimes	9	3%	2	3%	3	1%	0	0%	0	0%
Often	0	0%	0	0%	0	0%	0	0%	0	0%
Always	3	1%	0	0%	5	2%	0	0%	0	0%
	330	100%	58	100%	203	100%	1	100%	29	100%

Table 187. Nature of Work Means

Other than HR	HR
1.24	1.21

Table 188. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	279	82%	246	85%
Rarely	47	14%	34	12%
Sometimes	10	3%	5	2%
Often	0	0%	0	0%
Always	4	1%	4	1%
	340	100%	289	100%

In practice, there is a policy deterring nepotism when it comes to appointments.

58. According to the rule on nepotism, the issuance of appointments in government is limited to the third degree of consanguinity and affinity in NGAs and is limited up to the fourth degree of consanguinity and affinity in the Local Government Units (LGUs). Is this policy being strictly adhered to in your agency?

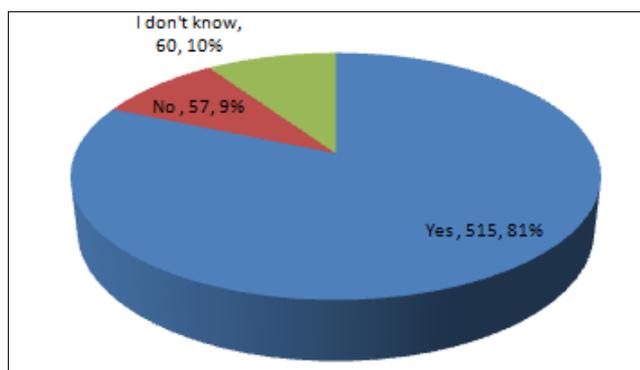


Figure 55

As shown in Figure 55, 81% of the total sample says that the policy on nepotism is being strictly applied in their agencies. Nevertheless, only 60% of Level 1 respondents say that this is being followed (Table 189). Out of all the sectors, a lower percentage (77%) of NGA respondents also answered the same (Table 190).

Table 189. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	55	60%	366	84%	83	87%
No	12	13%	36	8%	9	9%
I don't know	24	26%	32	7%	3	3%
	91	100%	434	100%	95	100%

Table 190. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	258	77%	48	80%	175	88%	1	100%	26	93%
No	38	11%	6	10%	11	6%	0	0%	1	4%
I don't know	39	12%	6	10%	14	7%	0	0%	1	4%
	335	100%	60	100%	200	100%	1	100%	28	100%

Table 191. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	258	76%	257	88%
No	37	11%	20	7%
I don't know	46	13%	14	5%
	341	100%	291	100%

59. Have you known of any instance/s in your agency when the anti-nepotism policy has been violated or not been adhered to?

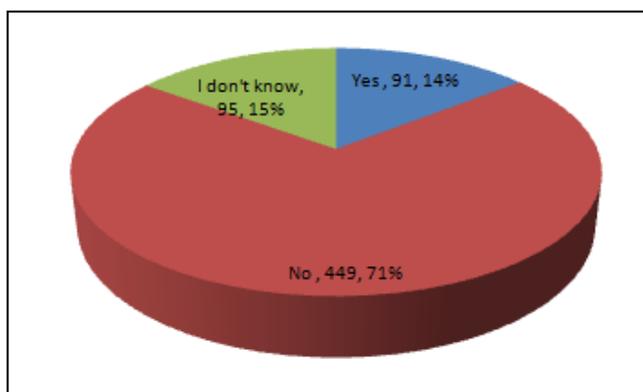


Figure 56

Figure 56 shows that 71% answered that they do not know of any instances when the anti-nepotism policy has been violated. Comparing the sectors, a lower percentage (58%) in the GOCCs answered that this has not occurred (Table 193).

Table 192. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	13	14%	63	14%	14	15%
No	49	53%	315	72%	76	81%
I don't know	30	33%	59	14%	4	4%
	92	100%	437	100%	94	100%

Table 193. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	49	15%	10	17%	23	11%	1	100%	6	21%
No	234	70%	34	58%	157	78%	0	0%	20	69%
I don't know	53	16%	15	25%	22	11%	0	0%	3	10%
	336	100%	59	100%	202	100%	1	100%	29	100%

Table 194. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	50	15%	41	14%
No	235	69%	214	73%
I don't know	56	16%	39	13%
	341	100%	294	100%

60. Have there been instances when your agency's appointing authority's relative have been able to secure a career position after the said official's tenure ended?

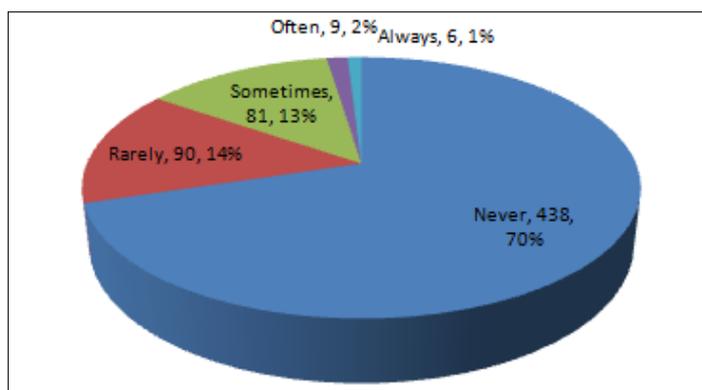


Figure 57

Result (Table 57) show that 70% of the total sample perceives that there have never been instances when their agency's appointing authority's relative have been able to secure a career position after the said official's tenure ended (M = 1.49).

Table 195. Position Level Means

Level 1	Level 2	Level 3
1.67	1.47	1.42

Table 196. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	54	68%	310	72%	64	70%
Rarely	14	18%	58	31%	17	18%
Sometimes	7	9%	52	12%	11	12%
Often	4	5%	5	1%	0	0%
Always	0	0%	6	1%	0	0%
	79	100%	431	118%	92	100%

Table 197. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.45	1.46	1.55	2.00	1.52

Table 198. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	234	71%	40	68%	139	69%	0	0%	19	70%
Rarely	49	15%	12	20%	25	12%	1	100%	3	11%
Sometimes	40	12%	6	10%	29	14%	0	0%	4	15%
Often	3	1%	1	2%	4	2%	0	0%	1	4%
Always	2	1%	0	0%	4	2%	0	0%	0	0%
	328	100%	59	100%	201	100%	1	100%	27	100%

Table 199. Nature of Work Means

Other than HR	HR
1.50	1.46

Table 200. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	232	69%	206	71%
Rarely	47	14%	43	15%
Sometimes	49	15%	32	11%
Often	4	1%	5	2%
Always	3	1%	3	1%
	335	100%	289	100%

In practice, there are policies or systems to prevent the appointing authority to abuse his/her power in granting appointments.

61. There is an established mechanism or system in my agency that prevents the appointing authority from abusing his/her power or discretion in issuing appointments?

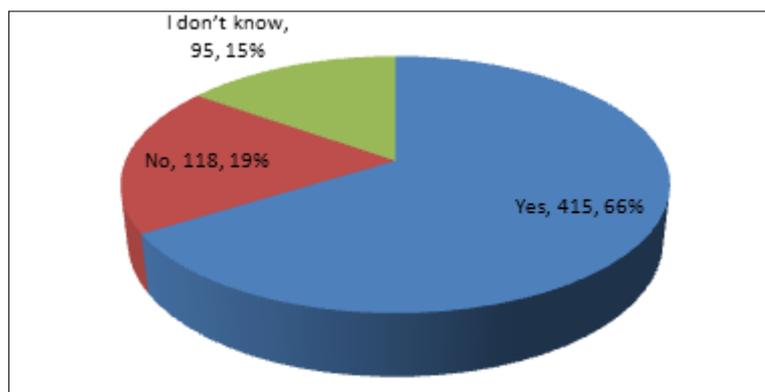


Figure 58

In terms of the existence of mechanism to ensure that the appointing authorities do not abuse their power in issuing appointment, 66% of the total sample says these mechanisms exist (Figure 58). However, only 53% of Level 1 employees perceive that these mechanisms are there (Table 201).

Table 201. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	48	53%	283	65%	75	81%
No	16	18%	91	21%	10	11%
I don't know	26	29%	59	14%	8	9%
	90	100%	433	100%	93	100%

Table 202. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	212	64%	40	67%	136	69%	1	100%	21	72%
No	59	18%	11	18%	40	20%	0	0%	6	21%
I don't know	61	18%	9	15%	22	11%	0	0%	2	7%
	332	100%	60	100%	198	100%	1	100%	29	100%

Table 203. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	219	65%	196	67%
No	51	15%	67	23%
I don't know	67	20%	28	10%
	337	100%	291	100%

62. Does political interference influence the recruitment and promotion processes in your agency?

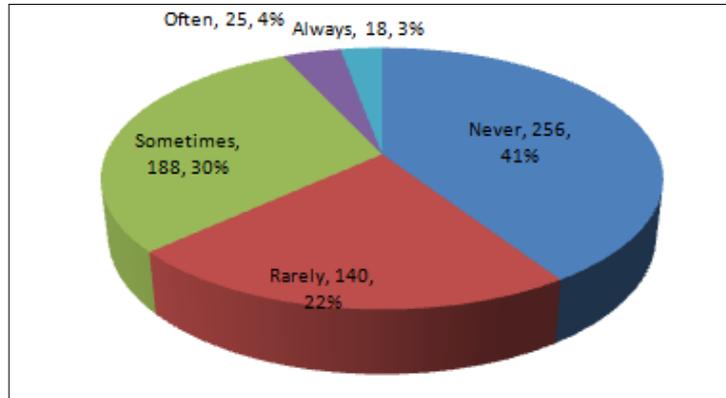


Figure 59

The mean for this item was 2.06, which corresponds to the “Rarely” point in the scale. Nevertheless, even though 41% said that political interference do not influence the recruitment and promotion processes in their agencies, another 30% says that this sometimes occur (Figure 59). Table 207 shows that majority of those in the LGUs (42%) answered that this situation sometimes happens.

Table 204. Position Level Means

Level 1	Level 2	Level 3
2.14	2.10	1.84

Table 205. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	33	37%	171	40%	46	48%
Rarely	18	20%	97	31%	22	23%
Sometimes	33	37%	129	30%	23	24%
Often	5	6%	16	4%	4	4%
Always	1	1%	17	4%	0	0%
	90	100%	430	108%	95	100%

Table 206. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.86	1.97	2.44	3.00	1.82

Table 207. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	163	49%	22	37%	54	27%	0	0%	14	50%
Rarely	75	23%	20	33%	40	20%	0	0%	5	18%
Sometimes	74	22%	16	27%	84	42%	1	100%	9	32%
Often	15	5%	2	3%	8	4%	0	0%	0	0%
Always	4	1%	0	0%	14	7%	0	0%	0	0%
	331	100%	60	100%	200	100%	1	100%	28	100%

Table 208. Nature of Work Means

Other than HR	HR
2.02	2.10

Table 209. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	140	42%	116	40%
Rarely	76	23%	64	22%
Sometimes	99	29%	89	31%
Often	15	4%	10	3%
Always	6	2%	12	4%
	336	100%	291	100%

63. Have there been instances when friends, political allies or close associates of an outgoing official were able to secure a position before the officials tenure ended?

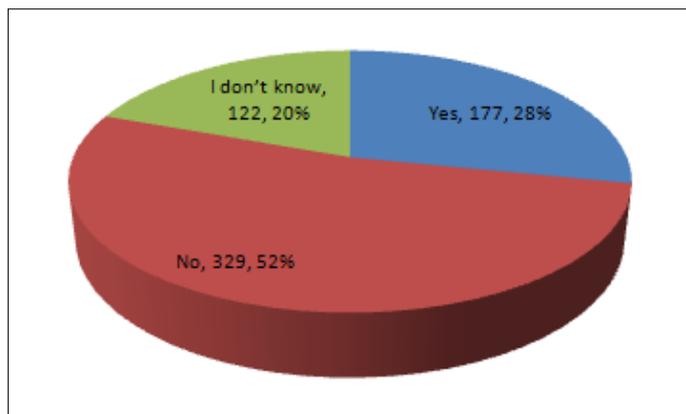


Figure 60

Figure 60 shows that 52% of the respondents say that there have been no instances when friends, political allies or close associates of an outgoing official were able to secure a position before the officials tenure ended. However, majority (54%) of those in the GOCCs report that this have occurred (Table 211).

Table 210. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	21	23%	128	30%	27	29%
No	39	43%	225	52%	56	60%
I don't know	31	34%	77	18%	11	12%
	91	100%	430	100%	94	100%

Table 211. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	76	23%	51	54%	75	38%	0	0%	9	31%
No	184	55%	31	33%	95	48%	0	0%	15	52%
I don't know	74	22%	13	14%	27	14%	1	100%	5	17%
	334	100%	95	100%	197	100%	1	100%	29	100%

Table 212. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	84	25%	93	32%
No	174	51%	155	53%
I don't know	80	24%	42	14%
	338	100%	290	100%

64. Is there a policy deterring the appointment of friends, party mates, or close associates of the appointing authority to appointive positions in your agency?

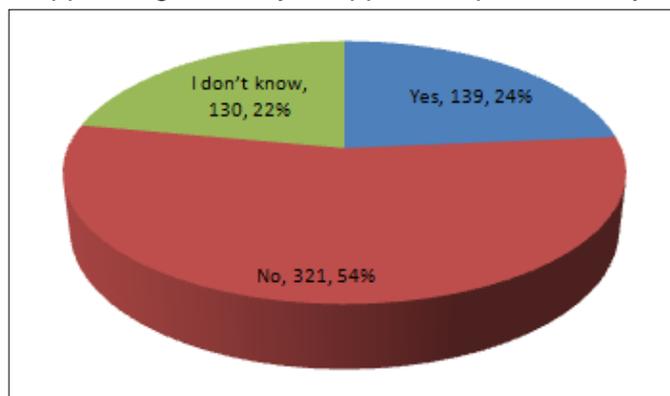


Figure 61

Fifty four percent of the total sample answered that there is no policy deterring the appointment of friends, party mates, or close associates of the appointing authority to appointive positions in their agencies (Figure 61). Nevertheless, 30% of those from GOCCs say that such policy exists in their agencies (Table 214).

Table 213. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	10	12%	95	23%	28	32%
No	41	48%	225	55%	52	59%
I don't know	34	40%	86	21%	8	9%
	85	100%	406	100%	88	100%

Table 214. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	76	24%	16	30%	40	21%	0	0%	6	22%
No	151	49%	22	41%	129	67%	1	100%	15	56%
I don't know	84	27%	16	30%	23	12%	0	0%	6	22%
	311	100%	54	100%	192	100%	1	100%	27	100%

Table 215. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	81	26%	58	21%
No	150	47%	171	63%
I don't know	86	27%	44	16%
	317	100%	273	100%

In practice, selection procedures are uniformly applied to those being considered for appointments.

66. Does the appointing authority observe the appointment of those chosen from among the top 5 ranking candidates assessed by the Personnel Selection Board (PSB)?

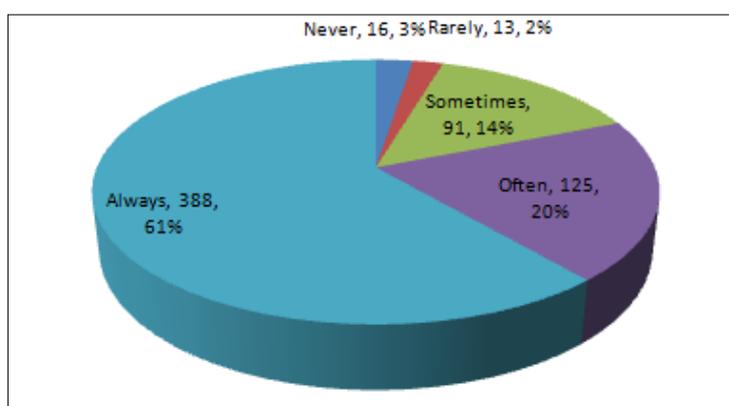


Figure 62

Based on Figure 62, 61% said that their appointing authorities observe the appointment of those chosen from among the top 5 ranking candidates assessed by the Personnel Selection Board (M = 4.35). Nevertheless, it appears that Level 3 employees significantly perceive this more positively than the Level 1 employees (Table 217). Also in Table 220, a lower percentage (57%) of LGU participants as compared to the percentages of the other sectors agrees that this is always followed.

Table 217. Position Level Means

Level 1	Level 2	Level 3
4.18*	4.33	4.58*

*Significant at $p < .05$

Table 218. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	1	1%	14	3%	1	1%
Rarely	6	7%	6	31%	1	1%
Sometimes	16	18%	63	14%	10	11%
Often	19	21%	93	21%	13	14%
Always	47	53%	259	60%	70	74%
	89	100%	435	130%	95	100%

Table 219. Sector Means

NGA	GOCC	LGU	LCU	SCU
4.41	4.37	4.20	1.00	4.83

Table 220. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	5	2%	2	3%	8	4%	1	100%	0	0%
Rarely	7	2%	0	0%	6	3%	0	0%	0	0%
Sometimes	38	11%	9	15%	40	20%	0	0%	1	3%
Often	78	23%	11	19%	33	16%	0	0%	3	10%
Always	204	61%	37	63%	116	57%	0	0%	25	86%
	332	100%	59	100%	203	100%	1	100%	29	100%

Table 221. Nature of Work Means

Other than HR	HR
4.35	4.36

Table 222. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	7	2%	9	3%
Rarely	7	2%	6	2%
Sometimes	51	15%	40	14%
Often	71	21%	54	18%
Always	205	60%	183	63%
	341	100%	292	100%

77. Have there been instances in your agency when appointments were issued without passing through the Personnel Selection Board's deliberation?

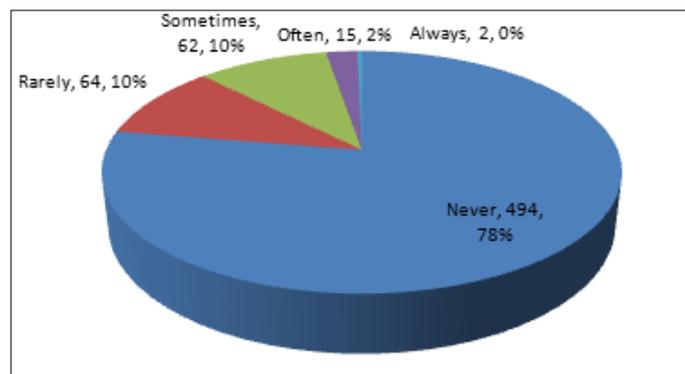


Figure 63

As shown in Figure 63, 78% of the sample answered that instances when appointments were issued without passing through the Personnel Selection Board's deliberation never happened (M = 1.38). Nonetheless 11% of Level 2 employees, 11% of those in the LGUs, and 10% of those working in HR perceive that this sometimes happen (Tables 224, 226, and 228).

Table 223. Position Level Means

Level 1	Level 2	Level 3
1.36	1.41	1.26

Table 224. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	68	76%	338	77%	78	81%
Rarely	12	13%	37	31%	12	13%
Sometimes	7	8%	48	11%	5	5%
Often	2	2%	12	3%	1	1%
Always	0	0%	2	0%	0	0%
	89	100%	437	123%	96	100%

Table 225. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.34	1.34	1.45	1.00	1.21

Table 226. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	263	78%	46	79%	155	77%	1	100%	24	83%
Rarely	38	11%	6	10%	14	7%	0	0%	4	14%
Sometimes	31	9%	4	7%	23	11%	0	0%	1	3%
Often	4	1%	2	3%	9	4%	0	0%	0	0%
Always	1	0%	0	0%	1	0%	0	0%	0	0%
	337	100%	58	100%	202	100%	1	100%	29	100%

Table 227. Nature of Work Means

Other than HR	HR
1.38	1.38

Table 228. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	266	78%	228	78%
Rarely	36	10%	28	10%
Sometimes	32	9%	30	10%
Often	7	2%	8	3%
Always	2	1%	0	0%
	343	100%	294	100%

In practice, individuals are appointed even though they have not been endorsed by politicians or top level executives.

67. Does an individual's chance of getting appointed in your office or agency become stronger if they are endorsed by politicians or top level executives?

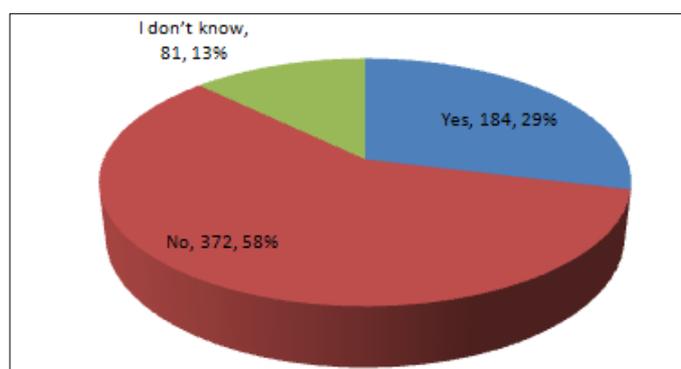


Figure 64

Results for this item show that 58% of respondents perceive that the chance of getting appointed does not become stronger if an individual is endorsed by politicians or top level executives (Figure 64). However, as compared to the other sectors, 44% of respondents in the LGUs perceive that chances of getting appointed become stronger if there are endorsements from politicians or executives (Table 230).

Table 229. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	23	25%	139	32%	19	20%
No	48	53%	243	56%	72	74%
I don't know	20	22%	54	12%	6	6%
	91	100%	436	100%	97	100%

Table 230. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	74	22%	11	18%	88	44%	1	100%	6	21%
No	212	63%	40	67%	99	49%	0	0%	18	62%
I don't know	51	15%	9	15%	15	7%	0	0%	5	17%
	337	100%	60	100%	202	100%	1	100%	29	100%

Table 231. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	86	25%	98	33%
No	200	58%	172	58%
I don't know	56	16%	25	8%
	342	100%	295	100%

68. How often are individuals who are endorsed by politicians or top level executives appointed?

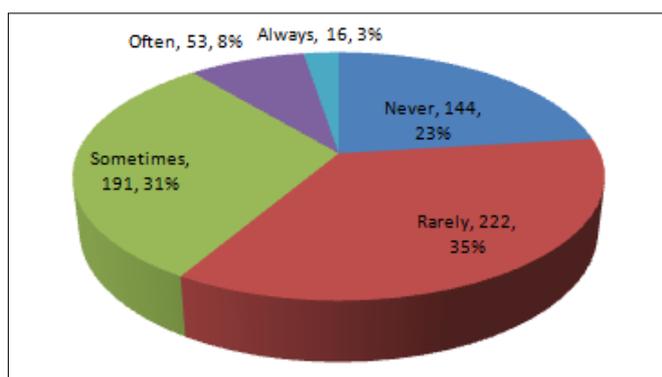


Figure 65

Based on Figure 65, 35% perceive that it rarely happens that individuals are appointed because of the endorsement of politicians or executives; however, another 31% answered that situations like these sometimes occur ($M = 2.32$). Of all the sectors, 53% of LGU respondents say that this happens sometimes to always (Table 235).

Table 232. Position Level Means

Level 1	Level 2	Level 3
2.37	2.34	2.20

Table 233. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	19	21%	96	22%	26	27%
Rarely	32	36%	152	31%	32	34%
Sometimes	29	32%	127	30%	31	33%
Often	7	8%	41	10%	4	4%
Always	3	3%	11	3%	2	2%
	90	100%	427	95%	95	100%

Table 234. Sector Means

NGA	GOCC	LGU	LCU	SCU
2.21	2.09	2.62	2.00	1.90

Table 235. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	87	27%	15	26%	28	14%	0	0%	13	45%
Rarely	117	36%	27	47%	66	33%	1	100%	8	28%
Sometimes	97	30%	12	21%	72	36%	0	0%	6	21%
Often	19	6%	4	7%	27	13%	0	0%	2	7%
Always	7	2%	0	0%	9	4%	0	0%	0	0%
	327	100%	58	100%	202	100%	1	100%	29	100%

Table 236. Nature of Work Means

Other than HR	HR
2.32	2.32

Table 237. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	82	24%	62	21%
Rarely	111	33%	111	38%
Sometimes	105	31%	86	30%
Often	29	9%	24	8%
Always	9	3%	7	2%
	336	100%	290	100%

76. Does your agency's Merit Promotion Plan include provisions that would prevent the appointing authority or authorities from abusing their power in issuing appointments?

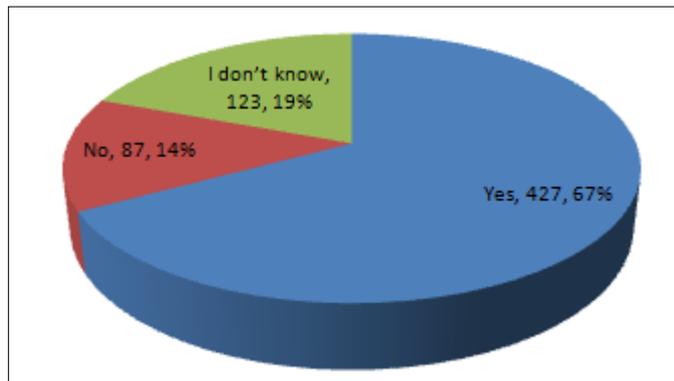


Figure 66

Results shown in Figure 66 point out that 67% said that their Merit Promotion Plan has provisions that would prevent appointing authorities to abuse their power in issuing appointments. Less than 50% of Level 1 employees, however, perceive that these provisions exist (Table 238).

Table 238. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	45	49%	300	69%	73	75%
No	14	15%	62	14%	10	10%
I don't know	32	35%	73	17%	14	14%
	91	100%	435	100%	97	100%

Table 239. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	213	63%	40	67%	141	70%	1	100%	27	93%
No	51	15%	4	7%	30	15%	0	0%	1	3%
I don't know	72	21%	16	27%	30	15%	0	0%	1	3%
	336	100%	60	100%	201	100%	1	100%	29	100%

Table 240. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	215	63%	212	72%
No	37	11%	50	17%
I don't know	92	27%	31	11%
	344	100%	293	100%

78. How would you rate your agency in terms of effectiveness in implementing the policy limiting the discretion of the appointing authority power in the issuance of appointments?

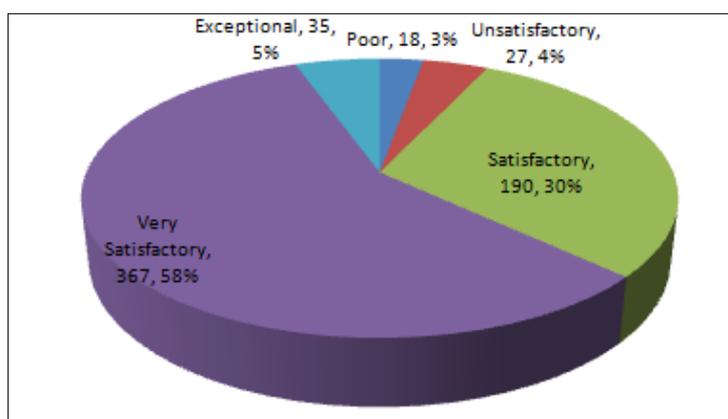


Figure 67

In terms of rating their agencies' effectiveness in implementing the policy limiting the discretion or power of appointing authorities in issuing appointments, 58% said that this is "very satisfactory;" however, the average for this item is 3.59, which falls under "satisfactory" in the scale.

Table 241. Position Level Means

Level 1	Level 2	Level 3
3.50	3.59	3.63

Table 242. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Poor	2	2%	14	3%	2	2%
Un satisfactory	4	4%	20	5%	2	2%
Satisfactory	37	41%	122	28%	27	28%
Very Satisfactory	41	46%	256	58%	62	65%
Exceptional	6	7%	26	6%	2	2%
	90	100%	438	100%	95	100%

Table 243. Sector Means

NGA	GOCC	LGU	LCU	SCU
3.60	3.60	3.53	4.00	3.79

Table 244. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Poor	11	3%	2	3%	5	2%	0	0%	0	0%
Un satisfactory	11	3%	4	7%	11	5%	0	0%	0	0%
Satisfactory	100	30%	15	25%	63	31%	0	0%	8	28%
Very Satisfactory	192	57%	34	57%	116	58%	1	100%	19	66%
Exceptional	22	7%	5	8%	6	3%	0	0%	2	7%
	336	100%	60	100%	201	100%	1	100%	29	100%

Table 245. Nature of Work Means

Other than HR	HR
3.55	3.64

Table 246. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Poor	12	3%	6	2%
Unsatisfactory	14	4%	13	4%
Satisfactory	105	31%	85	29%
Very Satisfactory	199	58%	168	57%
Exceptional	13	4%	22	7%
	343	100%	294	100%

79. How would you rate your agency head/appointing authority in his/her exercise of discretion in the issuance of appointments?

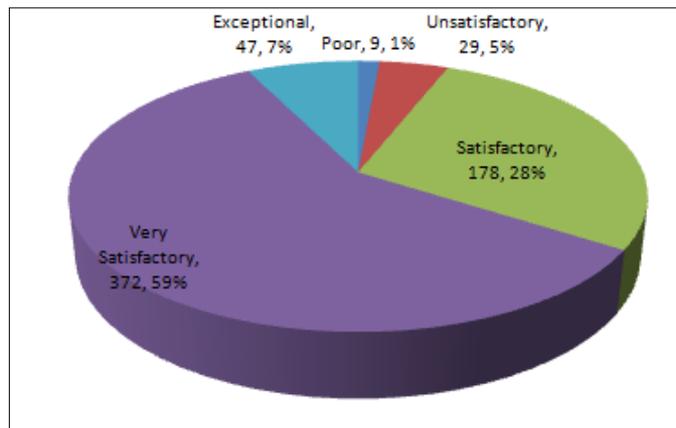


Figure 68

In terms of rating their agencies' heads on the exercise of discretion in the issuance of appointments, 59% gave a rating of very satisfactory; however, the average for this item is 3.66, which falls under "satisfactory" in the scale (Figure 68).

Table 247. Position Level Means

Level 1	Level 2	Level 3
3.56	3.66	3.74

Table 248. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Poor	1	1%	6	1%	2	2%
Unsatisfactory	5	6%	22	5%	2	2%
Satisfactory	33	37%	119	27%	21	22%
Very Satisfactory	45	50%	254	58%	65	68%
Exceptional	6	7%	34	8%	6	6%
	90	100%	435	100%	96	100%

Table 249. Sector Means

NGA	GOCC	LGU	LCU	SCU
3.67	3.65	3.64	4.00	3.82

Table 250. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Poor	8	2%	0	0%	1	0%	0	0%	0	0%
Unsatisfactory	15	4%	4	7%	10	5%	0	0%	0	0%
Satisfactory	88	26%	19	32%	58	29%	0	0%	8	29%
Very Satisfactory	194	58%	31	52%	124	62%	1	100%	17	61%
Exceptional	30	9%	6	10%	8	4%	0	0%	3	11%
	335	100%	60	100%	201	100%	1	100%	28	100%

Table 251. Nature of Work Means

Other than HR	HR
3.64	3.68

Table 252. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Poor	6	2%	3	1%
Unsatisfactory	16	5%	13	4%
Satisfactory	95	28%	83	28%
Very Satisfactory	201	59%	171	58%
Exceptional	22	6%	25	8%
	340	100%	295	100%

In practice, positions in the agency/office cannot be created for the purpose of appointing certain individuals.

75. Have there been instances in your agency wherein positions were created or reclassified in order to accommodate certain individuals?

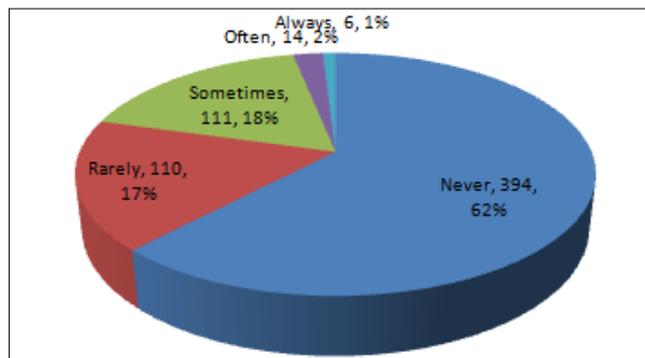


Figure 69

When it comes to instances wherein positions were created to accommodate certain individuals, 62% of the total sample said this has never occurred (Figure 69).

Mean for this item was 1.63. However, it appears that those who do not work in HR look at this more positively than those are in HR (Table 257).

Table 253. Position Level Means

Level 1	Level 2	Level 3
1.75	1.64	1.46

Table 254. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	50	57%	265	61%	68	70%
Rarely	16	18%	78	31%	15	15%
Sometimes	18	20%	78	18%	12	12%
Often	2	2%	10	2%	2	2%
Always	2	2%	4	1%	0	0%
	88	100%	435	113%	97	100%

Table 255. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.40	1.55	2.00	1.00	1.69

Table 256. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	245	73%	39	65%	89	44%	1	100%	16	55%
Rarely	50	15%	9	15%	43	21%	0	0%	7	24%
Sometimes	35	10%	12	20%	54	27%	0	0%	5	17%
Often	3	1%	0	0%	10	5%	0	0%	1	3%
Always	1	0%	0	0%	5	2%	0	0%	0	0%
	334	100%	60	100%	201	100%	1	100%	29	100%

Table 257. Nature of Work Means

Other than HR	HR
1.55*	1.72*

*Significant at $p < .05$

Table 258. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	221	65%	173	59%
Rarely	63	18%	47	16%
Sometimes	51	15%	60	20%
Often	5	1%	9	3%
Always	2	1%	4	1%
	342	100%	293	100%

In practice, appointment results are posted in the agency/office.

80. Does your agency post the list of appointees or promoted employees?

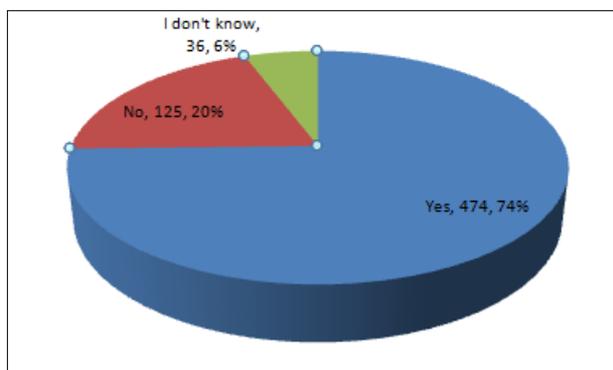


Figure 70

Figure 70 shows that 74% of the respondents said that the list of appointed or promoted employees are posted. Among the position levels, 25% of Level 1 employees and 25% of LGU respondents answered that this list is not posted; 23% of those in HR also answered that this is not done (Tables 259 to 261).

Table 259. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	55	62%	333	77%	77	79%
No	22	25%	83	19%	17	18%
I don't know	12	13%	19	4%	3	3%
	89	100%	435	100%	97	100%

Table 260. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	259	77%	46	77%	140	70%	0	0%	24	83%
No	54	16%	11	18%	50	25%	1	100%	5	17%
I don't know	22	7%	3	5%	10	5%	0	0%	0	0%
	335	100%	60	100%	200	100%	1	100%	29	100%

Table 261. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	258	75%	216	74%
No	59	17%	66	23%
I don't know	28	8%	8	3%
	345	100%	290	100%

82. Have there been instances when the list of appointees was *not* posted?

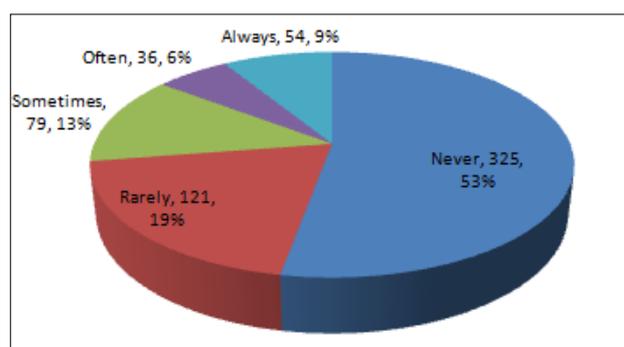


Figure 71

When asked if there have been instances when the list of appointees was not posted, 53% replied that this has never occurred ($M = 1.98$; Figure 71). However, only 46% of those in Level 1 perceive that this never occurs (Table 263).

Table 262. Position Level Means

Level 1	Level 2	Level 3
2.13	1.98	1.85

Table 263. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	41	46%	227	54%	51	55%
Rarely	17	19%	79	31%	23	25%
Sometimes	16	18%	57	13%	5	5%
Often	8	9%	21	5%	7	8%
Always	7	8%	40	9%	6	7%
	89	100%	424	112%	92	100%

Table 264. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.91	1.95	2.09	4.00	1.85

Table 265. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	169	52%	34	58%	106	54%	0	0%	14	52%
Rarely	75	23%	11	19%	28	14%	0	0%	5	19%
Sometimes	39	12%	5	8%	27	14%	0	0%	6	22%
Often	17	5%	1	2%	14	7%	1	100%	2	7%
Always	22	7%	8	14%	23	12%	0	0%	0	0%
	322	100%	59	100%	198	100%	1	100%	27	100%

Table 266. Nature of Work Means

Other than HR	HR
1.93	2.04

Table 267. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	178	54%	147	52%
Rarely	68	21%	53	19%
Sometimes	38	12%	41	14%
Often	21	6%	15	5%
Always	25	8%	29	10%
	330	100%	285	100%

Promotion Indicators

In practice, promotion procedures and results are communicated in the agency/office.

24. Does your agency conduct orientation/briefing on the Rules and Procedures on Promotion?

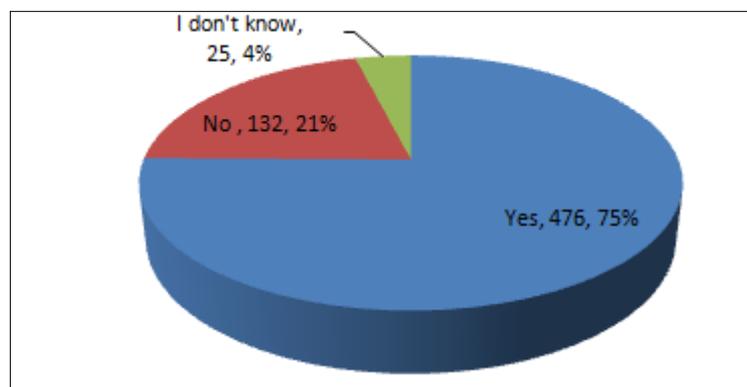


Figure 72

When it comes to conducting orientations on the rules and procedures in promotion, 75% said that their agencies conduct this (Figure 72). Thirty one percent of Level 1 employees, however, said that this is not being conducted (Table 268).

Table 268. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	57	63%	331	77%	76	78%
No	28	31%	83	19%	20	21%
I don't know	6	7%	18	4%	1	1%
	91	100%	432	100%	97	100%

Table 269. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	243	72%	44	73%	155	78%	1	100%	26	90%
No	73	22%	14	23%	41	21%	0	0%	3	10%
I don't know	21	6%	2	3%	2	1%	0	0%	0	0%
	337	100%	60	100%	198	100%	1	100%	29	100%

Table 270. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	255	74%	221	76%
No	72	21%	60	21%
I don't know	17	5%	8	3%
	344	100%	289	100%

In practice, there is policy or system deterring the presentation of fake credentials in promotions.

48. There are control measures or a system to check the authenticity of documents (e.g. transcript of records, diploma, certificates, etc.) submitted by employment applicants for promotion in my office or agency.

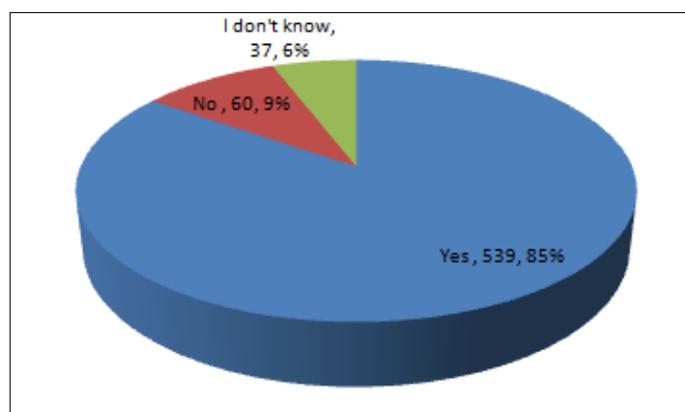


Figure 73

Eighty five percent of the respondents replied that there are control measures or system to check the authenticity of documents for promotion (Figure 73). There were 13% of HR employees, however, who answered that these measures do not exist (Table 271).

Table 271. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	72	78%	370	85%	85	88%
No	6	7%	45	10%	9	9%
I don't know	14	15%	19	4%	3	3%
	92	100%	434	100%	97	100%

Table 272. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	287	85%	47	80%	174	85%	1	100%	23	82%
No	26	8%	8	14%	21	10%	0	0%	4	14%
I don't know	23	7%	4	7%	9	4%	0	0%	1	4%
	336	100%	59	100%	204	100%	1	100%	28	100%

Table 273. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	295	85%	244	84%
No	22	6%	38	13%
I don't know	29	8%	8	3%
	346	100%	290	100%

52. Have there been instances when your agency discovered that fake credentials were presented for promotion purposes?

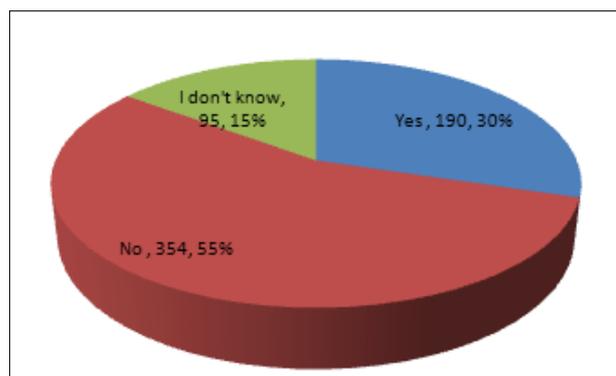


Figure 74

In terms of discovering fake credentials that were presented for promotion, 55% said that this has never occurred in their agencies (Figure 74). Nevertheless, 32% of Level 3 employees, 31% in the GOCCs, and 32% of those in the LGUs answered that this has happened (Tables 274 and 275). Moreover, 33% of those in HR also noted that these have occurred (Table 262).

Table 274. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	24	26%	128	29%	31	32%
No	41	45%	252	58%	57	58%
I don't know	26	29%	57	13%	10	10%
	91	100%	437	100%	98	100%

Table 275. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	97	29%	18	31%	65	32%	0	0%	5	17%
No	178	53%	32	54%	120	59%	0	0%	22	76%
I don't know	63	19%	9	15%	18	9%	1	100%	2	7%
	338	100%	59	100%	203	100%	1	100%	29	100%

Table 276. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	93	27%	97	33%
No	178	52%	176	60%
I don't know	73	21%	22	7%
	344	100%	295	100%

53. How often were fake credentials allowed to be used for promotion purposes?

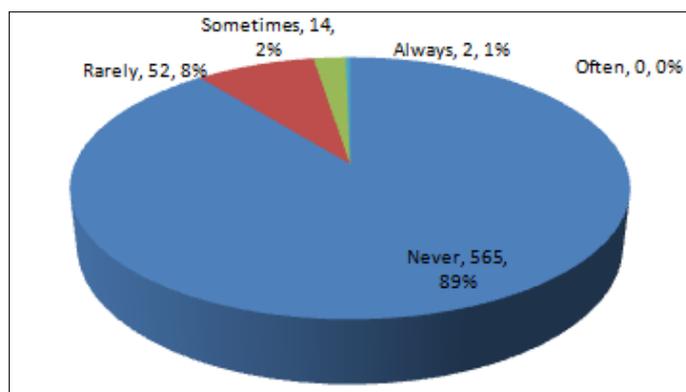


Figure 75

When asked how often fake credentials were allowed to be used for promotion, 89% said this has never been allowed (Figure 75). Mean for this item was 1.14. Indeed, looking at it by position level, sector, and nature of work, more than 80% of the respondents in these groups replied that this has never happened.

Table 277. Position Level Means

Level 1	Level 2	Level 3
1.10	1.14	1.16

Table 278. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	81	91%	386	89%	85	89%
Rarely	7	8%	36	31%	9	9%
Sometimes	1	1%	11	3%	1	1%
Often	0	0%	0	0%	0	0%
Always	0	0%	1	0%	1	1%
	89	100%	434	123%	96	100%

Table 279. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.12	1.12	1.15	2.00	1.28

Table 266. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	297	89%	53	90%	183	90%	0	0%	24	83%
Rarely	29	9%	5	8%	12	6%	1	100%	4	14%
Sometimes	6	2%	1	2%	7	3%	0	0%	0	0%
Often	0	0%	0	0%	0	0%	0	0%	1	3%
Always	0	0%	0	0%	1	0%	0	0%	0	0%
	332	100%	59	100%	203	100%	1	100%	29	100%

Table 280. Nature of Work Means

Other than HR	HR
1.16	1.12

Table 281. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	301	88%	264	90%
Rarely	30	9%	22	8%
Sometimes	8	2%	6	2%
Often	0	0%	0	0%
Always	2	1%	0	0%
	341	100%	292	100%

In practice, employees who are qualified are considered for promotion.

84. Does your promotion system automatically consider qualified next-in-rank incumbents?

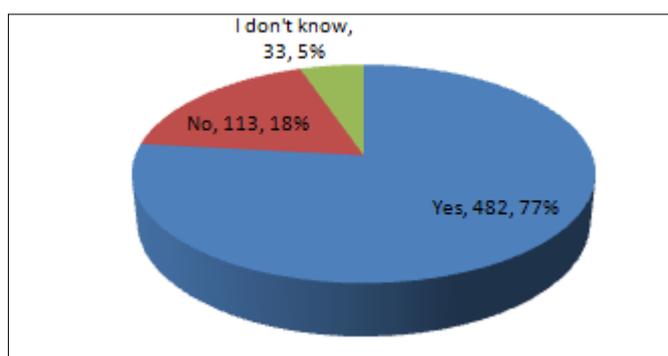


Figure 76

Figure 76 shows that 77% of the total sample said that qualified next-in-rank incumbents are automatically considered for promotion. Nonetheless, only 65% of Level 1 employees said that this happens (Table 282).

Table 282. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	59	65%	334	78%	76	79%
No	18	20%	77	18%	18	19%
I don't know	14	15%	17	4%	2	2%
	91	100%	428	100%	96	100%

Table 283. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	258	77%	49	86%	148	74%	0	0%	20	71%
No	58	17%	4	7%	40	20%	1	100%	8	29%
I don't know	17	5%	4	7%	12	6%	0	0%	0	0%
	333	100%	57	100%	200	100%	1	100%	28	100%

Table 284. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	261	76%	221	77%
No	57	17%	56	20%
I don't know	24	7%	9	3%
	342	100%	286	100%

85. How often do qualified next-in-rank employees get considered for promotion?

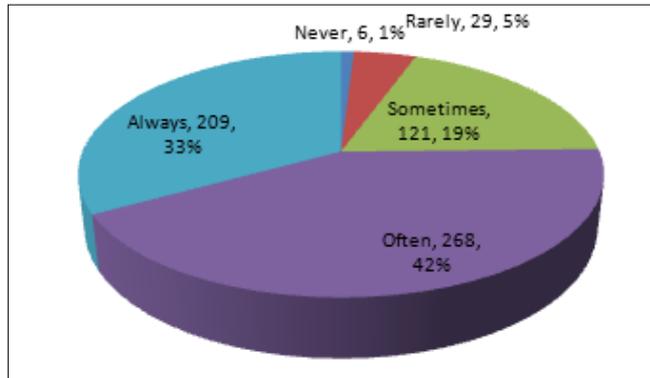


Figure 77

In terms of the frequency by which qualified next-in-rank employees are considered for promotion, 42% said that this happens often (M = 4.02). However, those in Level 1 significantly consider that this occurs less frequently than how Level 2 and 3 employees see it (Table 285).

Table 285. Position Level Means

Level 1	Level 2	Level 3
3.76*	4.03*	4.17*

*Significant difference at $p < .05$

Table 286. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	1	1%	4	1%	1	1%
Rarely	9	10%	18	31%	2	2%
Sometimes	24	27%	82	19%	14	15%
Often	33	37%	185	43%	42	44%
Always	23	26%	145	33%	37	39%
	90	100%	434	127%	96	100%

Table 287. Sector Means

NGA	GOCC	LGU	LCU	SCU
4.04	4.09	3.99	4.00	3.93

Table 288. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	4	1%	1	2%	0	0%	0	0%	1	3%
Rarely	15	4%	2	3%	8	4%	0	0%	4	14%
Sometimes	62	19%	9	16%	46	23%	0	0%	2	7%
Often	138	41%	25	43%	88	44%	1	100%	11	38%
Always	116	35%	21	36%	59	29%	0	0%	11	38%
	335	100%	58	100%	201	100%	1	100%	29	100%

Table 289. Nature of Work Means

Other than HR	HR
4.05	3.98

Table 290. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	3	1%	3	1%
Rarely	15	4%	14	5%
Sometimes	64	19%	57	20%
Often	138	40%	130	45%
Always	121	35%	88	30%
	341	100%	292	100%

In practice, the promotion policies, rules and procedures are followed.

25. Are these promotion policies/rules and procedures implemented/followed in your agency?

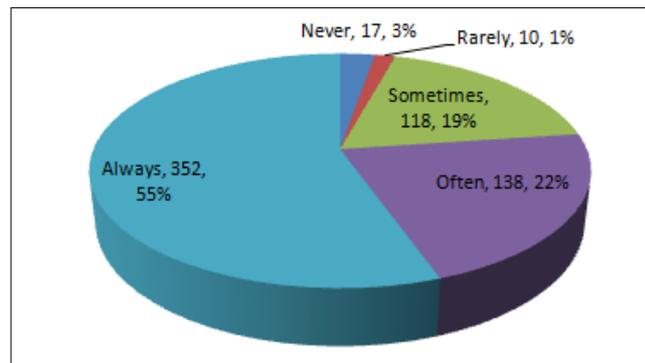


Figure 78

In terms of their perception on the promotion policies and procedures being followed, 55% said that these are followed (M = 4.26). Nevertheless, Level 3 employees perceive this more positively than Level 1 employees (Table 291). Also, compared to the other sectors, only 51% of the respondents from the LGUs said that these rules and procedures are being followed (Table 294).

Table 291. Position Level Means

Level 1	Level 2	Level 3
4.01*	4.25	4.45*

*Significant difference at p<.05

Table 292. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	5	5%	9	2%	3	3%
Rarely	1	1%	8	31%	1	1%
Sometimes	25	27%	84	19%	9	9%
Often	17	19%	97	22%	20	21%
Always	43	47%	237	54%	64	66%
	91	100%	435	129%	97	100%

Table 293. Sector Means

NGA	GOCC	LGU	LCU	SCU
4.31	4.19	4.18	5.00	4.34

Table 294. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	6	2%	5	9%	4	2%	0	0%	2	7%
Rarely	8	2%	0	0%	1	1%	0	0%	1	3%
Sometimes	56	16%	6	10%	53	27%	0	0%	1	3%
Often	75	22%	15	26%	40	20%	0	0%	6	21%
Always	195	57%	32	55%	102	51%	1	100%	19	66%
	340	100%	58	100%	200	100%	1	100%	29	100%

Table 295. Nature of Work Means

Other than HR	HR
4.21	4.31

Table 296. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	10	3%	7	2%
Rarely	7	2%	3	1%
Sometimes	70	20%	48	16%
Often	70	20%	68	23%
Always	186	54%	166	57%
	343	100%	292	100%

Performance Evaluation Indicators

In practice, there are policies and procedures regarding performance evaluation in the agency/office.

86. Does your office or agency have a Performance Evaluation System (PES) in place?

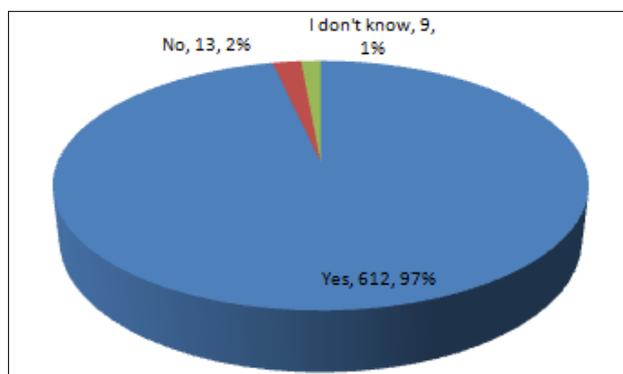


Figure 79

As shown in Figure 79, 97% said that their agency has a Performance Evaluation System (PES).

Table 297. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	86	95%	417	96%	95	99%
No	1	1%	11	3%	1	1%
I don't know	4	4%	5	1%	0	0%
	91	100%	433	100%	96	100%

Table 298. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	326	97%	53	90%	195	98%	1	100%	27	93%
No	4	1%	4	7%	3	2%	0	0%	2	7%
I don't know	5	1%	2	3%	2	1%	0	0%	0	0%
	335	100%	59	100%	200	100%	1	100%	29	100%

Table 299. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	327	95%	285	98%
No	7	2%	6	2%
I don't know	9	3%	0	0%
	343	100%	291	100%

In practice, performance ratings are given objectively and not because of affiliations or relationships.

98. Have there been instances when employees' performance ratings were favorably influenced by political affiliation?

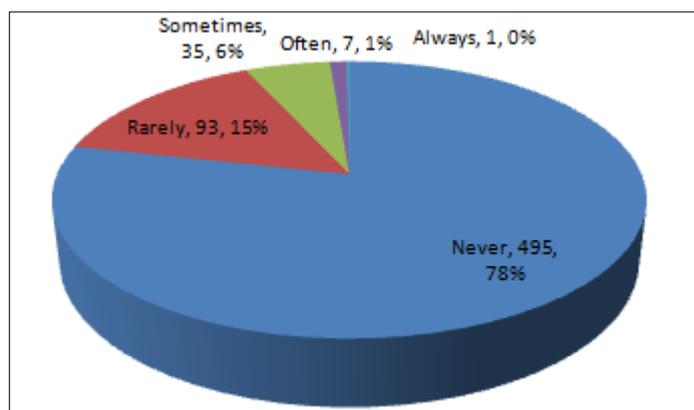


Figure 80

As shown in Figure 80, 78% said that there have never been instances when employees' performance ratings were influenced by political affiliations (M = 1.30).

Table 300. Position Level Means

Level 1	Level 2	Level 3
1.33	1.29	1.26

Table 301. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	69	78%	340	78%	77	81%
Rarely	11	13%	68	31%	12	13%
Sometimes	6	7%	22	5%	5	5%
Often	2	2%	4	1%	1	1%
Always	0	0%	1	0%	0	0%
	88	100%	435	115%	95	100%

Table 302. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.24	1.23	1.37	2.00	1.48

Table 303. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	271	82%	48	80%	151	75%	0	0%	20	69%
Rarely	43	13%	10	17%	31	15%	1	100%	6	21%
Sometimes	15	5%	2	3%	15	7%	0	0%	1	3%
Often	2	1%	0	0%	3	1%	0	0%	2	7%
Always	0	0%	0	0%	1	0%	0	0%	0	0%
	331	100%	60	100%	201	100%	1	100%	29	100%

Table 304. Nature of Work Means

Other than HR	HR
1.30	1.30

Table 305. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	263	78%	232	79%
Rarely	55	16%	38	13%
Sometimes	15	4%	20	7%
Often	4	1%	3	1%
Always	1	0%	0	0%
	338	100%	293	100%

99. Have there been instances when employees' performance ratings were favorably influenced by affiliation with supervisors or officials?

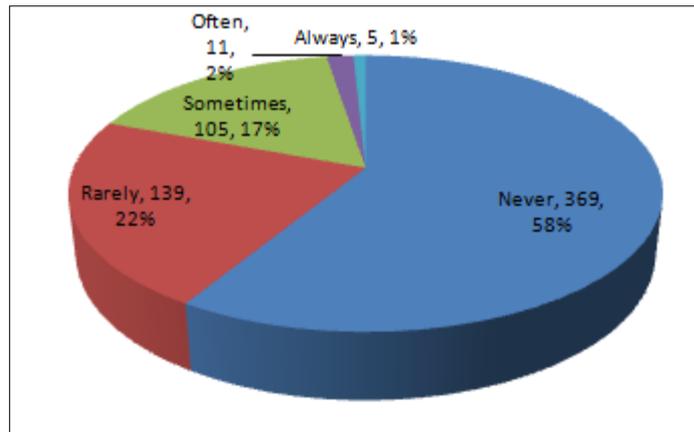


Figure 81

Results for this item show (Figure 81) that 58% of the respondents perceive that there have never been instances when employees' performance ratings were influenced by affiliation with supervisors or officials ($M = 1.64$). However, it appears that those who do not work in HR has a more positive view on this than those who work in HR (Table 310).

Table 306. Position Level Means

Level 1	Level 2	Level 3
1.62	1.66	1.57

Table 307. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	53	59%	249	58%	60	63%
Rarely	20	22%	98	31%	18	19%
Sometimes	15	17%	70	16%	17	18%
Often	2	2%	8	2%	1	1%
Always	0	0%	5	1%	0	0%
	90	100%	430	108%	96	100%

Table 308. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.61	1.52	1.65	3.00	1.93

Table 309. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	198	60%	37	62%	117	59%	0	0%	16	55%
Rarely	69	21%	16	27%	45	23%	0	0%	4	14%
Sometimes	61	18%	6	10%	29	15%	1	100%	5	17%
Often	2	1%	1	2%	5	3%	0	0%	3	10%
Always	1	0%	0	0%	3	2%	0	0%	1	3%
	331	100%	60	100%	199	100%	1	100%	29	100%

Table 310. Nature of Work Means

Other than HR	HR
1.57*	1.72*

*Significant difference at $p < .05$

Table 311. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	208	61%	161	56%
Rarely	78	23%	61	21%
Sometimes	46	14%	59	20%
Often	7	2%	4	1%
Always	1	0%	4	1%
	340	100%	289	100%

In practice, performance ratings are given objectively and not because of "favors" or payment.

100. Have there been instances when an employee was rated favorably because he/she granted a favor(s) to the rater?

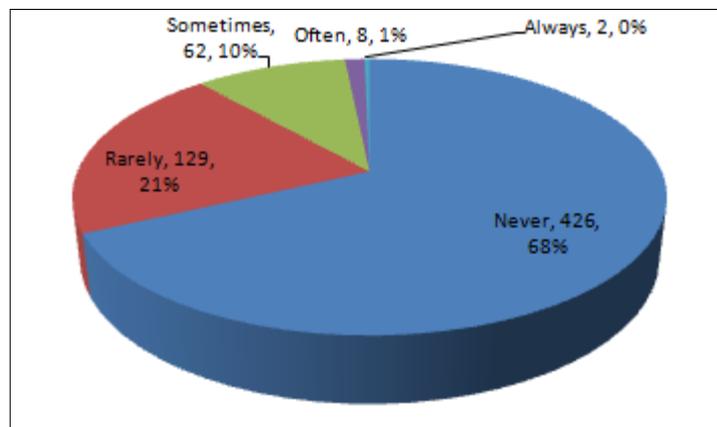


Figure 82

Based on Figure 82, 68% of the respondents answered that there have never been instances when an employee was rated favorably because he/she granted a favor(s) to the rater (M = 1.45). Nevertheless, there are those who answered that it happens but rarely (21%) and sometimes (10%).

Table 312. Position Level Means

Level 1	Level 2	Level 3
1.53	1.47	1.34

Table 313. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	58	64%	287	67%	71	75%
Rarely	29	32%	92	31%	16	17%
Sometimes	1	1%	43	10%	8	8%
Often	3	3%	5	1%	0	0%
Always	0	0%	2	0%	0	0%
	91	100%	429	110%	95	100%

Table 314. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.44	1.47	1.43	1.00	1.71

Table 315. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	227	68%	39	66%	140	70%	1	100%	16	57%
Rarely	69	21%	14	24%	37	19%	0	0%	6	21%
Sometimes	33	10%	4	7%	19	10%	0	0%	4	14%
Often	2	1%	2	3%	2	1%	0	0%	2	7%
Always	1	0%	0	0%	1	1%	0	0%	0	0%
	332	100%	59	100%	199	100%	1	100%	28	100%

Table 316. Nature of Work Means

Other than HR	HR
1.40	1.52

Table 317. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	245	72%	181	63%
Rarely	62	18%	67	23%
Sometimes	28	8%	34	12%
Often	5	1%	3	1%
Always	1	0%	1	0%
	341	100%	286	100%

101. Have there been instances when an employee was rated favorably because he/she paid the rater?

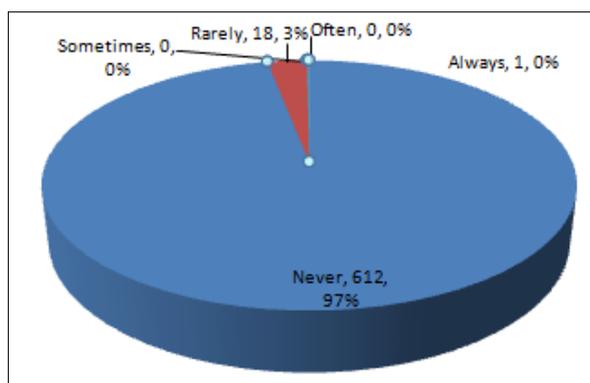


Figure 83

Results show that majority (97%) of the respondents said that instances when an employee was rated favorably because he/she paid the rater have never happened ($M = 1.03$; Figure 83). However, there are indications that this does happen but is quite rare (18% of total respondents).

Table 318. Position Level Means

Level 1	Level 2	Level 3
1.04	1.03	1.04

Table 319. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	86	96%	422	97%	91	96%
Rarely	4	4%	10	2%	4	4%
Sometimes	0	0%	0	0%	0	0%
Often	0	0%	0	0%	0	0%
Always	0	0%	1	0%	0	0%
	90	100%	433	100%	95	100%

Table 320. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.04	1.03	1.03	1.00	1.00

Table 308. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	319	96%	57	97%	198	98%	1	100%	28	100%
Rarely	13	4%	2	3%	3	1%	0	0%	0	0%
Sometimes	0	0%	0	0%	0	0%	0	0%	0	0%
Often	0	0%	0	0%	0	0%	0	0%	0	0%
Always	0	0%	0	0%	1	0%	0	0%	0	0%
	332	100%	59	100%	202	100%	1	100%	28	100%

Table 321. Nature of Work Means

Other than HR	HR
1.05	1.02

Table 322. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	327	96%	285	98%
Rarely	12	4%	6	2%
Sometimes	0	0%	0	0%
Often	0	0%	0	0%
Always	1	0%	0	0%
	340	100%	291	100%

In practice, there is a regular review of the performance management system in the office/agency.

102. Is there a system for reviewing and evaluating the effectiveness of your agency's Performance Evaluation System (PES)?

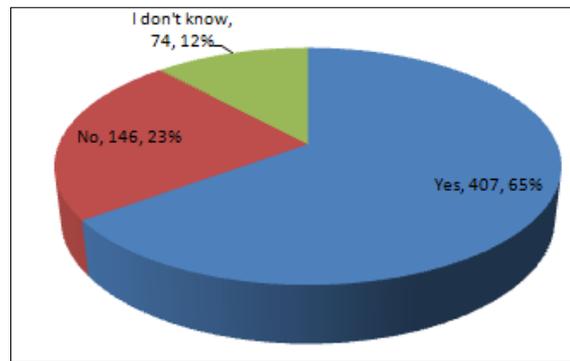


Figure 84

In terms of having a system for reviewing and evaluating the effectiveness of their agencies' PES, 65% said that this system exists (Figure 84). However, there are still those (23%) who said that this do not exist in their agencies and those who say that they are not aware (12%) whether the system exists or not.

Table 323. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Yes	61	66%	277	65%	60	63%
No	11	12%	110	26%	23	24%
I don't know	20	22%	41	10%	12	13%
	92	100%	428	100%	95	100%

Table 324. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Yes	205	62%	38	64%	143	72%	0	0%	18	64%
No	79	24%	12	20%	43	22%	1	100%	7	25%
I don't know	47	14%	9	15%	14	7%	0	0%	3	11%
	331	100%	59	100%	200	100%	1	100%	28	100%

Table 325. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Yes	219	64%	188	66%
No	62	18%	84	29%
I don't know	60	18%	14	5%
	341	100%	286	100%

103. Have there been instances when your agency reviewed or evaluated its Personnel Evaluation System (PES)?

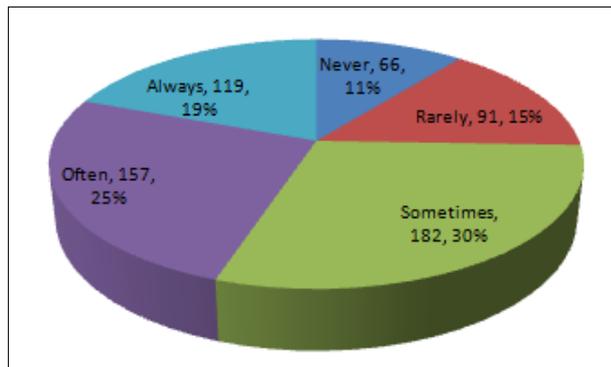


Figure 85

In terms of the frequency at which their PES are reviewed, 30% of the respondents answered “sometimes” (M = 3.28; Figure 85). Level 3 employees also appear to answer that this less often occurs than Level 1 employees (Table 326).

Table 326. Position Level Means

Level 1	Level 2	Level 3
3.66*	3.18	3.42*

*Significant difference at $p < 0.05$

Table 327. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	2	2%	54	13%	8	9%
Rarely	13	15%	66	31%	10	11%
Sometimes	23	26%	127	30%	30	33%
Often	25	28%	102	24%	23	25%
Always	25	28%	73	17%	21	23%
	88	100%	422	115%	92	100%

Table 328. Sector Means

NGA	GOCC	LGU	LCU	SCU
3.24	3.21	3.40	2.00	3.32

Table 329. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	34	11%	8	14%	21	11%	0	0%	1	4%
Rarely	51	16%	7	12%	24	12%	1	100%	5	18%
Sometimes	96	30%	16	28%	59	30%	0	0%	9	32%
Often	82	26%	19	33%	44	22%	0	0%	10	36%
Always	57	18%	8	14%	51	26%	0	0%	3	11%
	320	100%	58	100%	199	100%	1	100%	28	100%

Table 330. Nature of Work Means

Other than HR	HR
3.27	3.29

Table 331. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	41	12%	25	9%
Rarely	50	15%	41	14%
Sometimes	84	25%	98	35%
Often	90	27%	67	24%
Always	66	20%	53	19%
	331	100%	284	100%

In practice, policies, procedures and proceedings regarding performance evaluation are communicated in the agency/office.

104. Does your agency post the results of Performance Evaluation Ratings?

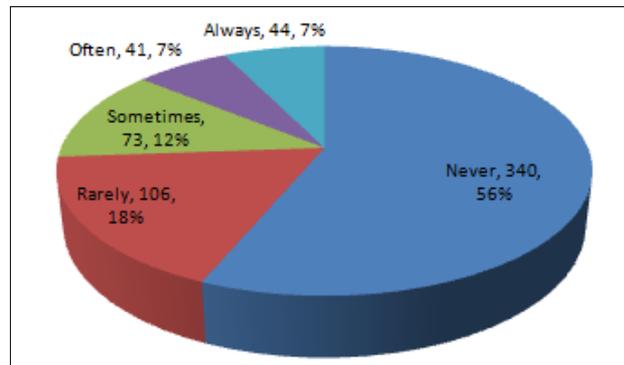


Figure 86

Majority (56%) of the respondents said that results of performance ratings have never been posted (M = 1.91; Figure 86).

Table 332. Position Level Means

Level 1	Level 2	Level 3
2.15	1.84	1.97

Table 333. Responses by Position Level

Responses	Level 1		Level 2		Level 3	
	FRQ	%	FRQ	%	FRQ	%
Never	43	49%	248	60%	44	48%
Rarely	11	13%	67	31%	26	29%
Sometimes	16	18%	46	11%	7	8%
Often	11	13%	21	5%	8	9%
Always	6	7%	31	8%	6	7%
	87	100%	413	115%	91	100%

Table 334. Sector Means

NGA	GOCC	LGU	LCU	SCU
1.90	1.85	1.95	1.00	2.08

Table 335. Responses by Sector

Responses	NGA		GOCC		LGU		LCU		SCU	
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	FRQ	%
Never	176	56%	33	56%	111	56%	1	100%	12	48%
Rarely	59	19%	12	20%	30	15%	0	0%	5	20%
Sometimes	31	10%	8	14%	28	14%	0	0%	4	16%
Often	24	8%	2	3%	13	7%	0	0%	2	8%
Always	22	7%	4	7%	16	8%	0	0%	2	8%
	312	100%	59	100%	198	100%	1	100%	25	100%

Table 336. Nature of Work Means

Other than HR	HR
1.97	1.85

Table 337. Responses by Nature of Work

Responses	Other than HR		HR	
	FRQ	%	FRQ	%
Never	170	52%	170	61%
Rarely	68	21%	38	14%
Sometimes	40	12%	33	12%
Often	25	8%	16	6%
Always	23	7%	21	8%
	326	100%	278	100%

ANALYSIS

Existing Laws, Policies and Mechanisms

In general, results showed that the respondents perceived that there are indeed existing laws, policies and mechanisms that safeguard integrity. This can be seen in the relatively high (more than 60%) of respondents who said that their agencies have laws, policies and mechanisms such as:

- Merit Promotion Plan (97%)
 - Merit Promotion Plan has provisions that would prevent appointing authorities to abuse their power in issuing appointments (67%) Less than 50% of Level 1 employees, however, perceive that these provisions exist

- Personnel Selection Board (98%)
 - PSB internal rules and procedures (90%)
 - Policies that promote the integrity and independence of PSB (84%)

- Pre-employment examinations (74%)
 - Measures to safeguard the integrity, confidentiality and objectivity of pre-employment examinations (82%)

- Background checks (73%)

- Control measures that check for the authenticity of documents submitted for –
 - Appointment purposes (87%)
 - Promotion purposes (85%)

- Mechanism ensuring that appointing authorities do not abuse their power in issuing appointments (66%)

- Policy where qualified next-in-rank incumbents automatically considered for promotion (77%)

- Performance Evaluation System or PES (97%)

The results of the survey appear to support the results of the 2008 Global Integrity Scorecard on the Civil Service sub-category where almost all the indicators

for the “in law” indicators garnered a perfect score of 100, signifying that there are indeed existing laws and policies in place that safeguard integrity.

Effectiveness of Laws, Policies and Mechanisms

Results on the effectiveness of these laws, policies and mechanisms are varied and somewhat contradictory. First, even though 81% of the respondents believe that their agencies’ recruitment, selection and promotion guidelines are being strictly followed, only 50% of the total sample said that they consider their Human Resource policies and procedures 90-100% effective in ensuring integrity. For NGA respondents this is much lower (46%). In particular, only 51% of the respondents from the LGUs said that promotion policies and procedures are being followed.

In addition, respondents appear to perceive that the top three procedures that are not strictly followed are background/character investigation, promotional/competitive examinations, and deep selection process. In particular, background checking, which 73% says that their agencies have a policy on, was only perceived by 62% as being adhered to.

Despite having mechanisms on checking documents for authenticity, only 48% said that this is conducted. Moreover, 43% said that there have been instances when fake credentials have been discovered to have been used for appointment purposes. This situation seems more apparent in LGUs (47%) and 50% of those in HR perceive that this happens. Also, 32% of Level 3 employees, 31% in the GOCCs, and 32% of those in the LGUs perceive that fake credentials have been presented for promotion; 33% of those in HR also noted that these have occurred.

The situation where individuals have paid to secure appointments or promotions was raised as a concern during the focus group discussions. Nevertheless, 95% of the respondents in the survey answered that paying for appointments or promotions have never occurred; nonetheless this percentage was lower (78%) when asked the question was about giving favors. This may be related to the findings of the Global Integrity where the Philippines received a 25 out of a possible 100 on the indicator “In practice, the regulations governing gifts and hospitality offered to civil servants are effective.” Furthermore, it was noted that “The low score is not due to the poor efforts or the unwillingness to enforce the rules but mainly because the rule of ‘no gifts’ is not workable or realistic. It is the culture of Filipinos to give tokens of appreciation. One main problem

is how to deal with gifts that are given 'after the fact.' In her time in the CSC, David required a gift registry.”

Focus group discussion participants also noted that being endorsed by politicians or top executives seem to bolster individuals' chances of being considered for employment or appointment. Results of the survey point out that, in terms of endorsements for employment, 31% perceive that this does not happen but another 30% answered that this sometimes happens. In fact, 12% of those in NGAs and 17% of those in LGUs said that this happens almost always. Moreover, 44% of respondents in the LGUs perceive that chances of getting appointed become stronger if there are endorsements from politicians or executives. Indeed, even though 41% said that political interference does not influence the recruitment and promotion processes in their agencies, another 30% says that this sometimes occur.

In terms of limiting the discretion or power of appointing authorities in issuing appointments, respondents rated their agencies effectiveness in doing this “satisfactory.” When asked to rate their agencies' heads on the exercise of discretion in the issuance of appointments, the average rating for this item was also “satisfactory.” It seems that majority (54%) of those in the GOCCs perceive that there have been no instances when friends, political allies or close associates of an outgoing official were able to secure a position before the officials tenure ended. Also, 11% of Level 2 employees, 11% of those in the LGUs, and 10% of those working in HR perceive that there have been instances when appointments were issued without passing through the Personnel Selection Board. In the case of nepotism, 71% answered that they do not know of any instances when the anti-nepotism policy has been violated. Nevertheless, comparing the sectors, a lower percentage (58%) in the GOCCs answered that this has not occurred. This result also support the rating given for the indicator “In practice, civil servants are protected from political interference” in the Global Integrity scorecard, where the Philippines garnered a score of 50 out of a possible 100. In the Peer Reviewer's comments, it was mentioned that “The worst political interventions are made by presidential appointees that are heads of government agencies and GOCC's. “

As such, majority of the respondents (50%) said that the appointing authority would most likely succumb to pressure from internal and external influences, followed by PSB (25%), HRMO (19%), and CSC (6%). In terms of the factors that they perceive would ensure integrity, the top five factors chosen by the respondents were “Employees being informed on CS laws and rules,” “HRMOs knowledge on CS laws and rules,” “Strict Adherence to CSC HRM policies and procedures,” “Employees being informed on

Agency HRM policies,” and “HR Office’s competence in handling HRM policies and procedures.”

Access to information as an Accountability Measure

Noticeably three out of five factors chosen by the respondents that they perceive would ensure integrity has to do with access and dissemination of information: “Employees being informed on CS laws and rules,” “HRMOs knowledge on CS laws and rules,” and “Employees being informed on Agency HRM policies.” Based on the results of the survey:

- 81% that they were oriented on their Merit Promotion Plan but those in NGAs said that they were not (14%) or cannot remember (7%) if they were oriented
- 75% said that their agencies conduct orientations on the rules and procedures in promotion, 31% of Level 1 employees, however, said that this is not being conducted
- 78% said that they have been oriented on PSB rules and procedures, but only 60% of Level 1 employees say that they know these
- 44% said that they are not allowed access to PSB proceedings or records
- When asked how often recruitment, selection, and promotion systems are reviewed, the average answer was “sometimes”

The results of the Integrity Indicator point out that although laws, policies and procedures exist in the four Human Resource areas, effectiveness of implementation is the issue. Results seem to point out that there is a need to review these laws, policies and procedures; however, ensuring that these are implemented appears to be more salient, together with ensuring that employees and the public know what these laws, policies, procedures, and proceedings are so that authorities can be made accountable when these are not implemented.

Drivers and Barriers to Instituting Integrity in the Civil Service HRM Areas

Given the results of the focus group discussions and the survey, some of the drivers that may promote and barriers that may hinder the institutionalization of integrity in the Civil Service HRM areas are:

Drivers

- Existence of laws, policies and mechanisms
- Different anti-graft and corruption initiatives from several bodies other than CSC, e.g. PAGC
- Local and international organizations looking into integrity in government
- Existence of effective HRM practices in the different agencies, e.g., in the DOH, that can be used as best practices

Barriers

- Lack of political will to implement these laws, policies, and mechanisms
- Programs and initiatives on integrity and anti-graft and corruption of different government bodies are not linked to each other
- Discontinuity of programs and initiatives when administrations change
- Lack of review and/or auditing body to ensure that the laws, policies, and mechanisms are effective

APPENDIX A

Participants, Date and Venue of the six (6) focus group discussions

1. FGD 1 – CSC Key officials (Friday, Nov. 13, 10-12 am, Sulu Hotel).
Facilitated by Atty. Nanette Gueco, documented by Raquel Olpoc.
2. FGD 2 – HRMO's – GOCC's & NGA's. (Tuesday, Nov. 17 10-12 am Sulu Hotel).
Facilitated by Jane Pauig, documented by Kaka Villaluz.
3. FGD 3 – HRMO's – LGU's . (Tuesday, Nov. 17 2-4 pm Sulu Hotel). Facilitated by
Jane Pauig, documented by Kaka Villaluz.
4. FGD 4 – Top Level National Gov't Executives. (Wednesday, Nov. 18, 10-12 am
Sulu Hotel). Facilitated by Atty. Nanette Gueco, documented by Raquel Olpoc.
5. FGD 5 – Top Level Local Executives (Wednesday, Nov. 18, 2-4 pm, Sulu Hotel).
Facilitated by Atty, Nanette Gueco, documented by Raquel Olpoc.
6. FGD 6 – Civil Society Groups (Tuesday, Nov 24, 2-4 pm, CORD Training
Center). Facilitated by Tita Rimando, documented by Kaka Villaluz.
7. Interview with Ex CSC Chair Karina C. David (Friday, Nov 27, 2009, 4-5 pm,
Noytoy-Mar HQ, Cubao, QC) by Kaka Villaluz.

APPENDIX B

Focus Group Discussion Guide

Focus Group Discussions among Key Stakeholders for the CSC's Development and Institutionalization of Integrity Indicators in Key Human Resource Management (HRM) Areas

Good morning/afternoon. Thank you for participating in this focus group discussion. My name is _____ and this is _____ (intro documenter) from Ateneo Center for Organization Research and Development, the research and training arm of the Ateneo Psychology Department. The Civil Service Commission, in partnership with the Ateneo CORD and the United Nations Development Program (UNDP), are conducting a study on the development and institutionalization of integrity indicators in HRM areas in government. This focus group discussion will last approximately two hours. The results of the said FGD's shall serve as inputs for, among other things, the development of an online survey tool for other stakeholders to accomplish in order to document existing Integrity Systems in Government; assess the effectiveness of the same towards its review, development and more effective implementation. Your individual responses will be kept entirely confidential and will only be used to design the survey. There is no right and wrong answers and your honesty and candor will be most appreciated.

Before we begin, are there any questions?

Please introduce yourselves by stating your name, position and which group you belong to in the organization.

Shall we start?

1. How does corruption take place in recruitment, appointment, performance evaluation and promotion in Philippine government?

Please write your answers on metacards and we will discuss it afterwards. Use one metacard for one thought/answer, and attach each answer to the easel sheet of the area it is pertaining to.

2. What do you think are the reasons corruption take place in these areas?

3. Are there policies and/or programs in place that deter corruption in these areas?
 - a. *If there are policies, probe what these are and ask if they are successfully implemented. If successfully implemented, what factors make it successful?*
 - b. *If not successful, ask why this is so*

4. If no policies and/or programs exist, what policies or programs/ intervention/s need to be undertaken? By whom? By which Agency/Office/Organization?

You participation has been most appreciated and will be very helpful in developing the study and institutionalization of Integrity protocols in key HRM areas. The survey will then be administered among key stakeholders in government such as the Human Resource Management Officers, Career Executive Service Officers, Top Level Officials, Rank and File Personnel, etc.

Once again, thank you and have a nice day.

APPENDIX C

The Department of Health (DOH) Corruption Prevention Reform Program (CPRC)

- The Department of Health Rules on Gift Giving dated December 27, 2007 details the regulations regarding receiving gifts and benefits. The purpose of this order is to uphold propriety, honesty and integrity throughout the different offices and hospitals of the DOH. Violation these rules shall be a ground for disciplinary action. The following are the policies and rules applicable to all officials and employees of the offices and hospitals of the DOH:

DOH Rules on Gift Giving

1. Officials and employees shall not solicit, directly or indirectly, any gift or benefit, regardless of cost, unless otherwise approved by the Department of Social Welfare and Development (DSWD).
2. Officials and employees shall not accept or receive, directly or indirectly, any gift or benefit, regardless of cost, where this may influence, or may reasonably be seen to influence or to have influenced past, present or future performance of their official functions
3. In the course of their official functions, officials and employees shall not accept any fee or remuneration beyond what they are legally entitled to receive in their official capacity.
4. Officials and employees shall not accept or receive any gift and/or benefit, directly or indirectly, regardless of cost, from the following: <ul style="list-style-type: none"> 4.1 Tobacco or milk company and organizations/interests associated with or related to these industries. 4.2 Any bidder, supplier, contractor or entity with contract/s with the DOH, and the agents of these parties; 4.3 Any individual or party applying for any form of DOH authorization (e.g. license, permit, certificate of product registration, accreditation certificate, import certificate, or customs clearance); 4.4 Other parties transacting business with any DOH office/bureau/center/hospital; 4.5 Any individual, counsel, witness or their agent undergoing any fact-finding/formal investigation being conducted by the DOH or by any government agency 4.6 Any accused individual, counsel, witness or their agent in any case before the DOH or before any court.
5. Officials and employees may accept gifts and/or benefits from individuals that do not fall within any of the classifications in section 4, provided that the gifts and/or benefits received under this section that we delivered in the work place and valued at ten thousand pesos (P10,000) or more shall be recorded in the Registry Book of Gifts to be provided and kept in custody by the DOH Internal Audit Service (IAS) for the central office and by the Administrative Officer (AO) for the other DOH agencies.
6. Officials and employees may give and/or receive gifts or benefits from patients provided that each gift and/or benefit received under this section valued at ten thousand pesos (P10,000) or more shall be recorded in the Registry Book of Gifts to be provided and kept in custody by the hospital AO.
7. Officials and employees may give and/or receive to/from their fellow officials and employees emergency contributions/assistance of a reasonable value/amount in cases of death, illness, calamity, and other similar situations.

<p>8. Officials and employees may receive donations of food, medical supplies, medicines and other medical devices from any donor provided that such donations are covered by an appropriate Memorandum of Agreement/ Memorandum of Understanding, certificate of donation or acknowledgement receipt and provided further that these donations shall be given to DOH hospitals for their indigent patients or distributed during DOH public campaigns of DOH health emergency response activities. Recipients of the donation shall be identified and shall affix their signature as proof of receipt. The official/employee concerned shall submit a report on the use of the donation to the head of the agency or chief of hospital and the accounting unit. However, if the donation costs less than five hundred pesos (P500), only an acknowledgement receipt shall be required.</p>
<p>9. Officials and employees may receive plaques, awards, certificates, souvenirs or other tokens of gratitude and/or benefits as appropriate to the occasion/ceremony to which he/she is invited as a guest speaker or tokens of gratitude shall not be reasonably perceived as intended to influence the officials/employees in the performance of their official functions. Transportation and accommodation provided to enable the official/employee to be speaker or lecturer during the occasion/ceremony may also be accepted.</p>
<p>10. Officials and employees may receive gifts or cash awards given by the DOH to its officials and employees during anniversary and Christmas celebrations.</p>
<p>11. Officials and employees may receive gifts exchanged or given on occasions such as Christmas and anniversary celebrations to members of inter-agency councils, committees and other organizations to which the DOH belongs provided that each gift received under this section valued at ten thousand pesos (P10,000) or more shall be recorded in the Registry Book of Gifts to be provided and kept in custody by the DOH IAS for the central office and by the administrative officer for the other DOH agencies.</p>
<p>12. All prohibited gifts left in the DOH premises shall be immediately returned to the giver. In circumstances where the it is considered inappropriate or impractical to return the gift (e.g. perishable goods), the official/employee shall immediately hand over the gift to the head of the agency or the Administrative Service (AS) Director of the for the DOH Central Office or to the chief of the hospital or AO for the other DOH agencies, who shall then dispose of the item in favor of charitable organizations, schools, libraries, museums or any other appropriate institutions or organizations, including indigent families. The head of the agency, AS Director or the AO shall notify the gift-giver in writing of the disposition of the item, copy furnished the IAS, and shall submit a monthly written report on any matter covered by this section to the IAS Director.</p>
<p>13. Officials and employees may receive performance-based cash rewards, scholarship grants and similar benefits granted by appropriate government agencies, non-profit private institutions, and national or international non-profit organizations.</p>
<p>14. Monthly report on gifts registered in the Registry Book of Gifts shall be submitted by the IAS to the Central Office Integrity Development Committee, for central office agencies, and by the AO of the other agencies to their agency's Integrity Development Committee.</p>

- DOH Norms of Behavior for Officials and Employees (a supplement to existing laws and Civil Service rules)

DOH Norms of Behaviors

<p>1. Core Values</p> <ul style="list-style-type: none"> 1.1 Integrity 1.2 Excellence 1.3 Compassion and respect for human dignity 1.4 Commitment to public interest and democracy 1.5 Professionalism 1.6 Teamwork 1.7 Stewardship of the environment 1.8 Political neutrality 1.9 Simple living
<p>2. Fidelity To Duty</p> <ul style="list-style-type: none"> 2.1 Exhibit utmost respect to the public and deep sense of commitment to the mandate of the Office. 2.2 Shall not discriminate against or dispense undue favors to anyone. Neither shall they allow kinship, rank, position, affiliation or favors to influence the performance of their official acts or duties. They shall endeavor to discourage wrong perception of their roles as dispensers or peddlers of undue patronage. 2.3 Perform duties efficiently, promptly and without bias or prejudice. 2.4 Avoid any impropriety and the appearance of any impropriety in all of their activities. 2.5 Shall not engage in conduct incompatible with the faithful discharge of their activities. 2.6 At all times, perform official duties properly and diligently. Fully commit to the duties and responsibilities of their office during working hours 2.7 Shall not discriminate or manifest, by word or conduct, bias or prejudice based on race, religion, national or ethnic origin, gender, political belief or affiliation. 2.8 Use the assets and resources of the office, including funds, properties, goods and services, economically, productively, effectively, only for official activities, and solely for the purpose required by law. 2.9 Carry out their duties and responsibilities as public servants with utmost and genuine courtesy, fairness, honesty and in compliance with the law. 2.10 Submit performance reports and other documents required by law such as Statement of Assets and Liabilities and Networth, Income Tax Returns and other public document as required by the Agency.
<p>3. Transparency</p> <ul style="list-style-type: none"> 3.1 Extend prompt, courteous, adequate and effective service to the public. 3.2 State their policies and procedures in clear and understandable language, ensure openness of information, public consultation whenever appropriate, encourage suggestions, simplify and systematize policy, rules and procedures. 3.3 Exercise transparency in all transactions, contracts, relationship and interest of the agency especially if it involves public interest. 3.4 Make accessible all public documents and transactions for inspection by the public within reasonable working hours provided it is not in violation of the rule of confidentiality required by existing laws, rules and regulations.
<p>4. Confidentiality</p> <ul style="list-style-type: none"> 4.1 Not disclose any confidential information acquired by them in the course of or by reason of their employment in the Office. Pursuant to the Code of Conduct and Ethical Standards for Public Officials and Employees, they shall not use or divulge confidential or classified information officially known to them by reason of their office and not made available to the public either: (1) to further their

<p>private interests or give undue advantage to anyone or (2) to prejudice public interest.</p> <p>4.2 Not alter, falsify, conceal, destroy or mutilate any public and official record which have come to their possession in the course of, or by reason of, their employment in the office.</p>
<p>5. Conflict Of Interests</p> <p>5.1 Exhibit loyalty to the public and commitment to the mandate of DOH.</p> <p>5.2 Not engage directly or indirectly, in any of the following or similar acts:</p> <p>5.2.1 Enter into any contract with the DOH for the supply of drugs/medicines, equipment, supplies and other related items, services and lease or sale of property.</p> <p>5.2.2 Participate in any official action involving a party with whom either he/she or any of his relatives is negotiating for future employment.</p> <p>5.2.3 Seek additional employment or engage in any other undertaking outside the DOH that prejudices in any manner his performance of official functions, or undermines the interest of the DOH.</p> <p>5.2.4 Recommend for employment in the DOH any of his relatives except to confidential positions.</p> <p>5.2.5 Recommend any person for employment to any supplier, or any other person doing business with the DOH.</p> <p>5.2.6 Give undue advantage to anyone to further the personal/private interest of the DOH official or employee and the one benefitted therefrom.</p>
<p>6. Outside Employment</p> <p>6.1 Unless authorized by the head of the agency, employment in the DOH shall be on a full-time basis and shall constitute the primary employment of its officials and employees.</p> <p>6.2 During their incumbency, shall not own, control, manage or accept employment as an officer, employee, consultant, counsel, broker, agent to any private corporation or company, unless authorized by the head of the agency.</p> <p>6.3 May engage in additional employment outside the agency, after securing proper authority and subject to the following conditions:</p> <p>6.3.1 Performed outside the normal working hours</p> <p>6.3.2 Outside employment is not in conflict with the performance of the duties and responsibilities of the DOH official or employee, or the functions of the DOH Unit.</p> <p>6.3.3 Outside employment does not require or induce the DOH official or employee to disclose confidential information acquired in the course of or by reason of his employment in the DOH.</p>
<p>7. Relations With The Public</p> <p>7.1 Treat the public with utmost respect, courtesy, consideration and reason.</p> <p>7.2 Observe objectivity, impartiality and propriety in the performance of their official functions. Conduct themselves with dignity and refrain from conduct that might bring discredit or embarrassment to the DOH.</p> <p>7.3 Avoid making inappropriate public comments, including statements of personal opinions that can be construed as official.</p> <p>7.4 Commit themselves to fairness and equality. Take an active role in ensuring that their work environment is free from any form of discrimination and harassment.</p>
<p>8. Post-Employment</p> <p>8.1 Former officials and employees who have joined private institutions and whose present employment bears a direct relationship with their former positions are strictly prohibited from making transactions, directly or indirectly, with incumbent DOH officials and employees, on any matter/case pending with the DOH, the approval of which has been dependent on the former official/employee.</p> <p>8.2 Incumbent officials and employees shall observe the following ethical standards</p>

in dealing with former DOH officials and employees:

8.2.1 Except as provided herein, in no instance or occasion, inside or outside the office shall incumbent DOH officials and employees transact, directly or indirectly, on any matter with the former DOH officials and employees who are presently suppliers, manufacturers and distributors of any pharmaceutical products, hospital and office equipment and supplies; owners of services such as security, catering, janitorial; and other companies with similar dealings with the DOH.

8.2.2 Prohibition shall likewise apply to any transaction with the agent or representative of former officials and employees.

8.2.3 The following circumstances may be considered regular and proper:

8.2.3.1 During DOH legal and/or administrative proceedings

8.2.3.2 During requests for DOH assistance, the Public assistance Office (PAO) or the appropriate DOH agency may extend assistance to former DOH officials and employees on official business only.

8.2.3.3 Meeting by chance or accident. If due to unavoidable circumstances, this meeting shall not be considered a violation.

8.3 In order to discourage the wrong perception that they are peddlers of undue patronage, all incumbent officials and employees shall not recommend the hiring of services of former officials and employees engaged in the private practice of their profession and/or engaged in pharmaceutical, hospital equipment and supply businesses, security services, janitorial services and catering services.

8.4 Unless authorized by law or regulation, any former official or employee cannot practice his profession in connection with any matter before the DOH office or unit he/she used to work for, within a year after such resignation, retirement or separation. Any violation shall be ground for administrative disciplinary action upon re-entry into government service.

9. Public Interest

9.1 Officials and employees, at all times, shall not solicit or accept, directly or indirectly, any gift, gratuity, favor, entertainment, or loan, regardless of cost, in the course of their official duties and in connection with any operation being regulated or any transaction which may be affected by the functions of their office.

9.2 Observe DOH Rules on Gift Giving

- Department of Health Rules on Internal Whistleblowing and Reporting

DOH Rules on Internal Whistleblowing and Reporting

1. Definition Of Terms

1.1 Protected Disclosure – deliberate and voluntary disclosure in the form of a verifiable document or sworn affidavit of a DOH official or employee who has relevant information of an actual, suspected, anticipated wrongdoing, with a penalty of at least thirty (30) days suspension, that was committed by any DOH official or employee.

1.2 Whistleblower – official or employee who makes a protected disclosure to his immediate superior, other superior officers, the DOH Dulugan ng Bayan, the Integrity Development Committee in the Central Office, the Centers for Health Development (CHD) of the DOH or DOH hospitals, or the Secretary of Health.

1.3 Retaliatory Action – negative or obstructive responses or reprisals that are taken against the whistleblower and/or those officials and employees supporting him, or any of the whistleblower's relatives within the fourth civil degree either by consanguinity or affinity.

2. Nature Of Disclosure – A whistleblower may complain about or report acts or

<p>omissions that are:</p> <ul style="list-style-type: none"> 2.1 Contrary to laws, rules and regulations 2.2 Unreasonable, unjust, unfair, oppressive or discriminatory 2.3 Undue or improper exercise of powers and prerogatives
<p>3. Rights Of Whistleblowers</p> <ul style="list-style-type: none"> 3.1 Protection against retaliatory actions – No criminal, administrative or civil penalty/sanction shall be imposed on a whistleblower for making a protective disclosure. A whistleblower, those officials and employees supporting him, or any of the whistleblower’s relatives within the fourth civil degree either by consanguinity or affinity, shall not be subjected to other retaliatory actions such as, but not limited to, discriminatory action, including those made under the guise of policy and procedural determinations designed to avoid claims of victimization; threats; forcing or attempting to force any of them to resign, retire, or transfer; reprimand; punitive transfer; referral to a psychiatrist or counselor; undue poor performance appraisals; faultfinding, undue criticism, adverse reports; attachment to adverse notes in the personal file; not giving authorized benefits or allowances; obstruction of investigation; withdrawal of essential resources; alienation; blacklisting; ostracism; questions and attacks on motives; accusations of disloyalty and dysfunction; demotion; public humiliation; and the denial of work necessary for promotion. Officials and employees who refuse to follow orders to perform an act that would constitute a violation of this section shall likewise be protected to retaliatory actions. 3.2 Defense of privileged communication – A whistleblower has the defense of absolute privileged communication in any action against him arising from a protected disclosure he has made. 3.3 No breach of duty of confidentiality – A whistleblower who has an obligation by way of oath, rule or practice to maintain confidentiality of information shall not be deemed to have committed a breach of such duty if he makes a protective disclosure of such information. 3.4 Free health insurance, medical treatment, hospitalization and medicines – A whistleblower and his/her immediate family shall be entitled to free health insurance, medical treatment, hospitalization and medicines in any DOH hospital at the expense of DOH for any injury or illness incurred or suffered because of his/her witness to duty.
<p>4. Confidentiality – At all times during and after the protected disclosure, and throughout and after any proceeding taken thereon, except during the formal investigation and hearings, the whistleblower is entitled to confidentiality as to:</p> <ul style="list-style-type: none"> 4.1 His identity 4.2 The subject matter of the disclosure 4.3 The person to whom such disclosure was made
<p>5. Necessity for testimony – notwithstanding the provisions in the immediately preceding section, the whistleblower may be compelled to testify if his testimony is necessary or indispensable to the successful prosecution of any charge arising from the protected disclosure.</p>
<p>6. Confidential Information – Any official or employee to whom a protected disclosure has been made or referred shall not disclose any information that may identify or tend to identify the whistleblower or reveal the subject matter of such disclosure, except only in the following circumstances:</p> <ul style="list-style-type: none"> 6.1 Whistleblower consents in writing prior to the disclosure of information; 6.2 Disclosure of information is indispensable and essential, having regard to necessary proceedings to be taken after the disclosure; or 6.3 The disclosure and referral of the information is made pursuant to an obligation under these rules.
<p>7. Conditions For Protected Disclosure – Whistleblowers shall be entitled to the</p>

<p>benefits under these rules, provided that the following occur:</p> <p>7.1 Disclosure is made voluntarily, in writing and under oath;</p> <p>7.2 The disclosure pertains to a matter not yet the subject of a complaint already filed by the DOH Internal Affairs Board or being investigated by the DOH Legal Service, or by any other concerned office; unless the disclosures are necessary for the effective and successful prosecution of an existing complaint, or essential for the acquisition of material evidence not yet in the possession of the fact-finding, investigating or prosecuting team;</p> <p>7.3 The whistleblower assists and participates in proceedings commenced in connection with the subject matter of the disclosure; and</p> <p>7.4 Information given by the whistleblower contains sufficient particulars and, as much as possible, supported by other material evidence.</p>
<p>8. Unprotected Disclosures – The following shall not be deemed protective disclosures:</p> <p>8.1 Disclosures may by an official or employee in connection with a matter that is the subject of his/her official investigation;</p> <p>8.2 Disclosures which later appear to be absolutely groundless and without basis. An investigation may be declined or discontinued if it is shown that the disclosure was made without reasonable grounds;</p> <p>8.3 Disclosures concerning merits of office policy;</p> <p>8.4 Absolutely false and misleading disclosures; and</p> <p>8.5 Disclosures that were later retracted by the whistleblower for any reason. Such person shall lose the right to claim any benefit or protection under these rules for the same disclosure and his retraction shall be considered in determining whether or not he will be admitted as a with respect to future disclosures.</p>
<p>9. Disclosure made by a party to a misconduct – A disclosure made by a person who is himself a party to the disclosed conduct constituting misconduct or wrongdoing, whether as principal, accomplice or accessory, is deemed a protected disclosure under these rules and such person shall be entitled to the benefits of a whistleblower, provided that:</p> <p>9.1 The whistleblower complies with the conditions under section 7 (Conditions for protected disclosure);</p> <p>9.2 The whistleblower should not appear to be the most guilty;</p> <p>9.3 The whistleblower has not been previously convicted by final judgment of a crime involving moral turpitude; and</p> <p>9.4 The whistleblower testifies in accordance with his disclosures.</p>
<p>10. Disclosures Made Before Proper Persons – DOH officials to whom a disclosure is made shall have the following obligations:</p> <p>10.1 Maintain the confidentiality of the identity of the whistleblower and he subject matter of the disclosure;</p> <p>10.2 Undertake measures to ensure the well-being of the whistleblower; and</p> <p>10.3 Report the disclosure in full detail to the Secretary of Health or the Chairperson of the DOH-IDC, if not report them directly, within a period of five (5) days from date of disclosure.</p>
<p>11. Procedure for Protected Disclosures – Immediately upon receipt, the DOH-IDC shall:</p> <p>11.1 Evaluate the disclosure if the same qualifies as protected disclosure</p> <p>11.2 Should the disclosed qualify as such, process the protected disclosure in accordance with applicable provisions; and</p> <p>11.3 Undertake appropriate action.</p>
<p>12. Obligation to Testify – Any official or employee who has personal knowledge of any matter pertaining to a protected disclosure shall, if called upon, have the obligation to testify in any proceedings arising from such protected disclosure.</p>
<p>13. Protection of Witnesses - Any official or employee who testifies in any proceedings</p>

<p>arising from a protected disclosure shall be accorded the same protection against retaliatory actions as provided in section 4.</p>
<p>14. Incentives for the Whistleblower – A whistleblower shall be entitled to commendation, promotion and/or any form of incentive as may be deemed appropriate.</p>
<p>15. Remedies and Sanctions</p> <p>15.1 Violations of Confidentiality – Any official or employee who violates the protection of confidentiality of a protected disclosure and of the confidentiality of proceedings shall be liable to disciplinary actions.</p> <p>15.2 Retaliatory actions - Any official or employee who does, causes or encourages retaliatory actions against a whistleblower, or persons believed or suspected to be one, and/or those officials and employees supporting him, or any of his relatives within the fourth civil degree of consanguinity or affinity, shall be immediately subjected to administrative and/or criminal proceedings, and in appropriate cases, immediately placed under preventive suspension.</p> <p>15.3 Failure to Act or Report - Any official or employee under obligation to report a disclosure under these rules, or who fails to act thereon or cause an investigation thereof, shall be liable for disciplinary action.</p> <p>15.4 Failure or Refusal to Testify - Any official or employee who fails or refuses to testify, or who adversely varies his testimony, without just cause, in any proceeding arising from a protected disclosure, shall be liable for disciplinary action.</p>
<p>16. Perjurious Statements – False and malicious disclosures or statements shall be sufficient ground for the termination of benefits of whistleblowers, including immunity from administrative, criminal and/or civil suits.</p>

- Department of Health Rules on Public Disclosure

DOH Rules on Public Disclosure

<p>1. Public Access To Information – Every unit of the DOH shall make official information available for public knowledge, scrutiny, copying or reproduction, subject to the following conditions:</p> <p>1.1 The request for information shall be in writing.</p> <p>1.2 The request shall contain the signature, complete name and address of the person making the request, and the purpose of the request.</p> <p>1.3 The information acquired shall be used only for lawful purposes.</p>
<p>2. Protection Of Records – Copying and reproduction of materials shall be at the expense of the requesting party. However, to ensure the security and safety of the records, copying and reproduction shall be done within the agency premises. The copies of documents shall be certified as true copies by the proper authorized official/employee of the agency.</p>
<p>3. Exemptions</p> <p>3.1 Documents and papers pertaining to such official acts, transactions, and decisions determined by the President or his/her duly authorized official as “Classified Information”, when the reproduction or revelation of information will create a clear and present danger to the security of the state.</p> <p>3.2 Documents, records and papers compiled for internal and external defenses and law enforcement purposes, when the reproduction or revelation of information would:</p> <p>3.2.1 Deprive the person of the right to fair trial or impartial adjudication;</p> <p>3.2.2 Constitute unwarranted invasion of personal privacy;</p> <p>3.2.3 Endanger the life of physical safety of law enforcement or military personnel or their immediate families.</p> <p>3.3 Documents, papers and similar information on medical and personal records</p>

when the reproduction or revelation of unauthorized disclosure would constitute undue invasion of personal privacy.

- 3.4 Those which are exempted by the law in addition to those provided in this section, provided however that any reasonable segregable portion of the record shall be provided any person requesting such record after the exempt portions under this Administrative Order have been deleted.

4. Procedure For Access

4.1 Any person who wishes to obtain information from the DOH shall submit or send a request to the appropriate DOH agency which shall comply with the request within fifteen (15) working days from the receipt or within a reasonable time mutually agreed upon by both the person making the request and the DOH unit concerned. A reasonable and standard fee may be charged for the cost of reproduction, copying or transcription of the information requested. Such fees and costs shall be clearly posted at each agency and on the DOH website.

4.2 The time limits prescribed may be extended during unusual circumstances where in the production of the required information, documents or records there is a need to:

4.2.1 Search for and collect the requested records from field facilities or other establishments that are separate from the office processing the request;

4.2.2 Search for, collect and appropriately examine a voluminous amount of separate and distinct records which are demanded in a single request; or

4.2.3 Consult, with all practical speed, with another agency or among two (2) or more components of having a substantial interest in the determination of the request; and

4.2.4 Consider fortuitous events or other events resulting from force majeure or other analogous cases.

4.3 The DOH agency concerned shall notify, in writing or electronic means, the person making the request of the extension, setting forth reasons for such extensions and the date when the information shall be made available; provided that no such notice shall specify a date that would result in the extension of more than fifteen (15) working days except on the specified date mutually agreed upon by both parties.

5. Notice Of Denial - If the DOH agency concerned decides to deny the request, in whole or in part, the head of the unit shall notify the person making the request of such denial, in writing or through electronic means, within fifteen days (15) working days from receipt of the request or within reasonable time mutually set by both parties. The notice shall indicate the name, rank, title or position of the person making the denial and the grounds for the denial. Failure to notify the person making the request of such denial or to provide a written explanation for extension within the prescribed period or on the date mutually set by both parties shall be deemed a denial of the request of access to information.

6. Remedies To Compel Disclosure

6.1 Every denial of any request for access to information may be appealed to the next person or office higher in authority or to the person or office making the prior denial following the procedure provided in this Administrative Order. Such administrative appeal is without prejudice to the right of the person making the request to file before the Office of the Ombudsman a complaint praying that the government agency concerned be directed to immediately afford access to the information being requested.

6.2 Every denial or denial of administrative appeal of any request for access to information, or inaction by the Office of the Ombudsman, may be treated by the person making the request as final denial. Within sixty (60) days from notice of final denial, the person making the request may file a verified petition for mandamus before the proper court.

7. Penalties – Any violation shall be ground for disciplinary action, without prejudice for the filing of the appropriate administrative or criminal charges, if warranted, against the erring official and/or employee.

APPENDIX D

Civil Service Regulations (HRM) Global Integrity Index 2008

IV-1	Civil Service Regulations Indicators	“IN LAW”	“ IN PRACTICE”	References	Social Scientist’s Comments	Peer Reviewer’s Comments
44	Are there national regulations for the civil service encompassing, at least, the managerial and professional staff?					
44a	In law, there are regulations requiring an impartial, independent and fairly managed civil service.	100		1987 Philippine Constitution, Article IX - A and B. Administrative Code of 1987 (EO 292).	According to the Constitution, the civil service shall be administered by the Civil Service Commission, one of the three independent bodies considered as Constitutional Commissions. The new Administrative Code of 1987 (EO 292), mandates the CSC to promote morale, efficiency, integrity, responsiveness, progressiveness and courtesy in the civil service.	
44b	In law, there are regulations to prevent nepotism, cronyism, and patronage within the civil service.	100		Administrative Code of 1987 (EO 292). Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713. Anti-graft and Corrupt Practices Act, RA 3019.		
44c	In law, there is an independent redress mechanism for the civil service.	100		Administrative Code of 1987 (EO 292). Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713.	Grievances should be taken to the Civil Service Commission.	

				<p>Anti-graft and Corrupt Practices Act, RA 3019.</p> <p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p>		
44d	In law, civil servants convicted of corruption are prohibited from future government employment.	100		<p>Administrative Code of 1987 (EO 292).</p> <p>Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713.</p> <p>Anti-graft and Corrupt Practices Act, RA 3019.</p>		
45	Is the law governing the administration and civil service effective?					
45a	In practice, civil servants are protected from political interference.		50	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	Third-level civil servants, those at the highest level of civil service, are especially affected by political interference.	The worst political interventions are made by presidential appointees that are heads of government agencies and Gocc's. They lord over civil servants, as disclosed by Karina David right after she left her post as the CSC chairperson.
45b	In practice, civil servants are appointed and evaluated according to professional		50	Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-	In general, civil servants with first- and second-level rank are appointed and evaluated	In corruption-prone agencies like the Bureau of Internal Revenue and

	criteria.			<p>South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	<p>by the Civil Service Commission according to professional criteria. However, third-level (appointive) officials are not under the jurisdiction of the CSC. They are appointed by the president, with unclear criteria. For example, many retired military officers are appointed to third-level positions (heads of agencies). Their qualifications often are questioned because the civilian nature of their posts.</p>	<p>Bureau of Customs, some positions are considered so lucrative that standard qualifications for appointments to these posts are disregarded in favor of monetary considerations or political affiliations or loyalties.</p>
45c	In practice, civil service management actions (e.g. hiring, firing, promotions) are not based on nepotism, cronyism, or patronage.		75	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	<p>The Civil Service Commission's rules on hiring, firing, and promotions for first- and second-level civil servants are strictly implemented. There may be exceptions but they are few.</p> <p>CSC has no jurisdiction over third-level civil servants. Their hiring, firing and promotions are the prerogative of the president.</p>	<p>Cronyism continues to be a major factor behind some government appointments.</p>
45d	In practice, civil servants have clear job descriptions.		75	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	<p>Generally, rank-and-file employees have clear job descriptions.</p> <p>According to Cruzado, confusion and blurring of job descriptions in the third level happens when a new department secretary creates new positions of assistant secretaries or undersecretaries and their job assignments are not clear.</p> <p>David thinks that the job descriptions are weak and segregated from the compensation package.</p>	

IV-1	Civil Service Regulations Indicators	“IN LAW”	“ IN PRACTICE”	References	Social Scientist’s Comments	Peer Reviewer’s Comments
45e	In practice, civil servant bonuses constitute only a small fraction of total pay.		75	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	<p>For civil servants covered by the Salary Standardization Law (SSL), bonuses constitute only a small fraction of total pay.</p> <p>But for those employed in government-owned and controlled corporations (GOCCs) and government financial institutions (GFIs), the basic salaries may be considered negligible compared to the bonuses and allowances received.</p>	
45f	In practice, the government publishes the number of authorized civil service positions along with the number of positions actually filled.		75	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	<p>Job vacancies or openings are published to comply with the law.</p> <p>The Career Executive Service Board maintains on its Web site a database of vacancies for career service officers (managerial positions) in national government offices. Some government agencies list vacancies on their Web sites. It is not certain whether these lists are updated.</p> <p>Third-level position openings are not published.</p>	

IV-1	Civil Service Regulations Indicators	"IN LAW"	" IN PRACTICE"	References	Social Scientist's Comments	Peer Reviewer's Comments
45g	In practice, the independent redress mechanism for the civil service is effective.		75	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	<p>Grievances concerning first- and second-level civil servants are brought to the Civil Service Commission. This mechanism can be considered effective.</p> <p>However, for third-level (appointive) positions, the only recourse for grievances is through the appointing authority, which is the president. In a sense, there is no grievance mechanism for third-level positions unless a citizen decides to file a formal graft/corruption complaint with the Presidential Anti-Graft Commission.</p> <p>Heads of agencies cannot legally overrule the CSC. The CSC is the appeals mechanism. What this means is that while agencies and CSC regional offices have concurrent jurisdiction, the concerned employee or agency can appeal to the CSC proper. Heads of agencies can undermine CSC decisions but for as long as the CSC mechanism for monitoring compliance is operational then they can in fact be charged for contempt. The lack of effectiveness really happens when the President refuses to follow civil service rules and law. This occurs in 2 ways.</p> <p>First, the President appoints so many of the top career positions but there is no legal check on this power. Second, when the President refuses to follow decisions of the CSC there is no mechanism to compel. The other way CSC decisions are not followed relates to the Court of</p>	The CSC mechanism may not always be effective, such as when heads of concerned agencies seek to overrule the former's decisions at the expense of the aggrieved employee or the government personnel seeking redress. This has happened in a number of instances.

					Appeals which is a further appeal mechanism. There are limits to the breadth of expertise considering the wide range of cases before it. The Supreme Court, which by law is the only appeals body for CSC decisions, ordered that the Court of Appeals to be the first appeals level.	
IV-1	Civil Service Regulations Indicators	“IN LAW”	“ IN PRACTICE”	References	Social Scientist’s Comments	Peer Reviewer’s Comments
45h	In practice, in the past year, the government has paid civil servants on time.		75	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	National government agencies are generally paid on time.	<p>Not all government personnel receive their salaries on time. Time and again there are reports of delayed teachers' salaries.</p> <p>See "Teachers up in arms after salary is delayed," Manila Times, April 25, 2007</p>

IV-1	Civil Service Regulations Indicators	“IN LAW”	“ IN PRACTICE”	References	Social Scientist’s Comments	Peer Reviewer’s Comments
45i	In practice, civil servants convicted of corruption are prohibited from future government employment.		75	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C.</p>	<p>There is a formal blacklist of first- and second-level civil servants who are barred from government service.</p> <p>It is not certain if the Office of the President uses such as list in screening potential presidential appointees.</p>	

				David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.		
46	Are there regulations addressing conflicts of interest for civil servants?					
46a	In law, senior members of the civil service are required to file an asset disclosure form.	100		1987 Philippine Constitution, Article XI, Section 17. Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713.	The disclosure of assets by public officials is mandated by the 1987 Philippine Constitution Article XI, Section 17. All public officials including the president must submit their statement of assets, liabilities and net worth (SALN). See also the Code of Conduct and Ethical Standards for Public Officials and Employees, Rule VII Section 1. In practice, however, completeness and truthfulness of information supplied is not assured.	

IV-1	Civil Service Regulations Indicators	“IN LAW”	“ IN PRACTICE”	References	Social Scientist’s Comments	Peer Reviewer’s Comments
46b	In law, there are requirements for civil servants to recuse themselves from policy decisions where their personal interests may be affected.	100		1987 Philippine Constitution, Article IX, Sections 1-2. Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713. Anti-graft and Corrupt Practices Act,		

				RA 3019.		
46c	In law, there are restrictions for civil servants entering the private sector after leaving the government.	100		Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713, Rule X Section 1.	Applicable prohibitions continue to apply for a period of one year after resignation, retirement or separation from public office.	
46d	In law, there are regulations governing gifts and hospitality offered to civil servants.	100		<p>Anti-graft and Corrupt Practices Act, RA 3019.</p> <p>Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713.</p> <p>Presidential Decree 46 - Making it Punishable for Public Officials and Employees to Receive, and for Private Persons to Give Gifts on any Occasion, Including Christmas.</p>	<p>RA No. 3019 defines the act of receiving any gift and penalizes the same, save for certain exceptions.</p> <p>RA 6713 (Code of Conduct and Ethical Standards) forbids the solicitation of gifts, gratuity, favor and entertainment.</p> <p>PD 46, referred to as the gift-giving decree, makes it punishable for any official or employee to receive directly or indirectly and for the private person to give or offer to give any gift, present or other valuable thing on any occasion including Christmas. This applies when the offering is given by reason of his official position, regardless of whether or not the same is for past favors or the giver hopes or expects to receive a favor or better treatment in the future from the public official or employee concerned in the discharge of his official functions. Included within the prohibition is the throwing of parties or entertainment in honor of the official or employee or his immediate relatives.</p>	

IV-1	Civil Service Regulations Indicators	"IN LAW"	" IN PRACTICE"	References	Social Scientist's Comments	Peer Reviewer's Comments
46e	In law, there are requirements for the independent auditing of the asset disclosure forms of senior members of the civil service.	0		Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713.	Copies of statements of assets, liabilities and net worth (SALN) are transmitted to respective agencies such as the National Office of the Ombudsman, Deputy Ombudsman, and Civil Service Commission. Auditing of statements is done by government agencies for officers or employees under investigation.	
46f	In practice, the regulations restricting post-government private sector employment for civil servants are effective.		25	Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.	Employment of former civil servants in the private sector is not monitored by the government.	There is no monitoring whatsoever.
46g	In practice, the regulations governing gifts and hospitality offered to civil servants are effective.		25	Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008. Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.	The low score is not due to the poor efforts or the unwillingness to enforce the rules but mainly because the rule of "no gifts" is not workable or realistic. It is the culture of Filipinos to give tokens of appreciation. One main problem is how to deal with gifts that are given "after the fact." In her time in the CSC, David required a gift registry.	

IV-1	Civil Service Regulations Indicators	"IN LAW"	" IN PRACTICE"	References	Social Scientist's Comments	Peer Reviewer's Comments
46h	In practice, the requirements for civil service recusal from policy decisions affecting personal interests are effective.		50	Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service		

				Officers (NUCESO), Sept. 17, 2008. Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.		
46i	In practice, civil service asset disclosures are audited.		25	Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008. Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.	The statements of assets, liabilities and net worth (SALN) are audited but only to a limited extent, i.e. of those under investigation and random checks by respective agencies.	

IV-1	Civil Service Regulations Indicators	“IN LAW”	“ IN PRACTICE”	References	Social Scientist’s Comments	Peer Reviewer’s Comments
47a	In law, citizens can access the asset disclosure records of senior civil servants.	100		Code of Conduct and Ethical Standards for Public Officials and Employees, RA 6713, Rule VII, Section 3. 1987 Philippine Constitution, Article III, Section 7 (Bill of Rights).		
47b	In practice, citizens can access the asset disclosure records of senior civil servants within a reasonable time period.		50	Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008. Phone interview with Karina C. David, former Civil Service	To obtain the forms, one has to make a formal request to the head of the office. The length of time for obtaining forms varies from one agency to another.	

				Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.		
47c	In practice, citizens can access the asset disclosure records of senior civil servants at a reasonable cost.		50	<p>Phone interview with Evangeline C. Cruzado, manager of PhilHealth Regional Office NCR-South - Las Piñas and president of National Union of Career Executive Service Officers (NUCESO), Sept. 17, 2008.</p> <p>Phone interview with Karina C. David, former Civil Service Commission chairwoman and officer of Former Senior Government Officials (FSGO), Sept. 16, 2008.</p>	Once the forms are at hand, the cost for photocopying the forms are relatively reasonable because they are but several pages. However, to be able to obtain the forms, one has to request them from the head of the office and justify why the forms are needed. Cost may include expenses incurred while following up on the request.	There have been a number of people killed for exposing corrupt civil servants, the best-known of which is the Marlene Esperat case. So the "cost" of finding out how much civil servants can be very high indeed!

APPENDIX E

FGD Results on Recruitment

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
A. How does corruption take place in Recruitment?	<p>Concealment of vacancies; announcement of vacancies are for compliance only.</p> <p>Publication has an asterisk that outsiders not need apply but this is against the law. However, in reality not observed. May naka-abang na kasi.</p> <p>Sa Region 12, published in newspaper which only reached Cotabato & not Koronadal.</p> <p>Application was not even considered at</p>	<p>Publication of vacancies are “after the fact”; e.g. position is already assigned to someone (“nakalaan na”) and publication is just for people’s perception.</p> <p>When vacancies are - not published, so “kami kami na lang.”(related to political influence, kasi even if not qualified, “siya na lang”).</p> <p>Recruiting an outsider when there are qualified incumbent employees</p>	<p>If applicant is new or an outsider, HR will ask for a publication fee to publish the availability or vacancy of the position, just to follow the CSC rule that vacancies have to be published in 3 newspapers but actually, there is already a person in mind for the position.</p>	<p>Posting sites are intentionally not accessible to everyone.</p> <p>Limited circulation of announcement- of vacancies to favor targeted applicants (e.g. “iiklian yung time frame).</p> <p>Not qualified are hired.</p>	<p>Hiring of not fitted person just to fill the post.</p>	<p>Information is not publicized; once position is publicized, it is already filled up. (Done for compliance) e.g. position of court clerk, already with a person in mind known to an insider & publication of qualifications will be tailor made for the applicant.</p> <p>Disregard for qualifications.</p> <p>Even if other applicant has higher requirements he will not get the position.</p>

	<p>the start; Bicol - candidates were qualified but they were not supporters of the mayor and those selected were not that qualified.</p> <p>Tinatago ang pwesto.</p> <p>Consider only applicants you know.</p> <p>Limits applicants to those who are only in the organization.</p> <p>Impossible to attract people to consider because there's only 1 month to promote, kaya yung kakilala lang ang naco-consider.</p> <p>Limited lang din sa publication of</p>	<p>(preference for outsiders or those not from other government agencies).</p> <p>“May ‘filler’, (includes qualified persons) -in the ranking), “para hindi lang isa ang inis-screen, para parang may selection process.”</p>				
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	<p>vacancies kaya nagiging compliance lang ang posting.</p> <p>Qualified applicants were told that they filed their applications late.</p> <p>Exclusion of qualified applicants in the pool.</p> <p>Setting aside applications from outside applicants.</p>					
		<p>Nepotism up to third degree of consanguinity. ("Kapag umalis, kamag-anak niya ang papalit.")</p>				
	<p>Positions for sale - - highest bidder.</p>			<p>Promise to be hired provided 3 months</p>	<p>Personnel Selection Board (PSB) asking</p>	

	(nabebenta ang posisyon; binibili).			salary is to be paid to the one promising.	for commission from applicants.	
				Applicants submitting fake documents. Endorsers faking their recommendees' credentials. Fake eligibility & academic credentials.		
	Cheating in CSC exams. Altering CSC exam results. Divulging to the applicants the screening instruments. Yung susi ibibigay, pwedeng PSB members or secretariat, may pera			Leaking exam answers to preferred candidates. Preparing difficult exams which can only be answered by preferred candidates. Requiring applicants to dance on top of the table. ("paiba iba yung tool sa selection")		

	din dumadaan ditto; insider ang mag-aalter.					
				Less skilled or qualified members of the selection committee.		
				Hao Shiaos – agencies have informal employees.		
			HR designates who goes to other offices, is sometimes a casual employee & asks for transportation allowance.			
	Inequity in the selection process. Disregard of the recruitment guidelines.		The process is not followed.	Process not taken seriously because there is already a preferred candidate.		

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
B. What do you think are the reasons corruption takes place in Recruitment?	<p>“Padrino” system.</p> <p>Political patronage.</p> <p>Recruit those who are indebted to the appointing authority.</p>	<p>Politics/ nepotism.</p> <p>“Siko” system (Influence).</p> <p>Position given -is dependent on the person who will recommend. (Applicable to universities).</p> <p>Political influence or intervention.</p>	<p>Lack of screening mechanism</p> <p>-entry to government service due to political influence.</p> <p>Political accommodation & intervention.</p>	<p>Prioritizing political recommendations-in processing. (e.g. natabunan ang 2007 applicants, nakukuha ay galing sa 2009).</p> <p>External referrals.</p> <p>“May backer na malakas”.</p>	<p>Political patronage.</p> <p>Political intervention.</p> <p>Hiring of relatives. (Regular or job contract).</p>	<p>In the judiciary, Malacanang requires the endorsement of the political party & the least that they take into account is the experience, background & competency, even if there is a judicial & bar council that should be in charge of the recruitment process.</p>

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
		<p>Political appointees.</p> <p>Political accommodation. (Those recommended by politicians are accommodated even if they only meet the minimum-requirements.)</p> <p>“Padrino” system.</p> <p>“Palakasan”.</p> <p>Favoritism.</p> <p>Even if not qualified, siya na lang. (related to political influence).</p>	<p>Political patronage (same party, “ka alyansa”).</p> <p>“Padrino” system.</p> <p>“Bata-bata” system.</p> <p>“Palakasan.”</p> <p>Abuse of authority.</p>	<p>Family relations.</p> <p>Favor in the future.</p> <p>Non implementation or non observance of the merit & fitness principle--due to “palakasan” & the “bata bata” system.</p> <p>Wide latitude of authority.</p> <p>Wide (& wild) abuse of discretion.</p> <p>Follow up calls of politicians or political intervention. (Endorsement of an applicant to a position without passing through established process).</p>		<p>Malacanang -inserts somebody’s name who did not get through the process of the Judicial & Bar Council.</p> <p>Limited to political allies & disregards qualifications or requirements of the position.</p> <p>Hiring political allies not by competency.</p> <p>“Palakasan”.</p>

	<p>Based on wants not needs.</p> <p>Poor enforcement of rules & policies.</p> <p>Kulang sa assessment, marunong siya sa papel pero di sa practice.</p>	<p>If power in an office is concentrated, then there is a better chance that there is corruption.</p> <p>Depends on the preference of the head.</p> <p>Political influence. Lack of system (How to formalize the recruitment model?)</p> <p>Absence/lack of clear guidelines. (No pre employment exams in the universities because it is not a requirement.)</p>	<p>Political influence.</p> <p>Same party / ka alyansa.</p> <p>Filipino trait such as “compadrino” weakens recruitment eg “may backer ako.”</p> <p>Lack of knowledge or information sometimes results in corruption, e.g. structure be- comes bloated.</p>	<p>On fake documents, they don’t validate because it prolongs the process – they have to get in touch with the school, CHED and PRC ; pasahan on whose responsibility it is to check – agency or CSC; redundancy of work between the agency and CSC .</p> <p>On positions for sale, its a secrecy between two people kaya mahirap i-police.</p> <p>Need to really do a background check but usually the step is</p>	<p>Systematized corruption (paglalagay’). (Dead employee who didn’t go thru PSB since didn’t have money for bribing. Mayor had to intervene after this discovery.</p>	<p>Line agencies’ lack of insulation from political intervention, messing up the operation of the offices.</p>
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		<p>Policies are not polished and therefore open to interpretation.</p> <p>Guidelines & requirements are up to the agency (“kanya kanya”).</p> <p>Lack of merit system in universities.</p> <p>No pre employment exams in the university because it is not a requirement.</p> <p>Guidelines are up to the agency: “Kanya kanya.”</p> <p>Lack of merit system in universities.</p> <p>Sometimes need to ask permission from</p>		<p>omitted because it's time consuming.</p> <p>Officials are invited to attend CSC orientations but they always don't attend.</p> <p>On “gift” definitions, there is a wide range on the meaning of gift. Absence of integrity checks.</p> <p>Lack of transparency for posting results because some agencies consider this confidential.</p>		
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		<p>DBM before publishing vacancies</p> <p>Culture of the agency.</p> <p>Favoritism.</p> <p>Values of a person.</p>				
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
C. Are there policies or programs in place that deters corruption in Recruitment?	(No gathered info relative to recruitment gathered from this group. Refer to section “applicable to all” for possible general inputs related to policies or programs in place.	<p>The DOH publishes openings.</p> <p>The DOH requires higher qualifications, not just meeting minimum qualifications, e.g. for ISO certification & publishes all documents from recruitment to retirement.</p> <p>The DepEd has guidelines to</p>	<p>There is a Selection Board.</p> <p>Values Orientation Workshop (1998) teaches correct values.</p>	<p>There is a process in place.</p> <p>Can propose positions to DBM & use own agency funds for it or collapse positions to one; scrap & build policy. It is normally allowed depending on the need but it’s a long process since have to be approved by DBM & CSC, kung consultants have to go thru bidding.</p>	(No gathered info relative to recruitment gathered from this group. Refer to section “applicable to all” for general inputs related to policies or programs in place.	(No gathered info relative to recruitment gathered from this group. Refer to section “applicable to all” for possible general inputs related to policies or programs in place.

		determine who are qualified to -the position of Teacher I (started in 2004) w/ different criteria for each position which is patterned after the CSC.		Some agencies are prone to corruption; the BIR has a locally developed entrance exam that measures the integrity index of applicants since 2006 (purchased an assessment tool that has an integrity module)		
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
		<p>Home Guarantee Corporation (HGC) has a process flow for recruitment, each resume has a control number as a way of monitoring, with a matrix to recommend those for further screening.</p> <p>Transparent. Refers to unit for vacancy. Psychological exams are outsourced.</p> <p>DILG coordinates with the local chief executive, w/ supporting pre qualifying evaluation, as a way to get rid of political intervention.</p>		<p>Effective ba? Around 50% ang bumabagsak, agency is the one who is the one who has to be responsible for their own integrity lookout.</p> <p>PNP has an intelligence check instrument -</p>		

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
D. If no policies or programs exist, what policies or programs or interventions need to be undertaken? By whom? By which agency, office or organization?	<p>Need to be conscious that yung kakilala lang yung nakikita namin.</p> <p>Need to reach out (e.g. summer outreach program) to open it to all; start it at the beginning of the year to make plans and schedule.</p> <p>No monitoring is being done, maybe CSC needs to do the monitoring. Add more CSC monitoring people per region.</p> <p>Suppose to be na nakalista yung mga tanong, can't change without</p>	<p>Process flow for universities in recruitment is needed. This should have a flowchart which identifies the activities that need to be undertaken. (E.g. What is expected to happen).</p>	<p>Everyone should pass through the whole process of interview, exams, etc.</p> <p>Strict implementation of/by the Personnel Selection Board.</p> <p>Composition of PSB - People assigned to it are usually of the same ticket/party as the mayor. There should be a representative from the employees. Sometimes with employee representative, but wala pa ring ngipin.</p>	<p>Minimum requirements can be upgraded depending on the positions because there is no ruling from CSC that deters them, e.g. BSP has a selection committee, if an applicant that is preferred by the head is not top one; the applicant has to go thru another process wherein the head informs a committee why they prefer the second one; eg. SCU – posts the results, applicants can question the results, results list is where the head chooses</p>	<p>Umupo si mayor sa PSB – political will ang ginamit; in Bataan, all HR publications are posted in the common terminals unlike before, tinatago ng HR; in Batangas, they adapted the processes of Lipa - minutes of the meeting, ranking of applicants, requirement of dept head, applicants are required to be there during evaluation --- political will of the local gov't.</p> <p>Dapat lahat dumaan sa screening process.</p>	<p>Stronger will power to implement CSC rules because it is already a constitutional body and can operate without the bureaucracy.</p> <p>Observe professionalism in all agencies.</p>

	<p>approval by CSC; but agencies can adopt higher qualification standard.</p> <p>Let everyone go thru the screening process.</p>			<p>from the limits of 3 or 5; But csc has to approve; might be better if CSC can give a seminar to HR of the agencies.</p> <p>Might be better if there is a standard tool; let the selection board examine the exam and see if its valid; agency can be</p>	<p>Publications must address the hiding of vacant positions dapat may designated area kung saan lahat nakikita, o kaya lahat ng department bigyan ng kopya.</p>	
	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
D. If no policies or programs exist, what policies or programs or interventions need to be undertaken? By whom? By which agency, office or organization?				<p>pro active in publishing results instead of waiting for someone to request for it (RA 7041 – transparency).</p> <p>Agencies should check all documents</p>		

				re authenticity.		
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APPENDIX F
FGD Results on Appointment

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
A. How does corruption take place in Appointment?	<p>Nepotism</p> <p>Limiting the process to relatives regardless of degree of relationship.</p> <p>Changing rules to favor crony's relatives.</p> <p>Appointing son or daughter of a friend.</p>	<p>Favoritism.</p>	<p>Nepotism.</p> <p>Influence of help (votes) from the family of the appointee.</p>	<p>Working in government with appointments like fixers or personal aides (e.g. Bureau of Customs).</p>	<p>Circumvention of nepotism rule.</p> <p>Anak ni A ay ipapasok sa department ni B- and vice versa, pero wala pa rin violation na ginagawa within the system. (Circumvention of the anti nepotism act).</p>	<p>Appointing relatives to co-terminus positions, e.g. chief of staff, before we know it, they are appointed to ranks or permanent appointee/position especially if aalis na yung relative.</p>

	<p>Appointment in favor of highest bidder, for sale only to those who can afford the price.</p> <p>For police and teachers, usually bago i-appoint nabebenta yung vacancy. A case was filed na may nag eextort from the salary of the teacher, nasa SC na, yung supervisor was asking for 10k.</p>					
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
<p>A. How does corruption take place in Appointment?</p>	<p>Not complying with qualification standards.</p> <p>Appointing employees who are not qualified</p>	<p>Appointing temporary staff even if there are qualified & eligible employees.</p> <p>Having temporary</p>	<p>Staff of the chief executive are the persons behind the selection process.</p>	<p>Issuing appointments before the PSB recommends.</p> <p>Non-compliance with the requirement of being</p>	<p>Limited highly qualified applicants.</p> <p>Yung outgoing will appoint people he knows in his</p>	<p>Not complying with qualification standards.</p> <p>Appointing employees who are not qualified</p>

	<p>to perform tasks.</p> <p>Delay in filling up of position until the suggested person is qualified.</p> <p>Didn't appoint anyone because choice was not in the PSB list.</p> <p>Undue disregard to merit & fitness principle.</p> <p>Reserving positions for cronies.</p> <p>Appointing authority interferes regardless of PSB's ranking.</p> <p>Region 4 case - approved sa field office level, pero wala na siya sa - comparison</p>	<p>personnel who have no training.</p>		<p>deliberated by the PSB.</p> <p>Delaying action on appointment & promotion.</p>	<p>vacancies before the ban at -yung mga tao sa PSB ay tao rin niya</p>	<p>to perform tasks.</p> <p>Delay in filling up of position until the suggested person is qualified.</p> <p>Didn't appoint anyone because choice was not in the PSB list.</p> <p>Gauge is not person's qualification, but political assets, or if you can produce votes during election.</p> <p>Bypassing of qualified.</p> <p>Overriding the quality standards, is in w/o papers so what if not qualified or over qualified, e.g. will harass you (e.g. private sector) if their</p>
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	assessment kaya yung nakakuha ng vacancy ay appointee who was not qualified; dahil nagreklamo si qualified, na- recall yung appointment ni appointee.					<p>“bata” will not get the job or will not give you a needed certificate (if you need a certificate from a gov’t. agency).</p> <p>In the judiciary, appointment papers were already signed & the papers got lost, so some- body else got the job.</p>
	For a certain applicant, madali ang ipapagawa, for another applicant, pinapahirapan or iteterrorize para bumagsak.					
					Minsan overqualified, kinukuha lang ng tao para may permanency (e.g. utilities level doesn’t need to undergo CSC)	

				Creating desired positions.		
						Should not be able to appoint if a person has cases (legal), but this happens.
						Through the back door. Comelec commissioners are appointed - during Congress interim or recess.
	Posting guidelines just for compliance. Non posting of filled up positions. Outside applicants					Lack of transparency.

	are just for entry positions or highly technical.					
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
B. What do you think are the reasons corruption takes place in Appointment?	<p>Interference or influence in the appointing power.</p> <p>“tao ni”... “bata ni”...).</p> <p>Wide (& wild) discretion of - appointing authority.</p> <p>Undue favors.</p> <p>Use of “reseta” (letter of recommendation) to favor an individual for appointment.</p> <p>“Utang na loob.”</p> <p>Patronage politics.</p>	<p>Based on relationships & not qualifications & competencies.</p> <p>“Palakasan”</p> <p>Political intervention</p> <p>External intervention.</p>	<p>Intervention of public officials or political intervention.</p> <p>Palakasan”.</p> <p>“Compadre” or “Padrino” system.</p> <p>Political influence.</p> <p>“May backer ako” (“palakasan”).</p> <p>Compadrino system.</p> <p>Political patronage (same party or alliance).</p>	<p>Family relations.</p> <p>Favor in the future.</p>	<p>Within the system ay may padrino na nag influence sa appointment process.</p> <p>Requests for reconsideration</p>	<p>Political maneuvering: needs sponsor, same as political appointees.</p> <p>Political appointees are based on vote.</p> <p>Gets appointees who can deliver votes.</p> <p>So what if I commit irregularities I have a backer?”</p> <p>Rich assets of the appointee or sponsor, political leader or party are used.</p>

						<p>If you don't consider a political appointee, your job is in jeopardy</p> <p>Political recommendations.</p> <p>Line agencies' lack of insulation from political intervention, messing up the operation of the offices.</p> <p>Since appointment is based on political patronage, the appointee does not assume social responsibility and accountability that a public position is a public trust.</p>
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
B. What do you think are the reasons corruption takes place in Appointment?	<p>Abuse of power.</p> <p>Exercise of wide latitude of discretion</p> <p>Appointing a person who graduated from same school as you</p> <p>No jurisdiction-over political appointees.</p> <p>No political power.</p> <p>No authority over the abusers.</p>		Abuse of wide latitude of discretion.	<p>Wide power of appointing authority is abused.</p> <p>Discretionary powers are exercised coz they have the power to choose; for the SC – as long as the appointee follows the minimum requirements then they have to follow the recommendation of the appointing officer.</p> <p>When the congressman calls the head of the agency, then can't control.</p> <p>Maraming standards and rules but it's easier said than done - there's a policy but there is politics involved.</p>	<p>As appointing authority hindi talaga sila makakahindi; if the gov requests, the mayor said that he can't be influenced because it's his locality but the process took longer.</p> <p>Sa probinsiya, nagkakakilala sila lahat kaya mahirap ilagay yung kalaban mo dahil mas nakakasama pa sa inyo.</p>	Too much discretion on the part of the appointing authority to select (no system in place to check the-- powers that be.

				<p>Non application of the qualifications due to politics / highly politicized; did not pass the selection process but were appointed (eg. 131 appointments were nullified coz it didn't pass the selection board; happened in BIR due to palakasan / lutong makao.</p>		
		<p>Lack of specific guidelines.</p> <p>Weak selection guidelines.</p>				<p>If the person is in another region it is filed as official business--with transportation & hotel accommodation but the purpose is to be interviewed.</p>
				<p>Less skilled/ qualified members of the selection comm.</p>	<p>Wants the applicant but he/she is not the need of the local</p>	

				<p>Not convening the appointment or promotion board;</p>	<p>government unit.</p> <p>Konti lang ang mga nag aapply (na qualified) compared to the private sector.</p>	
				<p>Role of the Merit Selection Plan (MRP) is not clear.</p> <p>“Loose” merit and fitness.</p> <p>Money changing hands to create position desired.</p> <p>Selection is for compliance only.</p> <p>Need <u>one month</u> for certificate of eligibility; bawal umakyat yung civilian dahil sabi ni de lima,kaya security lang ang kausap; (complaints</p>	<p>For career positions, di talaga pwede yung relatives, pero yung job contract, pwede ang relatives, hindi sakop ng CSC ang job contract. (There are vacant positions that are not filled since the person is not qualified, so they use job contracts. (This is) unfair for people under job contract since they are not entitled to benefits.</p>	

				of arrogance from Caliraya).		
				<p>Slow action of CSC re promotion and appointment; appointments are not adjudicative in nature --- it's against the red tape; CSC has to set example.</p> <p>No action of request for reconsideration for three years of a lawyer in the ombudsman office and a lot of people have - surpassed him; have pending request since 2003 by Immigration but until now, wala pang sagot.</p>		

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
C. Are there policies or programs in place that deters corruption in the area of Appointment?	<p>Anti Red Tape Act (ARTA).</p> <p>Anti Corrupt Practices Act.</p>	<p>The DOH has a nepotism rule for non-health workers. (Can't hire a relative up to third degree of consanguinity in the same hospital or office) This is not applicable for doctors.</p> <p>DILG coordinates with Local Chief Executive so with pre qualifying evaluation which becomes basis for recommendation or non recommendation as a way to get rid of political intervention.</p>	<p>There is a Selection Board for appointments.</p> <p>Functioning grievance machinery.</p>	<p>CSC rules & regulations.</p> <p>Local Government Code.</p>	<p>(No gathered info relative to appointment gathered from this group. Refer to section "applicable to all" for possible general inputs related to policies or programs in place.</p>	<p>(No gathered info relative to appointment gathered from this group. Refer to section "applicable to all" for possible general inputs related to policies or programs in place.</p>

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
D. If no policies or programs exist, what policies or programs or interventions need to be undertaken? By whom? By which agency, office or organization?	<p>No monitoring is being done, maybe CSC needs to do the monitoring.</p> <p>Add more CSC monitoring people per region. (right now, only 2 CSC employees per region).</p> <p>Have policies pero di takot ang implementers sa CSC, have to solve the problems of monitoring & implementation.</p> <p>Stronger CSC checks of all appointments and if there is a violation, they can</p>	<p>Guidelines, circulars and documents should be accessible to everyone.</p> <p>Strict implementation and further support from other agencies (e.g. personnel audit for leave credits).</p> <p>Ombudsman and COA should have symmetry of objectives because they now are partners.</p> <p>CSC should have more frequent audits of personnel, mechanisms and areas of development.</p>	<p>Kailangan na magka ngipin ang CSC to implement regulations and guidelines because at present there are HRMO's re assigned if they do not follow the instructions of the local executive.</p> <p>CSC should have a program for the HR.</p>	<p>Define the discretionary power of the appointing authority.</p> <p>Should be approved by CSC; CSC conducts periodic audit; agency should monitor the appointment because HRM officer cannot do anything if the head should use discretion power</p> <p>Request observers to observe systems within agencies.</p> <p>Remove temporary appointments scheme.</p>	<p>Need an RA to amend the law on nepotism (Stricter guidelines).</p>	<p>Whether political allies or assets to political aspiration, appointment should still be done in a systematic way and the position to be filled up should contribute to public interest and not "weather-weather lang.</p> <p>The appointing official must exercise utmost -restraint in appointing civil servants with the ultimate goal of giving the position to the best qualified with highest integrity.</p> <p>CSC should empower all supervisors , so that they can better</p>

	disapprove. In Region 4, some were qualified but were forced to waive that they were not interested; when checked if they really signed the waiver, they said that they were not following up dahil pinakiusapan sila.	ISO Certification should be prioritized. Government based HR practitioners should be empowered, should have more developed skills, and can -voice out issues without fear or favor.		Scrap the law on temporary appointments and remove gray areas. CSC orientation should be a requirement before elected officials file their COC's and should be done by the agency. Agencies should check all documents re authenticity.		improve their respective agencies. Reform behavior and mind set.
	CSC needs to check implementation and monitoring but no sanctions should be given, just call the person's attention and give recommendations, if the said person doesn't comply, no	Review structure of the organization so that not a lot of the positions are to be filled out. Evaluation of an actual job for a particular function is necessary. (job content, pay level,		CSC & Ombudsman should dialogue & define how much is nominal re gifts; should they even take any gifts coz it impairs their objectivity (RA 6713).		

	<p>appointment will be given to him.</p> <p>Need to do a background check for the appointees of the agency.</p> <p>Need to implement the process of verification of checks & balances.</p> <p>Decide without fear or favor of appointing authorities.</p> <p>Integrity should always be included in evaluating whether a person is qualified or not. In fact, it should be the first consideration.</p>	<p>need approval from DBP to fill out function).</p> <p>Rationalization program is still pending. Personnel should be accounted for and can check vacant positions.</p>				
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
D. If no policies or programs exist, what policies or programs or interventions need to be undertaken? By whom? By which agency, office or organization?	<p>Be guided by the rule of law, the principles of right and wrong and your conscience. Be as objective as possible. Don't yield to the comments of the "amuyongo". Do your own homework. No tool to measure that, projection in the essay writing and interview are the bases.</p> <p>Monitor lack of political will; (Internal agency and external of CSC.)</p> <p>Each agency should have an audit, as required by law.</p>					

APPENDIX G
FGD Results on Promotion

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
A. How does corruption take place in Promotion?	<p>Violation of policies.</p> <p>Deviation from standard process.</p> <p>Disregard of Merit Selection Plan.</p>	<p>Depends on closeness authority, not on merit & fitness</p> <p>Non compliance or subjectivity in ranking people for promotion.</p> <p>Promoting the person even if he is not yet prepared for the - position but needs the financial aspect of the promotion. (sige i promote kasi 8 ang anak; o ipromote kasi malapit na mag retire para mas malaki ang retirement package.)</p> <p>Humanitarian reasons. (I promote</p>	<p>Qualifications are set aside, e.g. the number 1 in the ranking is not chosen, the one chosen is the one with only minimum requirements.</p> <p>Process becomes a formality. (May nakatalagang tao for the promotion at SOP na lang yung process).</p>	<p>Management not allowing the promotion to be done according to CSC rules & regulations.</p> <p>Reconsiderations re lack of eligibility.</p> <p>Selected names included in list are not -based on merit & fitness.</p>	<p>Limiting choices to 2 instead of 5.</p>	<p>No transparency in the selection process. (Silang 2 lang nakaka-alam).</p> <p>Already eyeing somebody to put in the position.</p>

		kasi matagal, even if there is someone younger who is better).				
	Falsification or misrepresentation.			Fake documents.		

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
A. How does corruption take place in Promotion?				Got promotion through the back door coz the said employee had a poor or US rating for performance.	Midnight promotion (during end of term).	
	Promotion for sale.			Monetary considerations. Promise to be promoted provided a huge sum of money is given to the Selection Board.	Biased judgment of PSB.	
		Next in rank is not evaluated for		Preference over first rank or next in rank.		Outsider nakapasok instead of moving up

		promotion (since in a hurry to hire from outside).				in the ranks.
					<p>Ang empleyado na pumasok na nasa mataas na posisyon kaagad, na iintriga (so he or she) needs to start from the bottom. May selection process ang CSC kaya lang na embed na sa culture na gusto na yung next in rank ay hindi dayo. Hindi naman taga rito yan, kahit 7 years na siya sa agency na yun, - may reaction talaga na he has to prove his qualifications para mawala yung mga usap usapan.</p>	
	Promoting employees who do not deserve to be promoted.	Promoting employees who are not qualified.				

	Lack of transparency, withholding information.					
	Promotion based on ethnic consideration. Not established high standards of promotion.	Sakit ng ulo kaya I promote na.	Gives weight to the ugali of the person being promoted. Kamag anak system or nepotism.			In the design of the QS. (not standardized).

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
B. What do you think are the reasons corruption takes place in Promotion?	<p>“Padrino” system.</p> <p>Change ranking to favor friends & relatives.</p> <p>Promote someone who has given you a favor.</p>	<p>Political intervention. Promoting an employee because of a request from a politician.</p> <p>“Bata bata” system.</p> <p>“Palakasan.”</p>	<p>Palakasan or padrino or bata bata system</p> <p>Abuse of power, uses lakas to be promoted or to be with backer.</p> <p>Political influence or intervention.</p> <p>Influence of higher people can influence decisions.</p>	<p>Nepotism.</p> <p>Palakasan system.</p> <p>Malakas na backer.</p> <p>Bata bata system.</p> <p>Political intervention.</p>	<p>Political accommodation.</p>	<p>Bata-bata” system.</p> <p>Colored politically, political appointees & promotions.</p> <p>Based on political patronage and not on the qualifications called for by the position.</p> <p>Padrino system.</p>

						"Palakasan".
	"Barkadahan". Favoritism.	Favoritism.	Favoritism; -e.g. 10 are running for the position, & the favorite of the head will be the one promoted.	Favoritism.	Favoritism.	Promotion by loyalty. Favoritism.

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
B. What do you think are the reasons corruption takes place in Promotion?		No clear cut guidelines for big leap promotions, e.g. grade level 3 to 12, esp. if they hire from outside. If big leap promotion happens to an incumbent employee, it has to be justified. No process flow. (E.g. no performance rating process flow. None too for promotion).	Wide latitude of discretion in the selection of personnel for promotion. CSC lacks a firm stand on promotion issues.	It is allowed by law to get someone less qualified, if "no one else" is qualified.	Maraming highly qualified pero di maka pasok dahil sa ranking; dahil matagal na yung pinagsamahan ng department head at employee kaya may attachment na sila sa isat isa; kailangan magsimula sa baba yung mga highly qualified people.	

		<p>No guidelines in promotion, so just follows the CSC rule on minimum qualifications, e.g. how to promote if just Satisfactory, if ok for promotion should be at least VS.</p> <p>Agencies can be compliant but it has to be pointed out to them.</p>				
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
B. What do you think are the reasons corruption takes place in Promotion?		Depends on the head because that is the policy although some agencies have guidelines that you can only promote from				

		the top 5 employees.				
		Lack of training or information. No orientation of (& by) HR. HR lacks training in evaluating.				
		Maawain ang Pinoy (part of what makes us Filipinos).				
	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
C. Are there policies or programs in place that deters corruption in the area of Promotion?		Agencies just can't add position easily. DepED has policy guidelines patterned after the CSC (looks at performance, accomplishment, etc.)	With a selection board to ensure that the employee selected for the promotion has reached at least the minimum requirements.		CSC says top 5 choices --- should select from top 5 to limit the wide latitude of discretion.	

		DepED has a Merit Selection Plan, but is seen as not enough.				
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
D. If no policies or programs exist, what policies or programs need to be undertaken? By whom? By which agency, office or organization?		Field offices of government agencies have different interpretations & action/inaction on different policies, DepEd and the CSC should communicate on the policies of the department, e.g. no promotion in the principal position if the employee didn't pass the test. There is a need for strong coordination because the -DepEd is a huge organization				
		Job evaluation is needed. Job analysis and a competency based system (should be prioritized). At the moment, length of service lang ang basis for promotion for administrative positions. All promotions should always take into				

		consideration - the different levels of competencies.				
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
D. If no policies or programs exist, what policies or programs or interventions need to be undertaken? By whom? By which agency, office or organization?		<p>Think about a Merit Promotion Plan internal to the agency.</p> <p>If the incumbent employee has no waiver stating that he is not interested in the promotion then he should be evaluated and should automatically be in the running.</p> <p>- Some agencies should automatically include incumbent employees in the promotion process.</p>				

APPENDIX H

FGD Results on Performance Evaluation

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
A. How does corruption take place in Performance Evaluation?	<p>Dishonesty in performance reports</p> <p>“Dinuduktor” yung performance reporting. Invent unnecessary output to earn OPES points</p> <p>Padding in performance reporting</p> <p>Subjective performance ratings</p> <p>Inequitable distribution of workload</p> <p>Performance standards are not uniform</p> <p>Non implementation of performance standards</p> <p>Poor compliance on performance evaluation</p> <p>Giving undeserved evaluation just to please employee</p>	<p>Changing the rating of a favorite employee to gain the top place in the ranking list for promotion purposes</p> <p>Palakasan</p> <p>Favoritism</p> <p>Performance based not on actual accomplishment but on closeness to rater</p> <p>“O’ rating from dean but “Poor” rating gathered from students</p> <p>Humanitarian consideration (gives high consideration because the ratee needs the high compensation that goes with the rating)</p> <p>Rating is VS when in reality its lower</p> <p>Nobody gets below VS to get PIP (Monetary</p>	<p>Favoritism</p> <p>Palakasan</p> <p>Favors given outside of work affect performance rating</p> <p>Subjectivity in rating Heads are using their power to fight back</p> <p>Tinitira through the PES (either hindi pinipirmahan or mababa ang rating)</p> <p>Awa system If there are 2 employees who should get “S”, i-VS na lang, if mababa ang rating sa subordinate, bababaan ka rin ng rating ng subordinate na yun</p>	<p>Imposing performance factors in rating not approved by the CSC or the agency</p> <p>Automatic VS to get performance bonus</p> <p>Everyone is rated VS or Excellent, none are rated US or Poor</p>	<p>Biased evaluations</p> <p>Subjectivity in ratings</p> <p>Pakikisama system If the governor requests something from the mayor, mayor said that she cant be influenced because its her locality, but the process took longer.</p> <p>Sa probinsya, magkakakilala sila lahat kaya mahirap ilagay yung kalaban mo dahil mas nakakasama pa sa inyo. The moment that they are there, its difficult to remove them even if you have PMS, or else may tatawag na naman.</p> <p>Mayor noticed that one employee doesn’t regularly attend the flag raising, but got a high rating of 8 in the performance evaluation</p>	<p>Lack of or no respect for standards; and the policies are not being followed.</p> <p>Instead of making another performance evaluation, pinapalitan na lang yung date.</p>

	<p>Disregard of merit and fitness principle</p> <p>Kokopyahin lang yung sinulat last year</p> <p>Gagawa ng maraming memo para lang magka points (OPES)</p> <p>Suholan sa rating (underground) for cross rating</p> <p>Giving everyone a VS rating Everyone gets Outstanding in rating</p> <p>Deliberate setting of vague performance standards</p> <p>Nebulous performance indicators (non SMART)</p> <p>Some people will do something in the office that do not earn them points</p> <p>Hindi nagtatapos ng OPES yung mga tao</p> <p>Pag na justify na, ok na, give preference to friends for promotion purposes</p>	<p>consideration)</p> <p>Everybody gets VS, if you get lower, this will disqualify you from promotion (CSC policy)</p> <p>“Tayo tayo” system (“grupo grupo”)</p> <p>Ethnic or sub group biases or considerations (protektahin or i-rate ng higher ang kababayan o ang ka school)</p>			<p>(attendance). The mayor herself was the one who complained.</p> <p>Pakikisama (may employee na palaging iniikot sa mga opisina dahil may problema sa taong ito, ang gusto nila, ang mayor mismo ang babagsak sa PE niya – paano tatanggalin when VS ang past ratings niya? Mahirap naman na – force yung department head na mababa ang rating na ibigay). Not seriously implemented. Hula hula lang at subjective.</p>	
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	People go around the law to bend it					
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
B. What do you think are the reasons corruption takes place in Promotion?	<p>Sinasadyang 'di intindihin</p> <p>There is a new performance management system which has an audit body to accredit use in PMS; is self directing (how many outputs you have to do per day & has reference tables) monitoring of the supervisor is extensive, thus, needs the commitment of the supervisor and higher ups.</p>	<p>Weak system</p> <p>Performance data is subjective</p> <p>Assessment tool needs improvement</p> <p>Needs clearly defined assessment objectives</p> <p>Not taking performance evaluation seriously</p> <p>Evaluation just for compliance</p> <p>Lack of coaching on the monitoring and evaluation process</p> <p>Accuracy of the performance rating given by the superiors should be based on regular monitoring, not spur of the moment</p> <p>DOH has a PMS but</p>	<p>Boundaries of professionalism are crossed</p> <p>Merely for compliance purposes</p> <p>Formality only for the employee to receive benefits and incentives</p> <p>Because of humanitarian reasons (similar to awa system)</p>	<p>Absence of agency performance standards</p> <p>Rater is subjective</p> <p>Management and employees are not taking the process seriously</p> <p>PMS is disconnected to agency OPIF</p> <p>Present system not based on output or performance</p> <p>Favoritism</p> <p>Bata bata system</p> <p>Lack of transparency</p> <p>Honest to goodness rating is not obtained in view of the incentive (PIB) attached to PER</p> <p>Filipino culture of</p>	<p>If the governor requests something from the mayor, mayor said that she cant be influenced because its her locality, but the process took longer. Sa probinsya, magkakakilala sila lahat kaya mahirap ilagay yung kalaban mo dahil mas nakakasama pa sa inyo. The moment that they are there, its difficult to remove them even if you have PMS, or else may tatawag na naman.</p> <p>Mayor noticed that one employee doesn't regularly attend the flag raising, but got a high rating of 8 in the performance evaluation (attendance). The mayor herself was the</p>	<p>Not well defined performance evaluation system. What do you measure? Targets or measurements are malabo.</p> <p>Evaluation based on personality or affiliations</p> <p>Evaluating authority are not applying objectivity in the process, if they are assets, then they get good evaluation.</p> <p>Evaluation for economic purposes only.</p>

		<p>is tied up to PIP, this should be attached or tied up to other HR systems, e.g. boss should give targets to his staff</p>		<p>pakikisama and awa</p> <p>Compassion due to monetary consideration</p> <p>Ineffective tool of performance evaluation for the individual</p> <p>Unclear point system for performance evaluation</p> <p>Favoritism takes place</p> <p>Compassion takes over</p> <p>Personal biases interfere</p> <p>Subjectivity in giving ratings</p> <p>Halo effect</p> <p>PMS doesn't have a strong connect to overall achievement of the agency's performance indicators</p> <p>Not objective</p> <p>Imposes kanya kanya</p> <p>Imposing subjective, non measurable performance factors by the immediate supervisor</p>	<p>one who complained.</p> <p>Pakikisama (may employee na palaging iniikot sa mga opisina dahil may problema sa taong ito, ang gusto nila, ang mayor mismo ang babagsak sa PE niya – paano tatanggalin when VS ang past ratings niya? Mahirap naman na – force yung department head na mababa ang rating na ibigay).</p> <p>Not seriously implemented. Hula hula lang at subjective.</p>	
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				Delay in the full implementation of the PMS OPES		
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	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
C. Are there policies or programs in place that deters corruption in the area of Performance Evaluation?	No gathered info relative to Performance Evaluation gathered from this group.	There are guidelines, but really have to review execution The DBP has its PMS that started in the first part of the year, with target settings which are measurable and organizational plans which will be cascaded (with monitoring tools)	San Fernando has a PMS which is similar to a corporate style of performance evaluation	(No gathered info)	On employee who got a high rating on attending flag ceremony) manual dati yung daily time card, ngayon biometrics card na ang ginagamit.	(No gathered info)

	CSC key personnel	HRMO (NGAs, GOCCs, LCUs, SCUs)	HRMO (LGUs)	Top Executives (NGAs, GOCCs, LCUs, SCUs)	LGU Executives	Civil Society
D. If no policies or programs exist, what policies or programs need to be undertaken? By whom? By which agency, office or organization?	<ul style="list-style-type: none"> - Dapat perform individualized performance management system within the office - Have lots of teams to check the standards of every agency - This process (PE) within the agency should be regularly reported to the CSC 	Agencies should review the execution of their guidelines, otherwise it will just remain as guidelines CSC should think of a policy that would separate performance from monetary incentives or rewards and create a more objective PMS that would eliminate subjectivity	No info gathered from this group relative to abovementioned question	<p>Rater should be immediate superior</p> <p>Agency should be aligned to the OPIF (Organizational Performance Indicators Network)</p> <p>Institutionalize the percentage of the objectivity & the subjectivity in the rating system</p>	(No gathered info)	(No gathered info)

		<p>Deadline of CSC is by year end. This can also be used for individual rating later on. COA pushing CSC to push for PMS (to set targets for each individual and with corresponding points for each output)</p> <p>Provide necessary coaching skills for the raters or the people doing the ratings</p> <p>(Comment) Is it possible to give a more accurate rating if performance is not tied up with money?</p> <p>(Comment – on employee given a padded rating since due to retire) Why not add retirement and leave accreditations? E.g. before retirement, employee will be given additional leave credits because of the corresponding monetary incentive. Also think of a better system re leave credits, as checking is manual and prone to human error and manipulation</p>		<p>CSC tends to follow the supervisor's objectives, better if they set a percentage objectively and subjectively</p> <p>PMS OPES is aligned to the agency, each agency should have it approved and implemented by the CSC</p>		
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Appendix I

Integrity Indicators Survey

Dear Respondent: Good day! This survey is part of a study being conducted by the Ateneo de Manila University's Center for Organizational Research and Development (Ateneo CORD) in behalf of the Civil Service Commission (CSC) and the United Nations Development Programme (UNDP). This survey contains questions about your knowledge and experiences in the Philippine Civil Service. We hope that the results of this study will assist the CSC in understanding your experiences and in improving Human Resource policies and systems. This survey will take about 30 minutes. Please read the questions carefully. There are no right or wrong answers. What is important is that you answer honestly based on what you had seen and experienced in your agency or office. Kindly answer all the questions in this survey so that we can have a comprehensive view of your experiences. Please be assured that your responses will be kept confidential and that your office or agency will not be given individual results but just the summary data. Thank you for participating in this study. Please feel free to contact Vanessa Villaluz at vvillaluz@ateneo.edu should you have any questions or concerns regarding this survey. Please start with the survey now by clicking on the Continue button below.

1. Gender
 - Male
 - Female
2. Civil Status
 - Single
 - Married
 - Separated
 - Widow
 - Widower
3. Age

4. Educational Level
 - High School Undergraduate
 - High School Graduate
 - College Undergraduate
 - College Graduate
 - With Masters Units
 - Masters Degree Graduate
 - With Doctoral Units
 - With Doctoral Degree
5. Number of Years working in your current agency/office

6. Number of Years working in government

7. Position (please specify)_____

8. Position Level

- First level (clerical, trades, crafts and custodial service positions)
- Second level (professional, technical and scientific positions, executive managerial)
- Third level (career executive positions/presidential appointees)

9. Sector

- National Government Agency
- Government Owned and Controlled Corporations
- Local Government
- Local College/University
- State College/University

10. Region

- NCR
- CAR
- Region I
- Region II
- Region III
- Region IV-A
- Region IV-B
- Region V
- Region VI
- Region VII
- Region VIII
- Region IX
- Region X
- Region XI
- Region XII
- Region XIII (CARAGA)
- ARMM

11. Nature of Work

- GENERAL ADMINISTRATIVE SERVICE
- HUMAN RESOURCE MANAGEMENT SERVICE
- FINANCIAL SERVICE
- PLANNING SERVICE
- ARCHITECTURE AND ENGINEERING SERVICE
- TRANSPORTATION, COMMUNICATION AND PUBLIC UTILITIES SERVICE
- CRAFTS, TRADES AND RELATED SERVICE
- SOCIAL SCIENCES AND WELFARE SERVICE
- INFORMATION, ART AND RECREATION SERVICE
- MEDICINE AND HEALTH SERVICE
- EDUCATION, LIBRARY, MUSEUM AND ARCHIVAL SERVICE
- AGRARIAN, AGRICULTURAL AND ENVIRONMENT RESOURCES SERVICE
- TRADE TOURISM AND INDUSTRY SERVICE
- MATHEMATICS, PHYSICAL AND BIOLOGICAL SCIENCES SERVICE
- DEFENSE AND SECURITY SERVICE
- LEGAL AND JUDICIAL SERVICE
- FOREIGN RELATIONS SERVICE

- EXECUTIVE SERVICE
- LEGISLATIVE SERVICE
- Others, please specify

12. Agency/Office (Optional)

Answer the following questions pertaining to how you react to certain situations.

13. Are you always willing to admit you made a mistake?
 - Yes
 - No

14. Have you sometimes taken unfair advantage of another person? R
 - Yes
 - No

15. Are you quick to admit to making a mistake?
 - Yes
 - No

16. Do you sometimes try to get even rather than forgive and forget? R
 - Yes
 - No

17. Are you always courteous, even to people who are disagreeable?
 - Yes
 - No

18. Do you sometimes feel resentful when you don't get your own way? R
 - Yes
 - No

19. Are you always a good listener, no matter whom you are talking to?
 - Yes
 - No

Answer the following questions pertaining to your knowledge and experiences in the Philippine Civil Service.

20. Does your agency have a Recruitment, Selection and Promotions system (Agency Merit Promotion Plan)?
 - Yes
 - No
 - I don't know

21. Have you been given orientation/briefing on your agency Merit Promotion Plan?
 - Yes
 - No
 - I don't remember

22. In my opinion, our Agency's Recruitment, Selection and Promotion Guidelines are being strictly followed.
 - Yes

- No
- I don't know

23. Are there Agency Rules and Procedures on Promotions?

- Yes
- No
- I don't know

24. Does your agency conduct orientation/briefing on the Rules and Procedures on Promotion?

- Yes
- No
- I don't know

25. Are these promotion policies/rules and procedures implemented/followed in your agency?

- Never
- Rarely
- Sometimes
- Often
- Always

26. How often do the policies and guidelines of the following systems reviewed in your agency?

System	Never	Rarely	Sometimes	Often	Always
Recruitment					
Selection					
Promotion					

Remarks:

27. My agency or office posts the list of vacant positions.

- Yes
- No
- I don't know

28. If yes, where is the list of vacant positions posted? _____

29. What do you think is the reason why vacant positions are posted in your agency?

- To comply with the Publication Law
- To inform interested applicants
- Others, please specify _____

30. When does your agency post the list of vacant positions?

- After the Personnel Selection Board's (PSB) deliberations
- 3 days before PSB deliberations
- 10 days before PSB deliberations
- 15 days before PSB deliberations
- Other, please specify _____

31. How many days does your agency post the list before filling of vacant positions?

- 3 days
- 5 days
- 10 days
- 15 days

- 30 days
 - I don't know
32. Have there been instances when vacancies were not announced or posted?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
33. My agency fills the published vacant positions (Please complete the sentence)
- within 10 days from publication
 - within 2 months after publication
 - within 6 months after publication
 - within 9 months after publication
 - Others, please specify _____
34. Under existing guidelines, the filling up of vacant positions should be made within 9 months from the date of publication. Does your agency follow this guideline in the filling-up of vacant positions?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
35. Is there a Personnel Selection Board (PSB) in your agency?
- Yes
 - No
 - I don't know
36. Does your agency PSB have a set of internal rules and procedures?
- Yes
 - No
 - I don't know
37. Have you been given an orientation or briefing on the PSB rules and procedures?
- Yes
 - No
 - I cannot remember
38. My agency has a system in pre-screening applicants.
- Yes
 - No
 - I don't know
39. Endorsements from influential individuals like politicians, top level executives, agency 'insiders', co-employees and the like have been necessary to ensure that applications for employment are considered for pre-screening and employment in my agency.
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
40. Who among the following applicants are considered for pre-screening by the agency's HRMO? (Choose 3)
- All applicants regardless of qualifications
 - Applicants who are **not** qualified but are referred by politicians, top level executives, agency

- 'insiders', co-employees and the like
 - Applicants who are qualified but **not** referred by politicians, top level executives, agency 'insiders', co-employees and the like
 - Applicants who are referred **and** are qualified
 - Qualified next-in-rank with or without application
 - Qualified next-in-rank who applied
 - Others, please specify_____
41. In my agency, there have been instances when an individual paid an influential individuals or 'agency insiders' in order for one's application for employment to be considered.
- Yes
 - No
 - I don't know
42. In my agency, there have been instances when an individual gave a favor(s) to an influential individuals or 'agency insiders' in order for one's application for employment to be considered.
- Yes
 - No
 - I don't know
43. There have been instances in my agency where the HR staff or officials, other influential individuals in the recruitment process have asked for payment in exchange for the processing of one's employment application.
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
44. There have been instances in my agency where the HR staff or officials, other influential individuals in the recruitment process have asked for a favor(s) in exchange for the processing of one's employment application.
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
45. In my agency, there is a policy for employment applicants to undergo pre-employment examinations.
- Yes
 - No
 - I don't know
46. In my agency, I have undergone the following before being appointed (Kindly mark as many choices as you wish):
- IQ test
 - Promotional Test
 - Aptitude Test
 - Psychological/Personality Test
 - Other forms of technical examinations and/or assessment
 - Medical Examination
 - Drug Test
 - Neuro-psychiatric test
 - Others, Please Specify_____
47. There are control measures or a system to check the authenticity of documents (e.g. transcript of records, diploma, certificates, etc.) submitted by employment applicants for appointment in my office or agency.

- Yes
 - No
 - I don't know
48. There are control measures or a system to check the authenticity of documents (e.g. transcript of records, diploma, certificates, etc.) submitted by employment applicants for promotion in my office or agency.
- Yes
 - No
 - I don't know
49. How often are employment candidates' application documents verified or checked for authenticity?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
50. Have there been instances when your agency discovered that fake credentials were presented for appointment purposes?
- Yes
 - No
 - I don't know
51. How often were fake credentials allowed to be used for appointment purposes?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
52. Have there been instances when your agency discovered that fake credentials were presented for promotion purposes?
- Yes
 - No
 - I don't know
53. How often were fake credentials allowed to be used for promotion purposes?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
54. Are there measures in place in your agency to safeguard the integrity, confidentiality and objectivity of pre-employment examinations?
- Yes
 - No
 - I don't know
55. How often are said integrity measures in the conduct of pre-employment examinations disregarded or not strictly implemented?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always

56. There is a policy on background checking of employment applicants in my agency.
- Yes
 - No
 - I don't know
57. All appointees to positions in my agency are subjected to background check.
- Yes
 - No
 - I don't know
58. According to the rule on nepotism, the issuance of appointments in government is limited to the third degree of consanguinity and affinity in NGAs and is limited up to the fourth degree of consanguinity and affinity in the Local Government Units (LGUs). Is this policy being strictly adhered to in your agency?
- Yes
 - No
 - I don't know
59. Have you known of any instance/s in your agency when the anti-nepotism policy has been violated or not been adhered to?
- Yes
 - No
 - I don't know
60. Have there been instances when your agency's appointing authority's relative been able to secure a career position after the said official's tenure ended?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
61. There is an established mechanism or system in my agency that prevents the appointing authority from abusing his/her power or discretion in issuing appointments?
- Yes
 - No
 - I don't know
62. Does political interference influence the recruitment and promotion processes in your agency?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
63. Have there been instances when friends, political allies or close associates of an outgoing official were able to secure a position before the officials tenure ended?
- Yes
 - No
 - I don't know
64. Is there a policy deterring the appointment of friends, party mates, or close associates of the appointing authority to appointive positions in your agency?
- Yes
 - No
 - I don't know
65. Which among the following are **not** strictly followed: (Kindly mark as many choices as you wish)
- Publication of vacant positions

- Personnel Selection Board screening
 - Conduct of Deep Selection Process
 - Conduct of promotional and/or competitive examinations
 - Evaluation of relevant education, training, experience and eligibility
 - Evaluation of past performance, Physical Characteristics and Personality Traits
 - Conduct of background/character investigation
66. Does the appointing authority observe the appointment of those chosen from among the top 5 ranking candidates assessed by the Personnel Selection Board (PSB)?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
67. Does an individual's chance of getting appointed in your office or agency become stronger if they are endorsed by politicians or top level executives?
- Yes
 - No
 - I don't know
68. How often are individuals who are endorsed by politicians or top level executives appointed?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
69. Have there been any instances in your agency when individuals have paid to get appointed or promoted?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
70. Have there been any instances in your agency when individuals have given favors to get appointed or promoted?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
71. There are existing policies in my agency which ensure the independence and integrity of its Personnel Selection Board (PSB).
- Yes
 - No
 - I don't know
72. Which of these individuals or offices do you perceive to succumb to pressure and favors from internal and external influences (e.g. appointing authority, appointing authority's close associates/political allies/politicians/other top level officials). Kindly mark as many choices as you wish)
- Appointing authority
 - Personnel Selection Board
 - Human Resource Management Office
 - Civil Service Commission
 - Others, please specify _____

73. Have you known any instance/s when PSB members asked for a fee or for favors to include individuals in the shortlist of candidates for appointment or promotion?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
74. Have there been instances in your agency when temporary employees were hired or appointed despite the presence of qualified incumbents or applicants?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
75. Have there been instances in your agency wherein positions were created or reclassified in order to accommodate certain individuals?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
76. Does your agency's Merit Promotion Plan include provisions that would prevent the appointing authority or authorities from abusing their power in issuing appointments?
- Yes
 - No
 - I don't know
77. Have there been instances in your agency when appointments were issued without passing through the Personnel Selection Board's deliberation?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
78. How would you rate your agency in terms of effectiveness in implementing the policy limiting the discretion of the appointing authority power in the issuance of appointments?
- Poor
 - Unsatisfactory
 - Satisfactory
 - Very Satisfactory
 - Exceptional
79. How would you rate your agency head/appointing authority in his/her exercise of discretion in the issuance of appointments?
- Poor
 - Unsatisfactory
 - Satisfactory
 - Very Satisfactory
 - Exceptional
80. Does your agency post the list of appointees or promoted employees?
- Yes
 - No

- I don't know
81. If yes, where does the agency post the list of appointees? (Specify)_____
82. Have there been instances when the list of appointees was **not** posted?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
83. Does your agency allow individuals and interested parties to access PSB deliberations and/or records of proceedings?
- Yes
 - No
 - I don't know
84. Does your promotion system automatically consider qualified next-in-rank incumbents?
- Yes
 - No
 - I don't know
85. How often do qualified next-in-rank employees get considered for promotion?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
86. Does your office or agency have a Performance Evaluation System (PES) in place?
- Yes
 - No
 - I don't know
87. Do you prepare performance targets/commitments at the start of the rating period?
- Yes
 - No
 - I don't know
88. Does your agency have existing performance indicators/standards as basis for setting targets?
- Yes
 - No
 - I don't know
89. Does your agency have a system of evaluating the objectivity and accuracy of targets and performance indicators?
- Yes
 - No
 - I don't know
90. Do you have a Performance Evaluation Calendar?
- Yes
 - No
 - I don't know
91. Does your agency strictly follow the Performance Evaluation Calendar?
- Yes
 - No

- I don't know
92. Does your agency have a system of monitoring/recording individual accomplishments?
- Yes
 - No
 - I don't know
93. Does your Performance Evaluation System allow cross rating (supervisor rates subordinates and vice versa; peer to peer rating; client rating)?
- Yes
 - No
 - I don't know
94. Does your agency have a system of validating accomplishments/outputs?
- Yes
 - No
 - I don't know
95. Does your agency have a working Performance Evaluation Review Committee?
- Yes
 - No
 - I don't know
96. Is the employee performance rating linked with the unit's performance/accomplishments?
- Yes
 - No
 - I don't know
97. Have there been instances when performance evaluation was used to retaliate or get even with the ratee?
- Yes
 - No
 - I don't know
98. Have there been instances when employees' performance ratings were favorably influenced by **political affiliation**?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
99. Have there been instances when employees' performance ratings were favorably influenced by **affiliation with supervisors or officials**?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
100. Have there been instances when an employee was rated favorably because he/she **granted a favor(s)** to the rater?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always

101. Have there been instances when an employee was rated favorably because he/she **paid** the rater?
- Never
 - Rarely
 - Sometimes
 - Often
 - Always
102. Is there a system for reviewing and evaluating the effectiveness of your agency's Performance Evaluation System (PES)?
- Yes
 - No
 - I don't know
103. Have there been instances when your agency reviewed or evaluated its Personnel Evaluation System (PES)?
- Never
 - Rarely
 - Often
 - Sometimes
 - Always
104. Does your agency post the results of Performance Evaluation Ratings?
- Never
 - Rarely
 - Often
 - Sometimes
 - Always
105. Based on your general assessment of how Human Resource Management policies and procedures are being administered in your agency, to what degree do you consider these policies and procedures to be effective in ensuring integrity (objectiveness, fairness and free from corruption) in the Civil Service?
- 0-20%
 - 30-40%
 - 50-60%
 - 70-80%
 - 90-100%
106. Considering your response to the previous question, to which five (5) factors shall you attribute the success of ensuring integrity (objectiveness, fairness and free from corruption) of HRM operations in your agency? (Choose 5)
- Employees being informed on Agency HRM Policies
 - Employees being informed on Civil Service Laws and Rules
 - HRMO's knowledge on Civil Service Laws and Rules
 - Adequacy of Agency HRM policies to prevent abuses in HRM operations
 - Adequacy of CSC Policies and procedures in preventing abuses in HRM operations
 - HR Office's competence in handling HRM policies and procedures
 - Strict adherence to CSC HRM policies and procedures
 - Agency Head's political will in abiding by Civil Service Laws and Rules
 - CSC's competent assistance and intervention in agency's HRM operations
 - CSC's independence and political will in deciding on HRM issues
 - Others, please specify _____

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