

**Philippine Society for Training &  
Development**

**GENERAL OFFICE  
POLICIES & GUIDELINES**

**GENERAL OFFICE POLICIES & GUIDELINES**

For employees to get to know better how PSTD operates, this manual has been prepared to show the organization's philosophy as well as its general office policies and guidelines.

While this is intended to give an overview, it provides basic information only and does not cover the full details of its operations which is embodied in a separate manual.

## **VISION**

*A dynamic society internationally recognized as the moving force in professionalizing HROD practitioners and a major contributor to the development of the nation's human capital.*

## **MISSION STATEMENT**

*To provide a vibrant forum where HROD professionals, institutions and organizations can share relevant information, benchmark best practices and network with each other towards uplifting industry HROD standards.*

## **CODE OF BEHAVIOR OF A HIGHLY EFFECTIVE PSTD PROFESSIONAL**

### **1. The PSTD Professional is proactive.**

He takes charge of his duties and recognizes the responsibility that goes with it. He always takes the initiative – never waits for things to happen but makes things happen in the organization. He is responsive and never wastes time to cease an opportunity to help others.

### **2. The PSTD Professional begins with the end in mind.**

He has a clear vision & sense of purpose regardless of the department he is in. He knows what he wants and translates this into action. He supports the company's vision, knows where he is going, understands it and is committed to its cause.

### **3. The PSTD Professional puts first things first.**

He thinks and works preventively. He knows his priorities and performs his duties even before things become urgent. He works with speed and responds

on time. He is aware of the various roles he play as a boss, subordinate, co-employee and tries to put balance in these different areas of his life.

**4. The PSTD Professional thinks win-win at all times.**

Engraved in his heart is the win/win frame of mind that constantly seeks mutual benefit in all his transactions with his stakeholders. He makes sure that in the end; all parties feel good about any agreement or decision and are committed to it. He doesn't mind sharing prestige, recognition, profit or decision-making especially with his customers.

**5. The PSTD Professional seeks to understand & to be understood when communicating with people.**

He is empathic and genuinely cares about people. He gives people the opportunity to speak and be listened to and in so doing; he builds an enormous deposit in their emotional bank accounts. Seeking to understand shows maturity & consideration whereas seeking to be understood takes courage & guts to stand for what one believes is right.

**6. The PSTD Professional creates synergy from within and from without.**

He believes in creative cooperation – that the strength of one plus one is equal to 10-times fold or more. He is very open to ideas, suggestions, feedback & comments valuing the differences among people and the limitless possibilities of things bound to happen.

**7. The PSTD Professional sharpens the saw in the different areas of his life.**

He is committed to renewing the 4 areas of his life – physical, spiritual, mental and social / emotional aspect knowing that he can only serve other people if he is happy & fulfilled from within. As a Knowledge consultant, he takes the discipline to study, read, explore new subjects, attend seminars and do anything to enrich the mind.

As a truly committed PSTD professional, he is dedicated to sharpening and renewing all the above principles values in order to live up to the ideals of a world class professional.

## **BRIEF HISTORY**

PSTD was born 38 years ago when a group of HRD practitioners decided to do something for their profession. Starting from the garage of Pat Viloris who served as its first president, PSTD has moved from house to house (usually of its president) until it decided to rent office space, although with much difficulty.

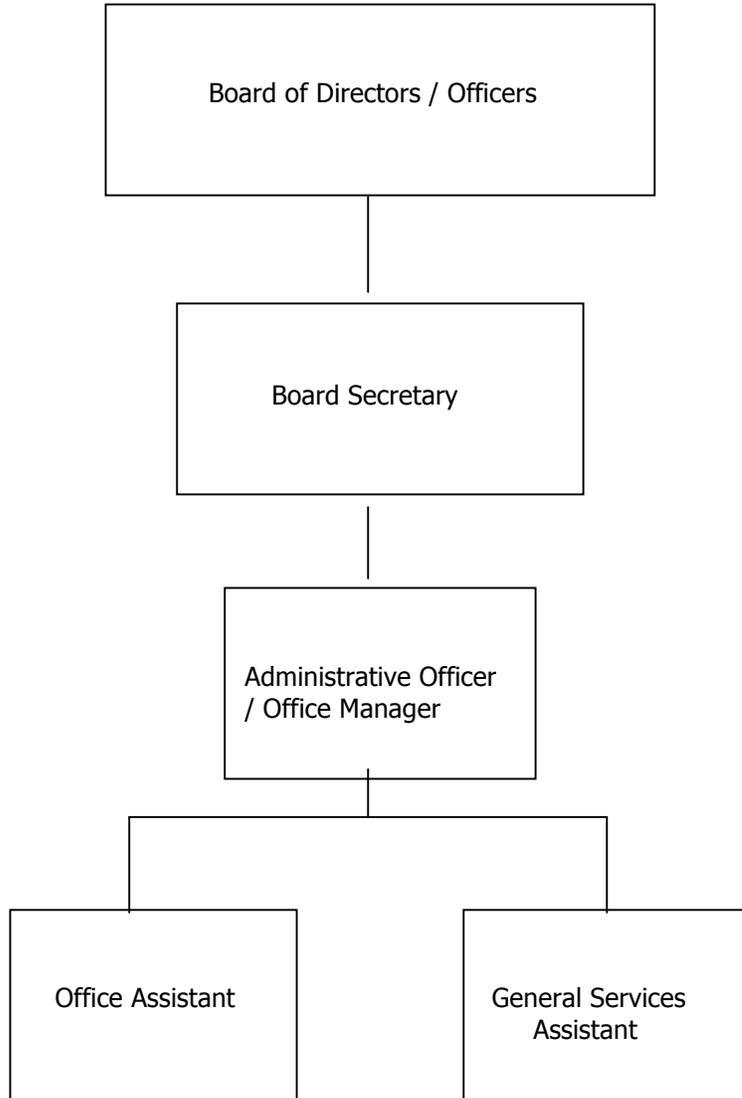
In 1990, after successfully hosting the PSTD / ARTDO Convention at the Manila Hotel under the leadership of then president Tomas de Leon Jr. where more than 450 participants attended, with 200 coming from our neighbors in Asia, the board decided to invest its earnings from that convention and other past PSTD conferences and seminars plus a loan from PCI Bank into acquiring a permanent home in Makati.

Everything went well until about 1997 when the payments started to falter due mainly from the difficult business environment and ineffective leadership. But again, instead of delving on the problem, the society was dramatically revived in 2001 under the leadership of then president Evelyn Lozada who steered the society back on its feet.

Now, with a new and promising leadership and a dynamic team of committed & dedicated Board of Directors, the Society is slowly regaining its stature.

## **ORGANIZATIONAL STRUCTURE**

The organizational structure is basically flat. The office is manned by an Administrative Officer / Office Manager who manages the two (2) Secretariat staff.



## **APPEARANCE AND BEHAVIOR**

As PSTD staff, professionalism towards internal and external clients/members and co-staff is essential. Proper social graces, courtesy, bearing, decorum and presentable appearance all make up a respectable and dignified PSTD staff.

## DRESS CODE

In the absence of an official uniform to be worn by the staff, the prescribed dress code is decent casual together with the wearing of appropriate shoes, I.D. and makeup (esp. for front liners or those with client contact).

### **Guidelines on what not to wear :**

FEMALE MEMBERS	MALE MEMBERS
<ul style="list-style-type: none"> <li>❖ Tube / Tank tops / halters (with no jackets or blazers)</li> <li>❖ Sando</li> <li>❖ T-shirt without collar</li> <li>❖ Shorts</li> <li>❖ Micromini skirts</li> <li>❖ House Slippers / Rubber shoes</li> <li>❖ Excessive make-up</li> <li>❖ Unnaturally colored / extreme hairstyles</li> </ul>	<ul style="list-style-type: none"> <li>❖ T-shirt without collar</li> <li>❖ Shorts</li> <li>❖ Sweat pants ;jogging pants</li> <li>❖ Slippers</li> <li>❖ No socks</li> <li>❖ Sandals / Rubber Shoes</li> <li>❖ Wearing of earrings /; facial jewelry (eyebrow, nose, lip &amp; tongue rings)</li> <li>❖ Tattoos</li> </ul>

### **Field Work or Official Business Attire**

When required to go on field work or during official functions of the society, the staff are expected to present a clean, neat and tasteful appearance in accordance to the requirements of one's position and accepted social standards. In such cases, the Administrative Officer/Office Manager shall be responsible for establishing a reasonable dress code appropriate to the business function or affair.

### **Casual or Wash Days**

Fridays (except when clients or guests are expected to come or if there is an official function) is designated as a casual or wash day.

The objective of this is for the staff to project a professional image while taking advantage of creating a more casual and relaxed atmosphere.

# WORKING HOURS

Punctuality is an important quality of a professional staff. It bespeaks of one's enthusiasm to report to work and respect for other people's time.

## Regular Days

Regular work schedule is Monday to Friday from 8:30 AM – 5:30 PM

Flexi time may be implemented on a case to case basis upon the discretion of the Administrative Officer / Office Manager who has to ensure as well that the Secretariat's office is properly manned during office hours of society members.

Exceptions:

The Secretariat /staff may be required to report to work on weekends as deemed necessary by the Administrative Officer / Office Manager or Board of Directors in the event there are official society functions & activities.

# TIME RECORD

All staff is required to personally log in and out their Daily Time Records in a central log book (or notebook). The said daily time record shall contain information such as the time of arrival and departure from the office. This is so required for payroll purposes and proper monitoring of attendance.

## Field Work

For proper monitoring and for any exigencies, any staff who has to go on field must fill out a "Field/Itinerary" form indicating various information. (See sample form below)

### FIELD / ITINERARY FORM

NAME \_\_\_\_\_ DATE \_\_\_\_\_

Company / Person to See	Purpose	Time of Arrival	Time of Departure	Signature of Contact Person

For field work / appointments that would require a staff to go directly on field first thing in the morning, due consideration may be given for convenience & accessibility. In such instances, the staff need not report to the office anymore to

log in his attendance for as long as this is with due approval from the Administrative Officer / Office Manager.

Should any of the Board of Directors wish to assign a specific task or errand to any staff, said requests must be coursed thru the Administrative Officer / Office Manager for monitoring purposes and to ensure that there are no overlaps or inconsistencies in instructions / guidelines given.

### **Tardiness / Under time**

Should it be unavoidable that a staff be late for at least an hour or more because of a personal / emergency matter, due notification must be given by the staff to the Administrative Officer / Office Manager for approval and proper monitoring. This in turn may be charged accordingly to one's allowable under time / leave credits which should be filed within 24 hours immediately upon reporting back to work.

### **Overtime**

On regular days, all staff are encouraged to work only within regular office hours. This is to ensure maximum productivity and efficient use of ones' time.

However, for activities / sessions held outside the office i.e. public seminars, monthly meetings, conventions, etc. - the staff may charge for a corresponding overtime pay for the total number of hours worked.

### ***Office Key Custodianship***

All staff are provided with a key to the office. When rendering over time work, it is important to bear in mind that the last person out should ensure the security of the office by seeing to it that doors are properly locked.

### **Holidays**

In most cases, the secretariat/staff are not required to render work on non-working holidays unless there is an urgent need for assistance by the Board of Directors.

Below is a shortlist of regular holidays and special days:

#### **❖ *Regular Holidays***

New Year's Day	-	January 1
Maundy Thursday	-	(Flexible)
Good Friday	-	(Flexible)
Araw ng Kagitingan	-	April 9
Labor Day	-	May 1
Independence Day	-	June 12
National Heroes Day	-	Last Sunday of August
Bonifacio Day	-	November 30
Feast of Ramadan	-	December 6
Christmas Day	-	December 25
Rizal Day	-	December 30

❖ ***Special Days***

Constitution Day	-	February 2
EDSA Day	-	February 25
All Saints' Day	-	November 1
Last Day of the Year	-	December 31
Makati City Day	-	December _____

**Absences / Leaves**

Due notice must be given for absences which may be incurred because of sickness or emergencies. This should be done on the first hour of the working schedule and may be done either by calling the land line or through a representative or relative of the staff (if the staff is physically unable to personally call). Permission to be absent must be obtained directly from the Administrative Officer / Office Manager. Should the staff be absent from work without the approval of the officer-in-charge, he is considered "***absent without official leave***".

For long vacations or pre-planned absences, due approval must be obtained from the Administrative Officer / Office Manager at least 1 week before the planned vacation leave to ensure that work assignments are accounted for and work schedule is not disrupted unnecessarily.

**BREAK TIME**

Break time should not be taken simultaneously by all staff esp. if it would mean going out of the office premises. This is to ensure that the office is properly manned and secured even during break time.

### **Lunch Break**

Office Personnel:

**11:00 AM to 12:00 NN (Shift 1)**  
**12:00 NN to 1:00 PM (Shift 2)**

### **Coffee Breaks**

Coffee / Snack breaks are allotted 15 minutes and may be taken on the following schedules :

#### ***Morning Break:***

10:00 AM to 10:15 AM (Shift 1)  
10:15 AM to 10:30 AM (Shift 2)

#### ***Afternoon Break:***

3:00 PM to 3:15 PM (Shift 1)  
3:15 PM to 3:30 PM (Shift 2)

## **WORK PLACE ETIQUETTE**

PSTD strives to maintain a positive work environment where all staff treats each other with respect and courtesy. As such, everyone is encouraged to keep an open mind and graciously accept constructive feedback from other people in order to maintain a smooth & healthy work relationship with others.

## **RELATIONSHIP WITH SOCIETY MEMBERS / CLIENTS**

“Client is King”. This is the main battle cry of PSTD in dealing with its’ members and clientele. Each and every person that the PSTD staff comes in contact with are treated as “clients” and dealt with respect, kindness and utmost courtesy because they are considered the lifeblood of the society to whom its very existence depend on.

Below are more guidelines on how to espouse professionalism in dealing with members or clients:

❖ ***Maintaining relationships at a professional level***

Though it may be unavoidable to form close personal relationships and friendships with the members of the society, it is very important that the PSTD professional maintains objectivity and confidentiality of internal matters / decisions to ensure that work performance is not compromised in the course of such ties and relationships.

## **RELATIONSHIP WITH SUPERIORS AND CO-STAFF**

Happiness on the job depends largely on the kind of working relationship one has with his superior and co-staff. It is therefore important that a tension-filled environment thriving on petty gossips and grudges is avoided. To encourage such an environment, openness is practiced in order to thresh out minor differences even before it becomes a problem.

### ***Discipline***

- ❖ Matters pertaining to staff discipline (work hours, compliance with the General Office Policies / Procedures, job performance, etc) is a prime responsibility of the Administrative Officer / Office Manager. As such, verbal or written reprimands are to be initiated solely by him and concurred by the Board Secretary and in extreme cases by the President and Vice-President.

### ***Respect and Cordiality***

It is also expected that staff members treat each other utmost respect and cordiality. Too much familiarity and closeness with certain individuals must be viewed with utmost objectivity and professionalism.

### ***Loitering and Chatting***

To maintain a professional ambience and work atmosphere, staff members should avoid loitering or moving about in other persons' work station to chat, wait or stand by during work hours. Horse playing or gossiping inside the office premises is strongly discouraged.

### ***Selling / Distribution of Goods***

- ❖ Selling or distribution of any goods / items is likewise discouraged as it diminishes the level of professionalism within the office premises.

## WORK PERFORMANCE

The PSTD staff adheres to the highest standards of work performance and productivity. Going the extra mile or delivering results beyond normal expectations is a basic dictum. As such, it is important that each staff is regularly appraised and gets constant feedback from the Administrative Officer / Office Manager and the Board of Directors in order to be well-informed of one's areas for improvement and be aware also of one's strong points which can be capitalized on in the future.

Regular monitoring of performance reviews are likewise vital in making important decisions on:

1. Performance Tasking
2. Salary Adjustments / Promotions

Performance reviews are regularly conducted pending one's employment status:

1. **Probationary status** – monthly basis for a period of three (3) to six (6) months until regularization.
2. **Regular status** - semi-annually (after every 6 months)

January to June performance – appraised in July

July to December performance – appraised in January of the following Year

*(Please see Appendix A for the sample Performance Review Form)*

## PERSONAL GROWTH

PSTD believes in cultivating the fullest potential of every individual. Being in the HROD practice, the opportunities for intellectual growth through the various programs offered by the society are avenues as well for development of every staff.

## VACANCIES

All regular vacant positions are announced and made known to the staff. PSTD follows the policy of filling vacancies for higher positions from within when there are staffs qualified for the position. In hiring, the company also considers the individual qualifications, work performance, potential for greater responsibilities, trustworthiness and loyalty to the organization of the individual.

PSTD also has the option to go outside the organization to fill human resource requirements if suitable applicants are not available within the organization, particularly where certain special qualifications are required for the job.

## **USE OF OFFICE EQUIPMENT, TOOLS AND SUPPLIES**

### ***Use of the Telephone***

In order to maintain a client-friendly relationship and to maximize its use, the telephone is limited to making client calls and other business-related activities. Prolonged usage of the phone for personal transactions is strongly discouraged as this goes against the ethics of the PSTD professional.

As a general rule, calls must be answered within the first 3 rings with a positive disposition and warm greeting. In case the phone is left unattended, the staff nearest the phone must pick up the call and not wait for anybody else to do it. To communicate a sense of professionalism, cordial greetings in answering the phone shall be :

“Good Morning, PSTD”, may I help you”,

“Please hold on” and “thank you” are important bywords when using the telephone.

### ***Use of Cell Phones***

The use of personal mobile phones inside the office premises should not be abused. Making unnecessary personal calls or texts during official working hours is very much discouraged.

### ***Office Supplies***

Day-to-day office supplies necessary for the internal operations of the society i.e. bond papers, ball pens, staple wires, paper clips, scotch tapes, folders and envelopes , etc. are to be used with utmost prudence. These are controlled by the Administrative Officer / Office Manager.

Such supplies may not be used for personal purposes. For internal files, use of recycled papers is strongly encouraged.

### ***Bulletin Boards***

Bulletin boards are being maintained to disseminate information and provide updates on internal schedules and activities. It is the responsibility of the Office Assistant to update and post new developments in the bulletin board.

### ***Care of Company Property***

Each PSTD staff is the custodian of his things and is responsible for the care of assigned office furniture, equipment, machines, etc. As a rule, such properties are to be handled with much care as one would care for his own because its damage or breakdown would cause disruptions on work and entail extra cost on the organization.

Computers, calculators, printers, fax machine, documents, printed materials and supplies i.e. pens, paper and the likes are considered company property and must be kept properly and used prudently.

## **HANDLING OF FUNDS**

A two thousand pesos (P2, 000.00) petty cash fund is allocated to the Administrative Officer / Office Manager to ensure that smooth operations are not hampered or left pending.

### ***Liquidation of Funds***

Petty cash funds are to be liquidated immediately after using up the entire allocated amount.

The following guidelines are to be observed in liquidating:

- ❖ All expenses incurred including those without official receipts must be duly accounted.

- ❖ Official Receipts issued to PSTD as payment for goods and services rendered must appear as PHILIPPINE SOCIETY FOR TRAINING AND DEVELOPMENT for record purposes.
- ❖ A summary report of the Petty Cash Report must be attached together with the O.R.s stating information i.e. date incurred, description of the expense / item, charge to whom (if applicable) and purpose.
- ❖ Replenishments or disbursements may only be implemented if duly approved by the Board Secretary.

\*\*\* For expenses beyond the said allocated petty cash fund, prior approval must be obtained from the President and the Treasurer.

### ***Audit of Funds***

As may be deemed necessary by the Board Secretary or Treasurer, unannounced audits of petty cash funds shall be done on a case to case basis. As such, trustees of funds should always ensure that receipts, documentations and existing funds are in place in the cash box provided for by the society for such purposes and for easier access. In no way will the staff be excused from such audits for reasons of not being prepared or having unaccounted transactions. Should the staff fail to produce the receipts, documentations and funds being audited, it is deemed that said funds have been misappropriated.

## **TRAVELS / OFFICIAL BUSINESS**

Expenses to be incurred for field or official business may be advanced from the petty cash fund under the custody of the Administrative Officer / Office Manager. On certain cases, PSTD may reimburse the staff for travel expenses incurred while on assignments away from the normal work location.

Expenses generally reimbursed or covered are the following:

- ❖ Fares for shuttle or bus service, where available;
- ❖ Taxi fares, only when there is no less expensive alternative and if there is a need to bring bulky items.
- ❖ Charges for telephone calls fax and similar services required for business purposes.

## **COMPANY INFORMATION**

All information derived or disseminated within PSTD is considered confidential information unless so indicated. Being entrusted with such information, the staff should practice prudence and integrity in disclosing said information.

As a general rule, computers, emails, soft & hard copies of data and other soft wares are solely intended for the society's use. All staff are discouraged from accessing or duplicating files without authorization.

### ***Confidentiality of various undertakings***

All intellectual properties i.e. program manuals, books, contracts, documentations, etc. obtained in the course of one's work with PSTD are to be kept confidential and may not be lent or shared to outsiders during and after their work engagement.

## **HOUSEKEEPING AND CLEANLINESS AT WORK**

As a display of professionalism, work areas should be kept clean and neat. As such, desks shouldn't be cluttered with documents as these are to be kept inside the filing cabinets or drawers for security purposes. It is likewise the responsibility of each staff to keep his own area clean.

## **SAFETY AND SECURITY CONTROL**

Desk drawers and cabinets should be locked after office hours to avoid untoward losses of important company property and documents.

Unauthorized entry of people who are not part of the society and have no business with any of its' representatives is not tolerated nor encouraged.

Staffs are enjoined to note and immediately bring to the attention of the Administrative Officer / Office Manager any faulty electric wiring for immediate repair. Desks and cabinets should not be left pulled out. Computers should be shut down, electrical cords of printers, calculators and other office equipment should not be left along the aisles. Plug extensions should be turned off after work.

## **VISITORS IN THE WORK PLACE**

To provide for the safety and security of all PSTD staff, only authorized persons or those with business transactions shall be allowed to enter the office premises. This is to ensure security of equipment/tools, protect against theft, secure confidential information / documentations, safeguard staff welfare and avoid potential distractions and disturbances.

## **SMOKING**

To provide a safe and healthful work environment, smoking is prohibited inside the office premises. This is to ensure that no untoward incidents occur because of any form of negligence.

## **EMERGENCIES**

In the event of the following emergency situations i.e. typhoons, earthquake, fire, flash floods, transport strikes, demonstrations / rallies, volcanic eruptions, civil disturbance and other calamities, the Administrative Officer / Office Manager shall make an overall assessment of the situation and with the President's (or any member of the Board) concurrence may advise the staff to go home unless it is safer to remain within the office premises.

It is likewise the responsibility of the Administrative Officer / Office Manager or of any Board member on duty at the scene of a calamity or accident to take action as necessary to provide required assistance to the staff and protect company equipment / interests. The course of action to be taken shall be determined by the nature and extent of the injuries or damage incurred.

## **COMPENSATION**

Based on the viability of the society, the compensation package is reviewed and upgraded from time to time to make it responsive to prevailing economic realities.

## **PAY SCHEDULE**

Monthly salaries are released in two payments, one on the 15<sup>th</sup> of the month and the other half on the 31<sup>st</sup> of the same month. As a rule, pays are released 2 days in advance to ensure safety and security of our people during the expected pay days. The amount due to each staff is en-cashed from the bank and released personally by the Administrative Officer.

In the even the payday falls on a Saturday (non-banking day) or on a non-working day / holiday, the pay is released in advance.

## **BENEFITS**

### **1. VACATION and SICK LEAVE**

One is entitled to a 15 days Sick Leave and 15 days Vacation Leave immediately upon regularization. At the start of each calendar year, the new set of SL and VL entitlements is refreshed for availment.

#### ***Vacation and Sick Leave Conversion***

As a policy, unused vacation leaves are not convertible to cash. This is so implemented to ensure that the staff also enjoys some reasonable time away from work and thus, enjoy a healthier and stress-free lifestyle. As such, the staff is encouraged to plan ahead together with the Administrative Officer / Office Manager as to how the said vacation leave can be availed of without disrupting normal work operations.

Unused sick leaves on the other hand are convertible to cash at the end of the year and may be released together with the 13<sup>th</sup> month pay.

#### ***Leave without Pay***

The staff members may be granted leave of absence without pay for emergency purposes if the said staff has no vacation leave credits anymore or has used up all his sick leave credits. Availment of said absence of leave without pay is pending the Administrative Officer / Office Manager's approval.

### **2. PERFORMANCE BONUS**

The society at the discretion of the Board of Directors may grant a performance bonus equivalent to one month pay of the staff in the event financial targets set for the National Convention is achieved.

### **3. INCENTIVES**

For public run seminars, a performance bonus of 5% from the net income shall be equally shared among the PSTD staff if the numbers of participants exceed at least 25 persons

## **RESIGNATION**

If a staff decides to resign or leave the company, he is required to submit a letter of resignation addressed to the Board Secretary. This is done in duplicates – one for the Board Secretary and the other copy for the President / Board of Directors. Resignation letters should be submitted at least 30 days before the effective date. This is to give PSTD enough time to find a replacement as well as prepare all necessary clearances and benefits the staff is entitled to.

### **Exit Interview**

An exit interview is conducted by the Administrative Officer / Office Manager upon receipt of the resignation letter. He either uses this as an opportunity to convince the person who tendered the resignation to stay with the society or to uncover organizational issues which may be contributing factors to a person's decision to leave. The Board of Directors may also opt to conduct the exit interview should it deem necessary to do so.

Upon acceptance of the resignation, Division Head concurs his / her signature on the resignation letter and forwards this to the PSTD Board.

#### ***Clearance Procedures:***

Only upon acceptance of the resignation, will the resigning staff be allowed to process his clearance papers by undertaking the following steps and securing concurrence / approval from the following persons-in-charge :

#### **1. Administrative Officer / Office Manager**

- ❖ PSTD General Office Policies / Procedures
- ❖ PSTD Operational Policies
- ❖ Project Documentations
- ❖ Individual Project Files / Folders
- ❖ Company I.D. (if any)
- ❖ Office supplies (stapler, puncher, tape dispenser, calculator, table / drawer keys, etc.)
- ❖ Other office equipment under one's custodianship
- ❖ Petty cash disbursements / deductibles (if any)

#### ***Benefits Entitlement upon separation***

Upon separation, members are entitled to the following :

- ❖ 13<sup>th</sup> month pay (pro-rata)
- ❖ Unused balance of the earned vacation leave (if applicable)
- ❖ Unused balance of the earned sick leave (if applicable)

# APPENDIX A

## *Philippine Society for Training and Development* PERFORMANCE REVIEW (For Admin. Officer)

NAME: \_\_\_\_\_ PERIOD COVERED : \_\_\_\_\_

COMPETENCIES	EXCELLENT (5)	VERY GOOD (4)	GOOD (3)	FAIR (2)	POOR (1)
<b>1) Customer Focus</b>					
◆ Knows and strives to know more about the client					
◆ Understands & anticipates client's needs by proactively following through requirements, queries, requests & expectations.					
◆ Provides timely status reports & feedback to clients					
<b>2) Teamwork</b>					
◆ Develops good relations with clients & gives utmost courtesy & respect of their opinions.					
◆ Exhibits willingness & cooperation to help co-members whenever needed					
◆ Regularly updates & consults co-members on the various program requirements of ongoing & concluded projects.					
<b>3) Leadership &amp; Professionalism</b>					
◆ Exudes confidence, authority & maturity in dealing with clients.					
◆ Action-oriented - addresses difficult issues but knows limitations of his empowerment by seeking approval or assistance.					
◆ Follows work guidelines & training standards in implementing programs					
<b>4) Communication</b>					
◆ Effectively states clearly & concisely what is needed and expected in making reports , documents & informal presentations.					
◆ Displays appropriate listening skills to receive training & direction and gives & receives information in an effective & professional manner					
◆ Aply persuades & negotiates successfully, as appropriate , where there are opposing ideas.					
<b>5) Creativity</b>					
◆ Undertakes risks and considers untested approaches for the benefit of the team & the organization.					
◆ Looks for improved ways to complete assigned tasks or day to day activities within the boundaries of set standards					
◆ Translates ideas into actions that impact results					
<b>GRAND TOTAL RATING :</b>					

Rated by : \_\_\_\_\_ Date : \_\_\_\_\_  
NAME & SIGNATURE

Conforme : \_\_\_\_\_ Date : \_\_\_\_\_