

## **BIBLIOGRAPHY**

ABENOJA, BENNY E. MAY 2010. Implementation of the Selection for the Outstanding Employee of the Month of the City Government of Baguio. Open University, Benguet State University, La Trinidad, Benguet, Philippines.

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## **ABSTRACT**

This study focused on the implementation of the Selection for the Outstanding Employee of the Month in the City Government of Baguio *visa vis* the level of awareness of employees of the program, degree of effectiveness of implementation and the perceived benefits and problems/issues encountered in the program implementation.

There were 210 respondents that were randomly selected comprising department/office heads, division chiefs, section chief and rank and file. A structured survey questionnaire supplemented by observations and personal interviews were used in gathering data.

The results show that employees were moderately aware of the program, the program is fully implemented, and being nominated or selected as outstanding employee is much beneficial.

The respondents perceived that the problems in the implementation of the program but are much serious on the part of the Office PRAISE and are moderately serious on the part of the nominee, supervisor, and City PRAISE.

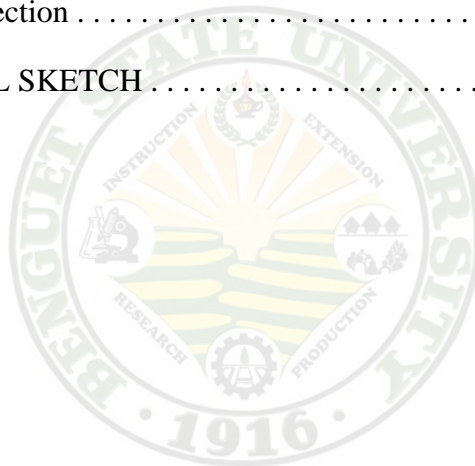
Their foremost recommendations is the elimination of biases on the part of the Office PRAISE and City PRAISE, followed by the need to reexamine the policies and criteria in the selection process and make them fully transparent and disseminated.

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## INTRODUCTION

### Background and Importance of the Study

As they say, one of the most valuable resources in any organization is its human or manpower resources. The organization's success depends on the people behind the organization. Much importance is given, therefore, in developing and motivating people to commit themselves to the cause of the organization.

One of the motivating factors identified by management studies is the provision of awards and incentives to deserving employees. Awards and incentives improve the morale and loyalty of the employee/s and enhances a good employee-employer relationship. Indeed, as stated by Ramos (2000), "assets make things possible, but people make things happen". When there is high morale among workers, they work with enthusiasm, satisfaction and pleasure. They perform their work and produce high quality output even without close supervision. They willingly rally behind the organization during difficult times to ensure that operation is unhampered.

With the steadfast desire of its leaders and the untiring support of its constituents for the City to remain in its niche as a highly urbanized city,

various measures, program and activities were engaged by the City to sustain its competitiveness.

The City has recognized that this endeavor is anchored on improving the delivery of basic services provided by the men and women employed in the City Government of Baguio (CGB) who are the prime movers in implementing programs to keep the City in its echelon. It is in this regard that the City implemented the Civil Service Commission employee evaluation system in order to sustain the good standing of its employees in public service.

The Civil Service Commission (CSC), as the central personnel agency of the Government in the country is constitutionally mandated to adopt measures to promote morale, efficiency, integrity, responsiveness and courtesy in the service. In pursuit of its mandate and vision, the CSC continuously implements programs to maintain, retain and recognize government employees who work with competence, efficiency and integrity and those who think dynamic and dedication for the people, the organization and the country (CSC MC No. 1, s. 2001).

CSC Memorandum Circular 01, series of 2001, entitled Program on Awards and Incentives for Services Excellence (PRAISE), the revised Employee Suggestions and Incentive Awards System (ESIAS) to help agencies prepare their respective personnel enhancement mechanisms.

This Circular governs the merit and rewards system in all agencies, it guides the different agencies on how to operate or implement the award system to their employees. Agencies, however, are enjoined to either adopt this MC or modify it to suit their organizational needs.

For the City Government of Baguio (CGB), in response to the said PRAISE granted incentives, monetary and/or non-monetary to its officials based on Administrative Order No. 58, series of 2001.

This Administrative Order is known as the Agency Internal Standards and Procedures generally covering performance, innovative ideas and exemplary behavior to all City Government officials or employees this instrument serves as the bases for providing incentives and awards and is looked at as a vital tool for sustaining the City Government's personnel mechanisms and enhancing local governance.

The City of Baguio has always been regarded as the finest City in the Philippines. It has numerous achievements, recognition and various accomplishments. The City has also endeavored to improve the delivery of basic services provided by its workforce who are the major movers in implementing programs to keep the City at its level.

In consonance with the policies of the Civil Service Commission, particularly on PRAISE the City Government of Baguio implements the

Selection of the Outstanding Employee of the Month (OEM) aside from providing incentives and benefits to its employees.

This year's Selection for Outstanding Employee of the Month in the City was launched during the first week of March 2002' it will be a year long and continuing search for the excellent workforce of the City. Administrative Order No. 181, series of 2001, creating the PRAISE Committee shall compose of one chairman, two co-chairmen and seven members. The Committee evaluates and recommends deserving nominees.

The Selection for the Outstanding Employee of the Month of the City Government of Baguio includes all permanent employees across the different departments/offices of the City.

However, elective officials, department heads/office heads and their assistant and the members of the PRAISE are not qualified for the award. In the last two years of implementation of the selection, there were only few employees who were given the chance to be nominated and selected for the OEM. Now the City PRAISE exerted an effort to further encourage all the department/office heads to nominate deserving employees from their department/office in the selection. Series of meetings were conducted and it was agreed by the City PRAISE that the selection will include one (1) from the first level and one (1) from the second level, thus



there will be two (2) nominees from each department/office, not only one (1) from each department/office as was applied last year. In addition, all the department/office heads are also encouraged to further improve the criteria set forth in the selection.

The Selection for the Outstanding Employee of the Month in the City will be on its 8<sup>th</sup> year of implementation on March 2010. Throughout its implementation, records show that not all employees were given equal opportunity and chance to be nominated and selected as OEM. There were only thirteen (13) selected in 2002, twenty-nine (29) in 2003, thirty-two (32) from the First and Second Level in 2004, twenty-seven (27) from the First and Second Level in 2005, seventy-seven from the First and Second Level in 2006, twenty-seven (27) from the First and Second Level in 2007, twenty-nine (29) from the First and Second Level in 2009 and twenty-five (25) from the First and Second Level in 2009. A total of one hundred eighty-two (182) employees from the First and Second Level were selected for the award (Appendix C and D).

As per record of the City Government, HRD Office, 2010 Respondents thinks there should be more deserving employees to have been be nominated and selected or qualified for the award. In line with such perception, this study was conducted to evaluate the guidelines/criteria set by committees or the nomination process; it's the

respondents' awareness of the program and the effectiveness of program implementation and the benefits to the employees. Furthermore, it identified the problems encountered. This study recommends ways to improve the said search.

It will greatly help the committee by providing a guide to objectively operationalize the said selection. It is hoped that dissemination of the results would lead supervisors and subordinates to better understand and appreciate the Selection for the Outstanding Employee of the Month, and the employees of the City to be better involved and understand the mechanics of the selection and share in the improvement and/or betterment of the City Government of Baguio and their families and communities.

### Statement of the Problem

This study focused into the implementation of the selection for the Outstanding Employee of the Month in the City Government of Baguio. Specifically, it tried to answer the following questions:

1. What is the level of awareness of employees of the existence of the selection for the Outstanding Employee of the Month (OEM) in the City Government of Baguio?

2. What is the degree of effectiveness of implementation in the selection for the Outstanding Employee of the Month in the City Government of Baguio in relation to:

- a. Components;
- b. Procedures; and
- c. Tools used?

3. What are the perceived benefits of the selection for the Outstanding Employee of the Month as to:

- a. Individual Development
- b. Organizational Development

4. What are the problems/issues encountered in the implementation of the Selection for Outstanding Employee of the Month?

5. What are the recommendations of employees to further improve the implementation of the Selection for the Outstanding Employee of the Month?

### Objectives of the Study

The following objectives were as follows:

1. To determine the level awareness of employees of the existence of the selection of Outstanding Employee for the Month in the City Government of Baguio.

2. To determine the degree of effectiveness of implementation in the Selection for the Outstanding Employee of the Month in the City Government of Baguio in relation to:

- a. Components;
- b. Procedure; and
- c. Tools used.

3. To determine the perceived benefits of the selection for the Outstanding Employee of the Month as to:

- a. Individual Development;
- b. Organizational Development

4. To determine the problems/issues encountered in the implementation of the selection for Outstanding Employee of the Month?

5. To know the recommendations of employees to further improve the implementation of the selection for the Outstanding Employee of the Month.

### Conceptual Framework

Figure 1 shows the interrelationships of variables which is the input of the study is the selection of the outstanding employee of the month guidelines formulated by the City PRAISE committee which being implemented in the City Government of Baguio.

The Selection for the Outstanding Employee of the Month in the City Government of Baguio (Appendix E) is through the nomination process which is being used for the said implementation to measure the efficiency and effectiveness of employees which is directly and indirectly affected by the environment under which they are required to do their work. Even the most conscientious employee cannot do his best work if he is not being recognized for the effort he/she has shown in the workplace. Both the quality and quantity of employees' work are affected or even lowered if there is recognition being done in the workplace. And the easiest way to improve office performance is the grant of incentives or reward to deserving employees. To attain this output the employees should be fully aware of the implementation guidelines, set standards and the mechanics of the selection is well explained to the employees as well as the nomination process and the benefits of the said selection enable him/her to encouraged himself to join and participate.

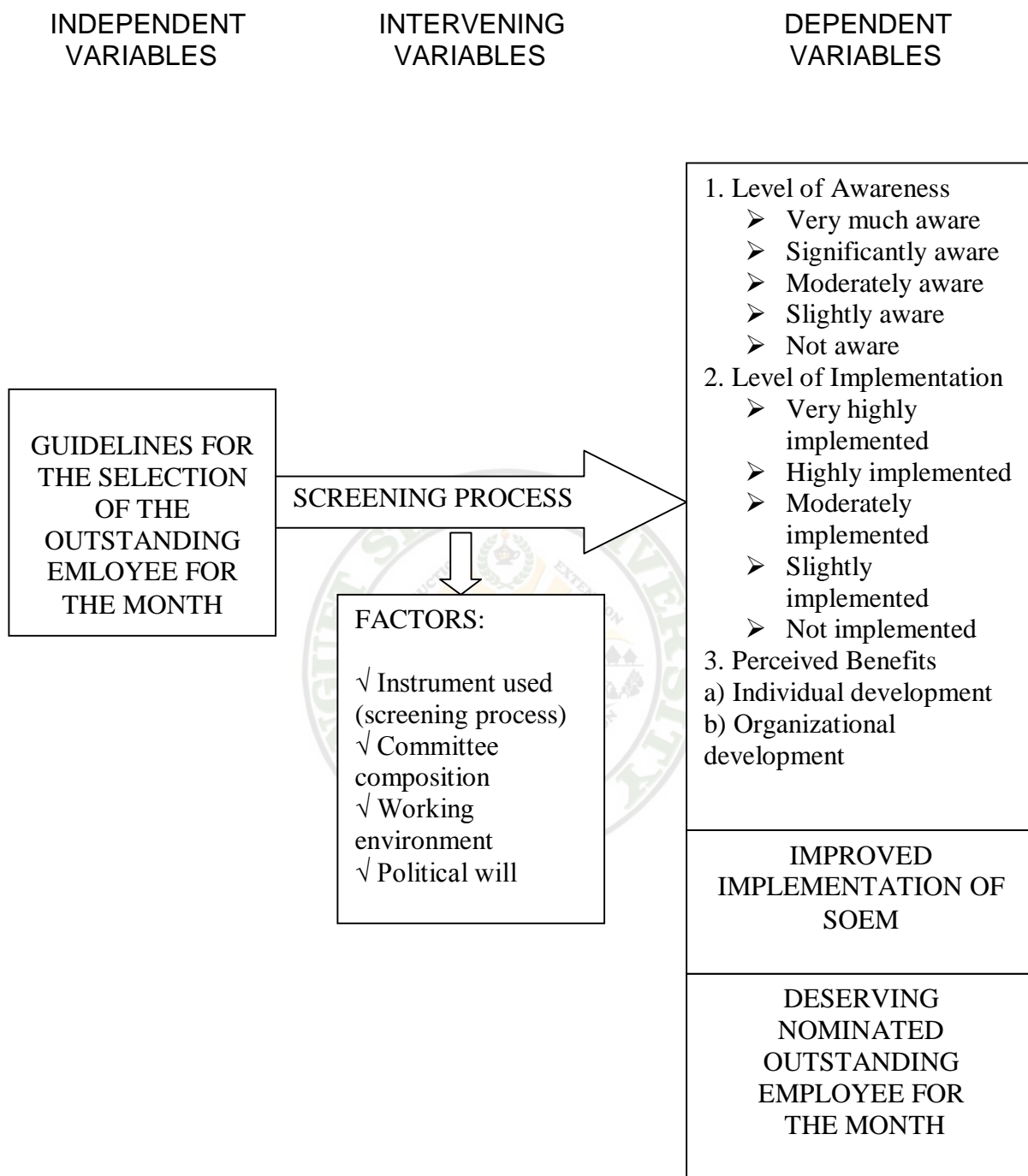


Figure 1. Paradigm of the study showing the interrelationship of variables

## REVIEW OF LITERATURE

Guided by its vision, the City Government will go beyond its credential and focus on client satisfaction measures as a determinant of employee performance.

### Human Resource Management

“People” as one of the major resources ultimately hinges on the character and pace of economic growth and social development. As Drucker (1984) contends, the only resource which can have an output greater than the sum of its part is the human resource.

Furthermore, the areas of human resources management are delineated into: acquisition of manpower, retention of personnel, development of human resources, and employee discipline. In addition, acquisition of manpower entails the recruitment, selection and placement processes whereas the retention of personnel takes into account remuneration and benefits, promotions and merit system. In relation to the development of human resources, focus is on training programs, performance evaluation, and career growth and counseling. Finally, in human resources management, despite clear-cut policies and definite procedures, there are no hard and fast rules in addressing human problems. Thus, every predicament involving human resource arise

delicate circumstances and is affected by precarious factors which should be carefully studied before feasible solution can evolve to suit the particular or peculiar situation.

In relation to administration and supervision of skills of public officials as human resource provider, Tangonan (1976), expounded in his investigation on the qualifications of public officials: skillful in government plans and facilities improvement or provide a conducive teaching – learning environment: skillful in looking for the welfare of his subordinates particularly in their professional growth development; and skillful in using effective measures of improving employees competence.

The management of people or the systematic supervision of personnel falls within the purview of human resources management. As an art and science, human resource management deals with the acquisition, retention, management and discipline of personnel in their jobs in the light of their personal, professional and technical knowledge, skills, potentialities, needs and values. As Martires, (1988) adds, the areas dealt with in human resource management are in synchronization with the organizational philosophy, resources and culture for the maximum achievement of individual's objectives, organization's purposes or aims and society's goals.



### Acquisition of Human Resources

An important role of human management is to ensure that the organization has an adequate supply of right quality and quantity of human resources at all levels and in all positions at the right time and in the right place to man the jobs that have properly identified and described. This role is also known as procurement and it has five phases: human resources planning, recruitment, screening, selection and placement. Human Resource Planning is the process of anticipating the manpower needs of the organizations in light of its mission, vision, goals and objectives and putting them in formal written. Human resource acquisition should be given priority, if management wants to ensure the healthy operation of the organization. Recruitment is the search for potential applicants for the actual and vacant positions in the organizations. Screening is the process of sifting the good applicants from the host of recruits while selection is choosing the best among the screened applicants. Placements are the determination of specific branch, department, division, section or unit where the individual is to be assigned for work (Martires, 1988).

As stated by Martires (1988), the institutional variable such as workplace, work designs relationship between and among individual and

organization groups, reward system and continuing training affect tremendously work productivity.

Awareness of the Existence of the Outstanding  
Employee of the Month in the City  
Government of Baguio

New development in an organization should be made known to its workforce and accordingly, Ubben (1987) expounded that one of the vital functions of office manager is to train future leaders among the employees. As a human resource developer, he (the manager) should see to it that his human resources management principles and practices are designed to improve the quality of job of the employees.

Clements (1982) points out succinctly, that even in sophisticated management style the people element is a significant resource, and if not the single most important resource was being employed. However, it is also admitted that the human resource is the least understood and worst managed of the resources employed in our organizations.

In recent years, human resource benefits have been a product of legislation and government regulations. The demand of employees for more and more benefits gave rise to the setting up of Regional Tripartite Wages and Productivity Boards (RPTWPB, 2001) to look into the interests of the parties involved – the labor group, the employers' group and government. Furthermore, the introduction of a reward system is an event

of major importance to the employees, and its effects upon them cannot be ignored. If the goal of attracting capable and competent employees to the organization is to be achieved, personnel must perceive that the compensation offered is fair and equitable.

Implementation of the Outstanding  
Employee of the Month in the City  
Government of Baguio

The primary aim in coming up with the Selection of the Outstanding Employee for the Month is based on deserving employee/s who have excelled for the month, to be recognized and eventually be selected as the OEM. When you say Outstanding it represents an extraordinary level of achievement and commitment, demonstrated exceptional in the discharge of official functions and duties. It is indeed true that human resource is only one of the resources being integrated into a total unified system for organizational development and operational effectiveness. Martires, (1988) adds that that these resources are in the form of human, material or physical, financial and technical which in management field are termed the M's of resources, namely: Money, Materials, Machines, Methods and Manpower.

Benefits Perceived for Being Nominated/  
Selected as Outstanding  
Employee of the Month

We know why activities are important from organization's viewpoint. Tushman, (1985) pointed out that without work there is no product or service to provide and he enumerated why is work important to individuals and what functions does it serve as shown below:

First, work serves a rather obvious economic function. In exchange for labor, individuals receive necessary income with which to support themselves and their families. But people work for many reasons beyond simple economic necessity.

Second, work also serves several social functions. The workplace provides opportunities for meeting new people and developing friendships. Many people spend more time at work with their co-workers than what they spend at home with their families.

Third, work also provides a source of social status in the community. One's occupation is a clue to how one is registered on the basis of standards of importance prescribed by the community. The work we do can simultaneously represent a source of social differential and a source of social integration.

Fourth, work can be an important source of identity and self-esteem and, for some, a means for self-actualization. It provides a sense of purpose for individuals and clarifies their value or contributions to society.

Thus, we can clearly see that work serves several purposes from an individual's view point. In work, individuals have the possibility of finding some meaning in their day-to-day activities – if, of course, their work is sufficiently challenging. When employees are not involved in their jobs because the work is not challenging enough, they usually see no reason to work for it, which, of course, jeopardizes productivity and organizational effectiveness. This self-evident truth has given rise to a general concern among managers about declining productivity and work values. In fact, concern about this situation has caused many managers to take a renewed interest on how the behavior sciences can help them solve problems of people at work (Clerigo, 1993). “Human resources constitute the ultimate basis for wealth of nations. Capital and natural resources are passive factors of production; human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations, and carry forward national development” (Harbison, 1983).

According to Gibson, et al. (1997), rewards are the material and psychological payoffs for doing something. These payoffs have an

immediate impact on the dedication and commitment that workers show in their work. A person who is pleased with the consequences of work is likely to put forth more effort than someone who feels shortchanged in some ways.

Rewards are motivators and are likely to lead to high morale and consequently, to high employee performance when: 1) they are perceived as being equitable or fair by the worker; 2) they are tied to performance; and 3) they are tailored to the needs of the worker (Robbins, 1996).

#### Problems of Implementation of Outstanding Employee of the Month (OEM)

The selection for the OEM, in its implementation has no guarantee for successful employee nomination and selection, since its implementation is not always in accordance with its provisions. Even its monetary reward does not guarantee this. In St. Thomas Aquinas wages theory, described “just” wages as that wage which permits the recipients worker to live in a manner keeping with his/her position society. Money is not only important for what it can buy, but also for what is may seem to show; this is the social value of money (Newstron & Davis, 2002) it cannot be denied that prestige goes to successful people and success in our society is closely correlated with income. Once a group of high-income people is recognized as a group of superior status, their consumption

standard (equated with standard of living) becomes one the criteria for judging success. It brings about a system of differential social status (Abalos, 2008).

#### Suggestions for Improvement of Outstanding Employee of the Month

The Executive department is responsible in enforcing national laws, local ordinances, resolution, rules and regulations and programs/projects/activities. Execution is through its department/offices.

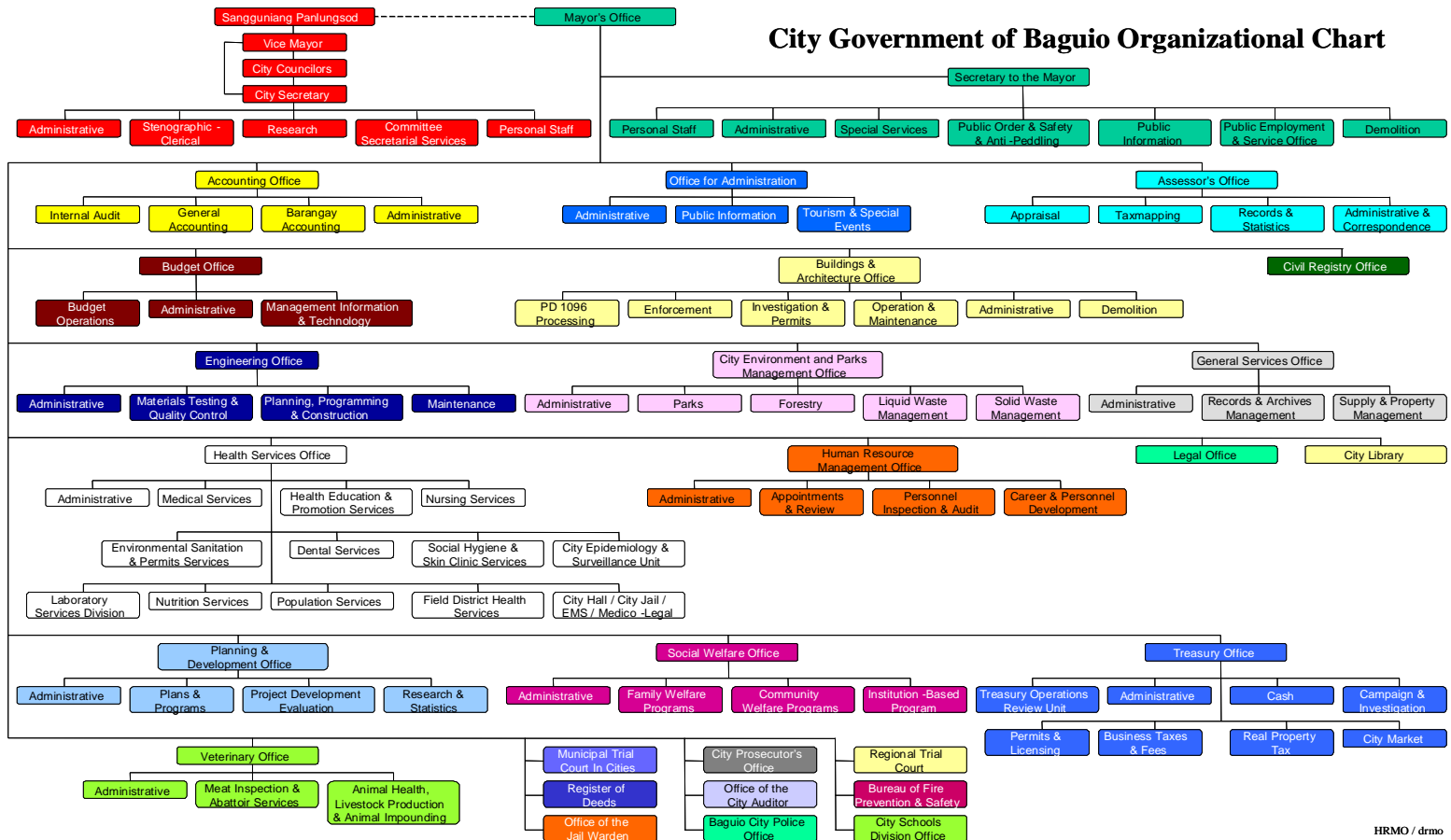
The City Government of Baguio (CBG) is a big organization headed by the City Mayor in coordination with the Vice Mayor. Based from the present structure of the City, the organization is composed of eighteen (18) departments/offices, with each one being responsible for specific operations, to with: Accounting Office, Administration Office, Assessor's Office, Budget Office, Buildings and Architecture Office, Engineering Office, Health Services Office, General Services Office, Human Resource Management Office, Legal Office, Mayor's Office, Planning and Development Office, Sangguniang Panlungsod, Social Welfare and Development Office, Treasury Office and Veterinary Office. The City Government of Baguio is adjudicated to seven (7) national offices or agencies, the Department of Education, the Municipal Trial Court in the

Cities, the Prosecutor's Office, the Regional Trial Court and the Auditor's Office (Handbook of the City Government of Baguio 2001).

Figure 2 shows the Organizational Chart of the City Government of Baguio.







HRMO / drmo

Figure 2. Organizational chart of the City Government of Baguio

## METHODOLOGY

### Locale and Time of the Study

The study was conducted for the calendar year 2010. The City of Baguio was chosen as the locale of the study as shown in Plate 1 and Figure 3.

Baguio was once a wide pasture and grazing land and was first inhabited by mountain tribes (Igorotes) called Ibalois and Kankaneys. The city used to enjoy a climate that is typically cooler with about 10 degrees centigrade or lower than the lowland temperature. It was in 1904 when president Theodore Roosevelt appointed Cameron Forbes to develop Baguio. Architect Daniel H. Burnham made a plan for an expected population of 25,0000 people. This followed the Philippine Commission's declaration to make the town of Baguio in the Province of Benguet, as the "Summer Capital of Archipelago".

On September 01, 1909 the Charter of the City of Baguio, authored by Gov. George A. Malcolm, was promulgated pursuant to Act No. 1963. Despite the complexities of rapid population growth and environmental change, it continues to live up to its name as the "Educational Center of the North", "The Garden City", the "Summer Capital of the Philippines", the "Regional



Plate 1. Picture of the City Hall of Baguio (photo by Ms. Almag, December, 2009)

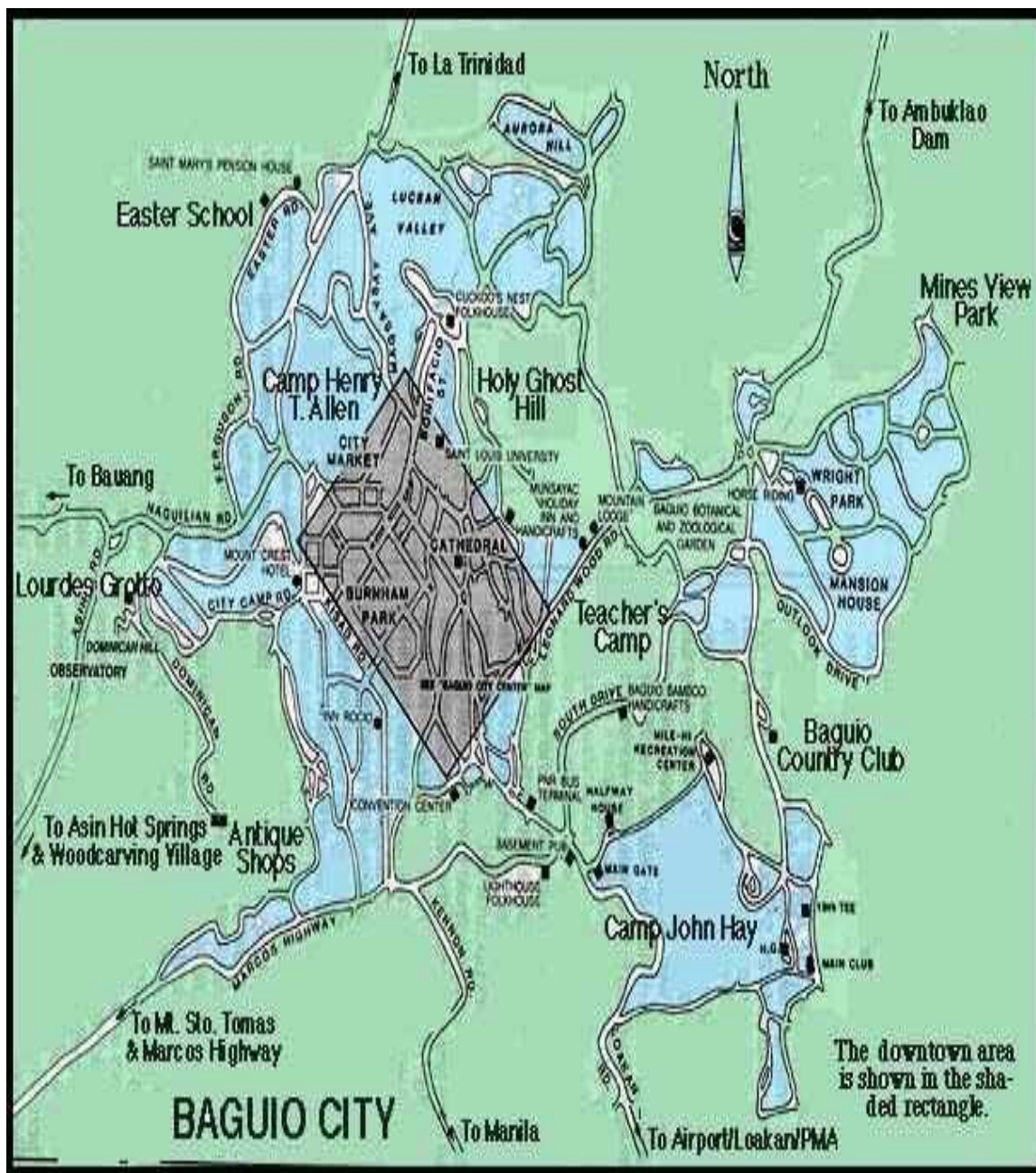


Figure 3. Map of Baguio City showing the location of the study

Administrative Center of the Cordilleras”. It still holds the honor as the “City of Pines” and lately as the pioneer Hall of Fame Awardee as the Cleanest and Greenest City among Highly Urbanized Cities nationwide. (Medium Term Development Plan of the 2002).

The City of Baguio has an area of 57. 49 square kilometers, There are 20 administrative districts where its 128 barangay are distributed.

### Respondents of the Study

The City Government of Baguio composed of 1, 468 employees as of December 2009. The total of two hundred ten (210) respondents were randomly selected using simple random sampling technique consisting of the officials, department/office heads, division chiefs, sections chief and rank and file in the City Government of Baguio. These respondents were representative of the different departments/section in the City Government. The respondents were also interviewed by the researcher during their free time on their comments and suggestions regarding the implementation of the selection of the outstanding employee of the month.

Table 1 shows the profile of the respondents in terms of age, gender, civil status and highest educational attainment.

Table 1. Profile of the respondents

PROFILE	NUMBER OF ESPONDENTS	PERCENTAGE (%)
a. Age range		
30 years and below	25	11.90
31-45 years old	92	43.81
46-60 years old	81	38.58
over 60 years old	12	5.71
Total	210	100.0
b. Gender		
Male	79	37.62
Female	131	62.38
Total	210	100.0
c. Civil Status		
Single	31	14.76
Married	179	85.24
Total	210	100.0
d. Highest Educational Attainment		
At least second year in College	16	7.62
College Graduate	81	38.57
Some units in the Masteral Course	55	26.19
Masteral Degree	45	21.43
Some units in Doctorate	10	4.76
Doctorate graduate	3	1.43
Total	210	100.0

As shown in the table, the age of the respondents ranged from 30 year and below to over 60 years old. There are 92 or 43.81 percent have age ranging from 31 to 45 years old. This is followed by the age range of 46 to 60 years old with 81 or 38.58 percent of the respondents. Only a few are over 60 years old. The majority of the respondents are female and only 79 or 37.62 are female. The great majority of the respondents are married and only 31 or 14.76 percent are single. All the respondents attained formal schooling. Among the respondents, there are three who finished their doctorate degree while there are employees who reached at least second year in college.

#### Data Gathering Procedure

Data gathering was done using structured survey questionnaire which was supplemented by observations and personal interviews.

The questionnaire was administered personally to the different department or office heads or administrative officers.

Prior to the administration of the questionnaire, the researcher secured a permit from the City Mayor

### Statistical Treatment of Data

Data gathered were tallied, classified, tabulated and subjected to statistical interpretation. Statistical analysis and interpretation were conducted first before they were discussed. The statistical tools used were frequency count, percentage, weighted mean and ranking.





## RESULTS AND DISCUSSION

### Level of Awareness on the Selection of Outstanding Employee of the Month of the City Government of Baguio

Table 2 shows the level of awareness on the selection of outstanding employee of the month of the Baguio City Government. As shown in the table, the respondents are fully aware on the existence of selection for the outstanding employee for the month program in the City Government of Baguio as indicated by the weighted mean of 4.68. This means that the City Government of Baguio is implementing selection of outstanding employee of the month. The table further shows that the respondents are moderately aware in the composition of the committee; names of the PRAISE committee; guidelines on the selection of the outstanding employee of the month considering qualifications, procedures, criteria set of evaluation, requirements for the nomination and wards/incentives to be received; and the presence of the Office PRAISE to evaluate nominees. On the overall, the respondents are moderately aware. This implies that the employees are not fully aware of the giving of outstanding employee of the month in the City Government of Baguio. This further implies that this program of the City Government was not fully disseminated among the employees.

Table 2. Level of awareness on the selection of outstanding employee of the month of the City Government of Baguio

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
Existence of Selection for the Outstanding Employee for the Month Program in the City Government of Baguio	4.68	Fully Aware
Composition of the committee (1 chair, 2-co-chairs, and 6 members)	4.26	Moderately Aware
Names of the PRAISE committee and their background	3.59	Moderately Aware
Guidelines on the selection of the Outstanding Employee of the month as to:		
Qualifications of the nominee	4.25	Moderately Aware
Procedures how it is being done	4.15	Moderately Aware
Criteria set for evaluation	4.29	Moderately Aware
Requirement for the nomination	4.06	Moderately Aware
Awards/incentives to be received (monetary and non-monetary)	4.42	Moderately Aware
Office PRAISE to evaluate nominees	4.10	Moderately Aware
<b>OVERALL MEAN</b>	<b>4.20</b>	<b>Moderately Aware</b>

Legend:

<u>Weighted Mean</u>	<u>Descriptive Equivalent</u>
4.50 - 5.00	Fully Aware
3.50 - 4.49	Moderately Aware
2.50 - 3.49	Fairly Aware
1.50 - 2.49	Poorly Aware
1.00 - 1.49	Not Aware

According to Ubben (1987), new development in an organization should be made known to its workforce and he expounded that one of the vital functions of office manager is to train future leaders among the employees. Clements (1982), pointed out succinctly, that even in sophisticated management style, the people element is a significant resource, if not the single most important resource being employed.

#### Degree of Effectiveness/Acceptance of the Outstanding Employee of the Month and its Implementing Guidelines

Tables 3 to 7 present the degree of effectiveness of implementation in the selection for the outstanding employee of the month in the City Government of Baguio in relation to qualifications, procedures, criteria for evaluation, requirements for nomination and the awards.

Qualifications. Table 3 shows the degree of effectiveness of implementation in the selection for the outstanding employee of the month in the City Government of Baguio in relation to the qualifications of the nominees for such an award. Among the different qualifications of a nominee, having no pending administrative case or serving meted penalty obtained the highest degree of 4.80, described as very much effective.

Table 3. Degree of effectiveness of implementation in the selection for the OEM in the City Government of Baguio in relation to qualifications

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
Be in the service at the time of nomination (i.e. not on leave at the time of nomination)	4.61	Very Much Effective
Be discharging his regular functions	4.55	Very Much Effective
Have at least a Very Satisfactorily rating from the last rating period.	4.75	Very Much Effective
Have no pending administrative case or serving meted penalty.	4.80	Very Much Effective
Not be on study or study grant for the month.	4.71	Very Much Effective
Not have been warned for non-observance of office rules and regulations.	4.68	Very Much Effective
<b>OVERALL MEAN</b>	<b>4.69</b>	<b>Very Much Effective</b>

Legend:

<u>Weighted Mean</u>	<u>Descriptive Equivalent</u>
4.50 - 5.00	Very Much Effective
3.50 - 4.49	Much Effective
2.50 - 3.49	Moderately Effective
1.50 - 2.49	Fairly Effective
1.00 - 1.49	Not Effective

This is followed by having at least a very satisfactory rating from the last rating period, garnering a rating of 4.75, interpreted also as

very much effective. Third in rank is not be on study or study grant for the month with a weighted mean of 4.71, described as very much effective. The other qualifications for a nominee for the selection of outstanding employee of the month which were perceived very much effective are the following: be in the service at the time of the nomination; be discharging his regular functions; and not having warned for non-observation of office rules and regulations. On the overall perceptions of the respondents in relation to the qualifications for a nominee is 4.69, with a descriptive equivalent of very much effective. This implies that the committee on award in the selection of outstanding employee of the month are implementing guidelines and one is the qualification of nominees. The respondents believed that these qualifications are very much effective. However, other employees can not avail of this award due to some employees being falsely accused; on leave, or grants negates nomination; other duties assigned by the supervisors from time to time; and there are instances when an employee may have to be totally relieved of his regular functions to perform other functions which may have a great impact in the realization of programs/goals.

Procedures. The degree of effectiveness of implementation in the selection for the outstanding employee of the month in the City Government of Baguio in relation to procedure is presented in Table 4.

Table 4. Degree of effectiveness of implementation in the selection for the OEM in the City Government of Baguio in relation to procedures

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
Each Office/Department in the City Government of Baguio shall submit a duly accomplished Nomination Form to the Agency PRAISE Committee on or before the 7 <sup>th</sup> of the following month.	4.63	Fully implemented
Each office is entitled to nominate one (1) employee to the Committee.	4.53	Fully implemented
The committee shall review the nomination form and the supporting documents.	4.68	Fully implemented
The committee may conduct actual investigation to verify the nomination.	4.57	Fully implemented
<b>OVERALL MEAN</b>	<b>4.60</b>	<b>Fully implemented</b>

Legend:

<u>Weighted Mean</u>	<u>Descriptive Equivalent</u>
4.50 - 5.00	Fully Implemented
3.50 - 4.49	Much Implemented
2.50 - 3.49	Moderately Implemented
1.50 - 2.49	Fairly Implemented
1.00 - 1.49	Not Implemented

As could be gleaned in the table, all the procedures enumerated are perceived fully implemented. Among the procedures mentioned, ranked first is that the committee shall review the nomination form and the supporting documents with a weighted mean of 4.68, interpreted as fully implemented. Second in rank is that each office/department in the City

Government of Baguio shall submit a duly accomplished Nomination Form to the Agency PRAISE Committee on or before the 7<sup>th</sup> of the following month with a mean of 4.63, meaning fully implemented. The committee may conduct actual investigation to verify the nomination was also considered fully implemented as evidenced by the weighted mean of 4.57. The least is that each office is entitled to nominate one employee to the Committee with a rating of 4.53, which is described as fully implemented. The overall perceptions of the respondents with regards to procedures in the selection of outstanding employee of the month is 4.60, interpreted as fully implemented. This implies that there are procedures to be followed in the selection of outstanding employee of the month in the City Government of Baguio. This means that the award giving body do not just give the award with out the procedures to be followed. However, suggestions on the procedures were also gathered and to some, they mentioned that these procedures be implemented to validate nomination; maintain two nominees for each office; must be based on the number of employees in each office; and should be a must.

Criteria for evaluation. Table 5 shows the degree of effectiveness of implementation in the selection for the outstanding employee of the month in the City Government of Baguio in relation to criteria for evaluation.

Table 5. Degree of effectiveness of implementation in the selection for the OEM in the City Government of Baguio in relation to criteria for evaluation

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
1. Performance of Task – 50%		
Outstanding	4.07	Much Effective
Very Satisfactory	3.94	Much Effective
Satisfactory	3.14	Moderately Effective
Unsatisfactory	4.07	Much Effective
Poor	4.22	Much Effective
Mean	3.89	Much Effective
2. Behavioral Dimension-30%		
Attendance	4.59	Very Much Effective
Tardiness	4.52	Very Much Effective
Unauthorized Leaves/ Leave w/out pay	4.68	Very Much Effective
Undertime	4.57	Very Much Effective
Courtesy and Human Relation	4.57	Very Much Effective
Initiative	4.57	Very Much Effective
Judgment	4.11	Much Effective
Mean	4.51	Very Much Effective
3. Impact of Achievement-20%		
Narrative of Accomplishment	4.68	Very Much Effective
<b>OVERALL MEAN</b>	<b>4.36</b>	<b>Much Effective</b>

Legend:

<u>Weighted Mean</u>	<u>Descriptive Equivalent</u>
4.50 - 5.00	Very Much Effective
3.50 - 4.49	Much Effective
2.50 - 3.49	Moderately Effective
1.50 - 2.49	Fairly Effective
1.00 - 1.49	Not Effective



The criteria for evaluation composed of performance of task (50%), behavioral dimension (30%) and impact of achievement (20%). As could be gleaned in the table, the respondents perceived the performance of task to be much effective with a weighted mean of 3.89. In terms of behavioral dimensions, perceived very much effective are the following: attendance (4.59); tardiness (4.57); unauthorized leaves/leave without pay (4.68); undertime (4.57); courtesy and human relation (4.57); and judgment (4.51). Initiative was rated much effective with a mean of 4.11. This implies that the selection committee consider behavioral dimensions as one aspect for evaluation. The impact of achievement was also included in the criteria for evaluation and this is rated very much effective obtaining a mean of 4.68. However, on the overall degree of effectiveness of the criteria for evaluation is much effective. This implies that the selection committee considered the criteria for evaluation however, the given components of the evaluation were not very much effective. The respondents believed that there may be other components included in the evaluation.

Requirements for nomination. The degree of effectiveness of implementation in the selection for the outstanding employee of the month in the City Government of Baguio in relation to requirements for nomination is presented in Table 6.

Table 6. Degree of effectiveness of implementation in the selection for the OEM in the City Government of Baguio in relation to requirements for nomination

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
Performance Rating for the last semester	4.61	Very Much Effective
Monthly accomplishment report	4.69	Very Much Effective
Department and Division Targets	4.40	Much Effective
Certification of no pending case and that nominee has not serving meted penalty	4.60	Very Much Effective
Has not been warned for non-observance of office rules and regulations	4.52	Very Much Effective
Daily Time Record for the month being nominated	4.31	Much Effective
Photo 5 cm x 5 cm	4.40	Much Effective
<b>OVERALL MEAN</b>	<b>4.50</b>	<b>Very Much Effective</b>

Legend:

<u>Weighted Mean</u>	<u>Descriptive Equivalent</u>
4.50 - 5.00	Very Much Effective
3.50 - 4.49	Much Effective
2.50 - 3.49	Moderately Effective
1.50 - 2.49	Fairly Effective
1.00 - 1.49	Not Effective

As shown in the table, the overall degree of effectiveness is 4.50, described as very much effective. Among the requirements mentioned, monthly accomplishment obtained the highest weighted mean of 4.69,

with a descriptive equivalent of very much effective. This is followed by the performance rating for the last semester with a mean of 4.61, described as very much effective. Certification of no pending case and that nominee has not serving a meted penalty garnered a degree of effectiveness of 4.60, meaning very much effective and interpreted also as very much effective is not been warned for non-observance of office rules and regulation with a mean of 4.52. The other requirements for nomination are perceived much effective and these are Department and Division targets, daily time record for the month being nominated and photo 5 cm x 5 cm. The respondents believed that these requirements are very much effective in the selection of outstanding employee of the month in the City Government of Baguio.

Awards. Table 7 presents the degree of effectiveness of implementation in the selection for the outstanding employee of the month in the City Government of Baguio in relation to awards to be given to the selected employee. As shown in the table, awards are given to the nominees as well as to the outstanding employee. For the outstanding employee, the respondents perceived very effective are a cash award of not less than Php3,000; and a portrait package awarded from a reputable professional photographer, with means of 4.65 and 4.60, respectively.

Table 7. Degree of effectiveness of implementation in the selection for the OEM in the City Government of Baguio in relation to awards

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
<b>1. OUTSTANDING</b>		
A cash award of not less than Php3,000.00	4.65	Very Much Effective
A plaque of recognition	4.39	Much Effective
A portrait package awarded from a reputable professional photographer	4.60	Very Much Effective
His/her photo displayed in the lobby of City hall	4.38	Much Effective
Mean	4.58	Very Much Effective
<b>2. NOMINEES</b>		
A cash award of not less than Php 1,000.00	4.38	Much Effective
A certificate of recognition	4.62	Very Much Effective
Recognized as the Outstanding Employee of the Department/Office	4.62	Very Much Effective
Photo will be displayed in their respective office	4.30	Much Effective
Mean	4.48	Much Effective
<b>OVERALL MEAN</b>	<b>4.53</b>	<b>Very Much Effective</b>

Legend:

Weighted Mean

4.50 - 5.00

3.50 - 4.49

2.50 - 3.49

1.50 - 2.49

1.00 - 1.49

Descriptive Equivalent

Very Much Effective

Much Effective

Moderately Effective

Fairly Effective

Not Effective

On the other hand, a plaque of recognition and his/her photo to be displayed in the lobby of City hall are perceived much effective with respective weighted means of 4.39 and 4.38. On the overall perception of the respondents is 4.58, interpreted as very much effective. This means that the respondents prioritized monetary award. For the nominees, very much effective are a certificate of recognition and recognized as the Outstanding Employee of the Department/Office with equal means of 4.62. A cash of not less that Php1,000 and photo to be displayed in their respective office are perceived much effective as indicated by their respective weighted means of 4.38 and 4.30. The overall perceptions of the respondents for the award to be given to the nominees is much effective as indicated by the weighted mean of 4.48. This means that the respondents are satisfied with the cash award for the outstanding employee than the nominees. The overall degree of effectiveness of implementation in the selection for the outstanding employee of the month in the City Government of Baguio in relation to awards is very much effective which is justified by the weighted mean of 4.53.

It is indeed true that human resource is only one of the resources being integrated into a total unified system for organizational development and operational effectiveness. Martires (1988) adds that that these resources are in the form of human, material or physical, financial and technical

which in management field are termed the M's of resources, namely: Money, Materials, Machines, Methods and Manpower.

Perceived Benefits of Being a Nominee/Selected Outstanding Employee of the Month in the City Government of Baguio

Tables 8 and 9 show the perceived benefits of being a nominee/selected outstanding employee of the month in the City Government of Baguio in terms of individual/social and organization development.

Individual/Social Development. Table 8 shows the perceived benefits of being a nominee/selected outstanding employee of the month in the City Government of Baguio in terms of individual/social development.

Among the enumerated benefits of being a nominee/selected outstanding awardee, very much beneficial are improving knowledge, skills and competencies; develops professionalism, develops good attitude/values, develops self-esteem/self-confidence, promotes achievement/credentials and job satisfaction and recognition. However, the other benefits are perceived much beneficial are highly motivated, develops cooperativism, firms in decision making, improving interpersonal relation, improving verbal and written communication skills,

Table 8. Perceived benefits of being a nominee/selected OEM in the City Government of Baguio in terms of individual/ social development

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
Improves knowledge, skills and Competencies	4.50	Very Much Beneficial
Develops professionalism	4.52	Very Much Beneficial
Develops good attitude/values	4.52	Very Much Beneficial
Develop self-esteem/self confidence	4.56	Very Much Beneficial
Promotes achievement/credentials	4.56	Very Much Beneficial
Job satisfaction and recognition	4.53	Very Much Beneficial
Highly motivated	4.44	Much Beneficial
Develops cooperativism	4.40	Much Beneficial
Firms in decision making	4.24	Much Beneficial
Improves interpersonal relation	4.28	Much Beneficial
Improves verbal and written communication skills	4.10	Much Beneficial
Carrying out the Vision, Mission, Goals and Objectives of the City Government of Baguio	4.30	Much Beneficial
Sympathetic with people in the Community	4.14	Much Beneficial
Family-friendly policies	4.01	Much Beneficial
<b>OVERALL MAEN</b>	<b>4.36</b>	<b>Much Beneficial</b>

Legend:

Weighted Mean

4.50 - 5.00

3.50 - 4.49

2.50 - 3.49

1.50 - 2.49

1.00 - 1.49

Descriptive Equivalent

Very Much Beneficial

Much Beneficial

Moderately Beneficial

Fairly Beneficial

Not Beneficial

carrying out the Vision, Mission, Goals and Objectives of the City Government of Baguio, sympathetic with people in the community and family-friendly policies.

The overall perception of the respondents on benefits in terms of being a nominated/selected outstanding employee of the month is 4.36, interpreted as much beneficial. This implies that as selected employees of the month, individual/social development is benefited. There is an improvement towards oneself. However, others mentioned that with this program, some employees may envy and may create factionalism through informal groups; at times it creates energy; there are other factors that have greater influence on decision making; boasts moral/confidence; and being a nominee not necessarily translate to improve knowledge and skills. This will develop loyalty to organization.

According to Nadler and Tushman (1985), without work there is no product or service to provide. They pointed out that the workplace provides opportunities for meeting new people and developing friendship; work also provide a source of social status in the community; and work can be an important source of identity and self-esteem and it provides a sense of purpose for individuals and clarifies their value or contributions to society.



Organizational development. Table 9 presents the perceived benefits of being a nominee/selected outstanding employee of the month in the City Government of Baguio in terms of organizational development.

As could be gleaned in the table, perceived very much beneficial are leadership skills (4.50); human relations and communication (4.50); and self-help and self-reliance (4.51). The other mentioned perceived benefits in terms of organizational development are perceived much beneficial. being a nominee/selected outstanding employee of the month is 4.36, interpreted as much beneficial. This implies that as selected employee of the month, individual/social development is benefited. There is an improvement towards oneself. However, others mentioned that with this program, some employees may envy and may create factionalism thru informal groups; at times it creates energy; there are other factors that have greater influence on decision making; boasts moral/confidence; and being a nominee not necessarily translate to improve knowledge and skills. This will also develop loyalty to organization.

Table 9. Perceived benefits of being a nominee/selected OEM in the City Government of Baguio in terms of organizational development

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
Develops team work/team building	4.18	Much Beneficial
Leadership skills	4.50	Very Much Beneficial
Human relations and communications	4.50	Very Much Beneficial
Self-help and self-reliance	4.51	Very Much Beneficial
Understanding cultural differences	4.23	Much Beneficial
Gender sensitivity	4.26	Much Beneficial
Camarederie/pakikisama	4.36	Much Beneficial
Handle conflicts/problem solving	4.13	Much Beneficial
Satisfy both the clients needs and the company's expectations	4.36	Much Beneficial
Develops good relationships to co-workers and supervisors	4.48	Much Beneficial
Opportunities to enrich profession	4.10	Much Beneficial
Improve interactions with public or becomes friendly	4.39	Much Beneficial
<b>OVERALL MEAN</b>	<b>4.33</b>	<b>Much Beneficial</b>

Legend:

Weighted Mean

4.50 - 5.00

3.50 - 4.49

2.50 - 3.49

1.50 - 2.49

1.00 - 1.49

Descriptive Equivalent

Very Much Beneficial

Much Beneficial

Moderately Beneficial

Fairly Beneficial

Not Beneficial

According to Nadler and Tushman (1985), without work there is no product or service to provide. They pointed out that the workplace provides opportunities for meeting new people and developing friendships; work also provide a source of social status in the community; and work can be an important source of identity and self-esteem and it provides a sense of purpose for individuals and clarifies their value or contributions to society.

The overall perceptions of the respondents is 4.33, described as much beneficial. This implies that a nominee/selected outstanding employee can benefit organization development. However, according to interviews made by the researcher, if selection is fair and just, definitely these will serve as motivation to the nominees and will definitely boost the individuals self-esteem and self-respect and will therefore improve performance and will strive excellence all the time; the criteria mentioned may eliminate bias and favoritism and reputation to be credible. This will also uplift the morale of rank and file employees.

Capital and natural resources are passive factors of production; human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations, and carry forward national development” Harbison, (1983).

According to Gibson, et al. (1997), rewards are the material and psychological payoffs for doing something. These payoffs have an immediate impact on the dedication and commitment that workers show in their work. A person who is pleased with the consequences of work is likely to put forth more effort than someone who feels shortchanged in some ways.

Rewards are motivators and are likely to lead to high morale and consequently, to high employee performance when: 1) they are perceived as being equitable or fair by the worker; 2) they are tied to performance; and 3) they are tailored to the needs of the worker (Robbins, 1996).

Problems Encountered in the Implementation  
of Outstanding Employee of the Month  
in the City Government of Baguio

Table 10 shows the problems encountered in the implementation of outstanding employee of the month in the City Government of Baguio. The problems encountered are related to Office PRAISE, nominee, supervisor, and City PRAISE. In terms of office PRAISE, impact of the achievement of the nominee obtained the highest degree of seriousness of 3.83, described as much serious.

Table 10. Problems encountered in the implementation of OEM in the City Government of Baguio

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
1. Office PRAISE		
Members of Office PRAISE are not Available	3.70	Much Serious
Hard time to discuss and whom to Nominate	3.66	Much Serious
No common understanding for Nominating	3.73	Much Serious
Impact of the achievement of the Nominee	3.83	Much Serious
Justification for the nominee	3.76	Much Serious
For purposes of compliance	3.59	Much Serious
Mean	3.71	Much Serious
2. Nominee		
Nominee is not interested in accomplishing the required documents	3.00	Moderately Serious
Not interested to be nominated	2.79	Moderately Serious
For purposes of compliance	3.18	Moderately Serious
Mean	2.99	Moderately Serious

Table 10. Continued . . .

ITEMS	WEIGHTED MEAN	DESCRIPTIVE EQUIVALENT
3. Supervisor		
Difficulty in making justification for the nominee	3.42	Moderately Serious
Favoritism	3.52	Much Serious
Bias in the evaluation of Accomplishment	3.42	Moderately Serious
No time to meet	3.15	Moderately Serious
For purposes of compliance	3.33	Moderately Serious
Mean	3.37	Moderately Serious
4. City PRAISE		
Availability of members to meet and evaluate nominees	3.25	Moderately Serious
Inadequate supporting documents Attached	3.33	Moderately Serious
For purposes of compliance	3.37	Moderately Serious
Biases/prejudices of the members of the City PRAISE	3.24	Moderately Serious
Mean	3.30	Moderately Serious
OVERALL MEAN	3.34	Moderately Serious

Legend:

<u>Weighted Mean</u>	<u>Descriptive Equivalent</u>
4.50-5.00	Very Much Serious
3.50-4.49	Much Serious
2.50-3.49	Moderately Serious
1.50-2.49	Fairly Serious
1.00-1.49	Not Serious

This is followed by justification for the nominee with a mean of 3.76, also described as much serious. The problems related to office PRAISE are members of office PRAISE are not available; hard time to discuss and whom to nominate; bases for nominating; and for purposes of compliance. The overall mean of this problem is 3.71, described as much serious. This implies that the selection of outstanding employee faced problems in the office PRAISE. The respondents also mentioned that office PRAISE defeats the purpose and de-motivates employees because of unfair rating given to nominees and based from gathered information from employees whom you know also took place.

Another problem encountered is the nominee. However, this is perceived moderately serious as indicated by the overall mean of 2.99. The problems encountered are nominee is not interested in accomplishing the required documents; not interested to be nominated; and for purposes of compliance. There was also a problem on the nominee that de-motivated due to biases and favoritism a perception observed and voiced out by the rank and file; and also personality/behavior and personal background of nominee be included.

There is also problem with the supervisor and the respondents perceived this problem as moderately serious with a weighted mean of 3.37. Favoritism is perceived much serious as revealed by the weighted

mean of 3.52 while the other problems towards the supervisor are perceived moderately serious. These problems are difficulty in making justification for the nominee; bias in the evaluation of accomplishment; no time to meet and for purposes of compliance. In addition, office politics should be disregarded.

The last problem is towards the City PRAISE which is perceived moderately serious as evidenced by the weighted mean of 3.30. All the problems under this sector are availability of members to meet and evaluate nominees; no supporting documents attached; for purposes of compliance; and biases/prejudices of the members of the City PRAISE are perceived moderately serious as indicated by their respective means. The overall degree of seriousness of the problems encountered is 3.34, described as moderately serious. It was also mentioned that as if there is a bias in the selection by the city personnel.

The Selection for the OEM, in its implementation has no guarantee for successful employee nomination and selection, since its implementation is not always in accordance with its provisions. In St. Thomas Aquinas wages theory, described “just” wages as that wage which permits the recipients worker to live in a manner keeping with his/her position society. Money is not only important for what it can buy, but also for what is may seem to show; this is the social value of money (Newstron and Davis,



2002) it cannot be denied that prestige goes to successful people and success in our society is closely correlated with income. Once a group of high-income people is recognized as a group of superior status, their consumption standard (equated with standard of living) becomes one the criteria for judging success. It brings about a system of differential social status, (The Reward System of the Divine Word College of Bangued and its relationship to Job Performance, Fe S. Abalos, unpublished).

Recommendations on the Improvement of the Implementation of the Selection for the Outstanding Employee of the Month in the City Government of Baguio

Table 11 presents the recommendations by the respondents to improve the implementation of the selection for the outstanding employee of the month in the City Government of Baguio.

As shown in the table, eliminating biases from the Office PRAISE and City PRAISE ranked first among the recommendations by the respondents. This is claimed by 91 or 43.33 percent of the respondents. Second in rank is justification for the nominee should be transparent as claimed by 76 or 36.19 percent.

Table 11. Recommendations on the improvement of the implementation of selection for the OEM in the City Government of Baguio

ITEMS	NUMBER OF RESPONDENTS	PERCENT (%)	RANK
Conduct continuous in depth orientation to thoroughly discuss the Selection of OEM in the CGB	75	35.71	3
Processes involved should be made known to all employees	61	29.05	9
Eliminate biases from the Office PRAISE and City PRAISE	91	43.33	1
Justification for the nominee should be transparent	76	36.19	2
Additional incentives for those who are selected for three (3) consecutive months	67	31.90	6
Create a hall of fame award for those selected in three times in a year	64	30.48	7
Improved documentation of success stories of the OEM	63	30.00	8
Conduct panel interviews to nominees and selecte4d OEM	74	35.24	4
Monitoring and evaluation (i.e. allow feedbacks from employees)	72	34.29	5

The least recommended measure is processes involved should be made known to all employees by 61 or 29.05 percent. Other recommendations by the respondents are conduct continuous in depth orientation to thoroughly discuss the Selection of OEM in the CGB; additional incentives for those who are selected for three consecutive months; create a hall of fame award for those selected in three times in a year; improved documentation of success stories of the OEMI conduct panel interviews to nominees and selected OEM; and monitoring and evaluation. Other suggestions offered to improve the implementation of the program are the following: set criteria to career OEMS if they are qualified and the selection to be Outstanding Employee for the quarter instead of the month; increase incentives; review actual performance of employees based in their present position; the committee should consider the relevance of nominee's achievement/contribution to the whole agency/department/community; pursue the conduct of Personnel Audit and evaluation of the organizational structure to really determine the gaps arising from duplication of functions including non-performing personnel.

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Summary

This study was conducted which focused into the implementation of the Selection for the Outstanding Employee of the Month in the City Government of Baguio. Specifically, it sought answers to the following questions: What is the level of awareness of employees of the existence of the Selection for the outstanding Employee in the City Government of Baguio? What is the degree of effectiveness of implementation in the Selection for the Outstanding Employee of the Month in the City Government of Baguio in relation to components, procedures and tools used? What are the perceived benefits of the Selection for the Outstanding Employees of the Month as to individual development and organizational development? What are the problems/issues encountered in the implementation of the Selection for Outstanding Employee of the Month? What are the recommendations of employees to further improve the implementation of the Selection for the Outstanding Employee of the Month?

The study was conducted for the calendar year 2010 in the City of Baguio. There were 210 respondents in the study who were randomly selected comprising of the officials, department/office heads, division

chiefs, section chief and rank and file in the City Government of Baguio. The researcher made use of a structured survey questionnaire which was supplemented by observations and personal interviews. The questionnaires were administered personally to the different department or office heads or administrative officers. Prior to the administration of the questionnaires, the researcher secured a permit from the City Mayor. Upon the retrieval of the questionnaires, data were tallied, classified, tabulated and subjected to statistical interpretation using the descriptive statistics such as frequency counts, percentage, weighted mean and ranking.

### Findings

The salient findings of the study are the following:

1. The age of the respondents ranged from 30 years and below to over 60 years old where the majority have ages from 31 and above years old. Majority of the respondents are female. The great majority of the respondents are married. There are 3 with doctorate degree and some reached at least second year in college. This indicates that the respondents have had formal schooling.

2. The level of awareness on the selection of outstanding employee of the month of the Baguio City government as perceived by the respondents is 4.20 with a descriptive equivalent of moderately aware.

3. The degree of effectiveness of the OEM in terms of qualifications of the selected outstanding employee is very much effective as indicated by the weighted mean of 4.69. The respondents also perceived that the procedures implemented in the selection of outstanding employee is very much effective. The criteria for evaluation among the nominees to be an outstanding employee is much effective. This means that the criteria should be improved for better evaluation. In terms of the requirements for nomination, the respondents believed very much effective. This is also true with respect to the awards for the outstanding employee and nominees.

4. The perceived benefits of being a nominee/selected outstanding employee of the month in terms of individual/social development is much beneficial with a weighted mean of 4.36. This result is consistent with the benefits derived in terms of organizational development which is much beneficial.

5. The selection of outstanding employee of the month faced problems as regards to the PRAISE office, nominee, supervisor and City

PRAISE. The respondents perceived these problems moderately serious as evidenced by the overall weighted mean of 3.34.

6. The respondents suggested several recommendations for the improvement of the selection for the outstanding employee of the month in the City Government of Baguio. Ranked first is the elimination of biases from the Office PRAISE and City PRAISE.

### Conclusions

Based on the findings of this study; the following conclusions were drawn:

1. The respondents are not fully aware on the selection of outstanding employee of the month of the City Government of Baguio.
2. The respondents believed that the implementing guidelines for the selection of outstanding employee of the month are clear and accepted by the employees.
3. The program on the selection of outstanding employee of the month in the City Government of Baguio is beneficial to the employees and their personalities improved with the existence of this program.
4. In any endeavor there are always problems encountered and in the City Government of Baguio problems regarding the implementation of the selection of outstanding employee of the month are encountered.

5. Suggested measures were forwarded which the respondents believed can solve the problems encountered for the improvement of the program.

### Recommendations

Based on the findings and conclusions drawn, the following recommendations are offered:

1. There should be a thorough review and transparency of the policies, criteria in the selection of outstanding employee to avoid doubts.
2. The members of the selection committee should see the effectiveness of the qualifications, procedures, requirements for nomination and awards to be given to the selected employee.
3. The selection of outstanding employee of the month must be well disseminated among the employees. The benefits that employee derive from the given award should also be announced and the City Government must give more incentives to the selected outstanding employee.
4. The City Government of Baguio should continue this program to motivate their employees.



5. A similar study could be conducted not only in the City Government of Baguio but other agencies.



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## APPENDIX A

**REQUEST LETTER TO CONDUCT STUDY**

OPEN UNIVERSITY  
La Trinidad, Benguet 2601  
Telefax: (074) 309-2353  
[www.bsu.edu.ph](http://www.bsu.edu.ph)

February 13, 2010

**OFFICE OF THE CITY MAYOR**  
Baguio City Hall, Baguio City

**SIR:**

The undersigned is presently working on his thesis entitled "The Selection of the Outstanding Employee of the Month in the City Government of Baguio" as a partial requirement for his Master in Human Resource Development.

In view of this, may I humbly request your permission to administer questionnaire and to conduct interview with the City Government employees.

Rest assured that the answers of the respondents will be treated with utmost confidentiality and strictly for academic purposes only.

Thank you very much and God bless.

Sincerely yours,  
**(SGD.) BENNY E. ABENOJA**  
Researcher

Endorsed:

**(SGD.) MARIE ROSE P. BERNARDO, MHRD**  
Adviser

Noted:

**(SGD.) LITA MOLITAS-COLTING, PhD.**  
Director, BSU, Open University

Approved:

**(SGD.) HON. REINALDO A. BAUTISTA JR.**  
City Mayor

## APPENDIX B

### SURVEY QUESTIONNAIRE

#### PART I - PROFILE OF EMPLOYEE

Direction: Please put a check (√) mark before the item that best describes yourself.

1. Age Range

- \_\_\_\_\_ 1.1 30 years and below  
 \_\_\_\_\_ 1.2 31 – 45 years old  
 \_\_\_\_\_ 1.3 46 – 60 years old  
 \_\_\_\_\_ 1.4 over 60 years old

2. Gender

- \_\_\_\_\_ 2.1 Male  
 \_\_\_\_\_ 2.2 Female

3. Civil Status:

- \_\_\_\_\_ 3.1 Single  
 \_\_\_\_\_ 3.2 Married  
 \_\_\_\_\_ 3.3 Widow/er

4. Highest Educational Attainment

- \_\_\_\_\_ 3.1 At least second Year in College  
 \_\_\_\_\_ 3.2 College Graduate  
 \_\_\_\_\_ 3.3 Some units in the Masteral course  
 \_\_\_\_\_ 3.4 Masteral Degree  
 \_\_\_\_\_ 3.5 Some units in Docrate  
 \_\_\_\_\_ 3.6 Doctorate graduate

5. Position/office: \_\_\_\_\_

6. Number of years in the department: \_\_\_\_\_

7. Number of years in the service: \_\_\_\_\_

**PART - II. LEVEL OF AWARENESS ON THE SELECTION OF  
OUTSTANDING EMPLOYEE OF THE MONTH OF THE  
BAGUIO CITY GOVERNMENT**

Direction: Please put check mark (√) to the appropriate box of your answers using the scale below:

- 5 - Fully Aware  
4 - Moderately Aware  
3 - Fairly Aware  
2 - Poorly Aware  
1 - Not Aware

ITEMS	LEVEL OF AWARENESS				
	5	4	3	2	1
Existence of Selection for the Outstanding Employee for the Month Program in the City Government of Baguio					
Composition of the committee (1 chair, 2 co-chairs, and 6 members)					
Names of the PRAISE committee and their background					
Guidelines on the selection of the Outstanding Employee of the month as to:					
➤ Qualifications of the nominee					
➤ Procedures how it is being done					
➤ Criteria set for evaluation					
➤ Requirement for nomination					
➤ Awards/incentives to be received (monetary and non-monetary)					
Office PRAISE to evaluate nominees					

**PART - III. DEGREE OF EFFECTIVENESS/ACCEPTANCE OF THE OEM AND IT'S IMPLEMENTING GUIDELINES**

Direction: Please put check mark (√) to the appropriate box of your answers using the scale below. It is suggested that you put a remark on certain item/s where it is applicable.

- 5 - Very Much Effective  
 4 - Much Effective  
 3 - Moderately Effective  
 2 - Fairly Effective  
 1 - Not Effective

ITEMS	DEGREE OF EFFECTIVENESS					REMARK/S
	5	4	3	2	1	
<b>QUALIFICATIONS:</b>						
Be in the service at the time of nomination (i.e. not on leave at the time of the nomination.						
Be discharging his regular functions.						
Have at least a Very Satisfactorily rating from the last rating period.						
Have no pending administrative case or serving meted penalty.						
Not be on study leave or study grant for the month.						
Not have been warned for non-observance of office rules and regulations.						
<b>PROCEDURES:</b>						
Each Office/Department in the City Government of Baguio shall submit a duly accomplished Nomination Form to the Agency PRAISE Committee on or before the 7 <sup>th</sup> of the following month.						
Each Office is entitled to nominate one (1) employee to the Committee.						

The Committee shall review the nomination form and the supporting documents.						
The Committee may conduct actual investigation to verify the nomination.						
<b>CRITERIA FOR EVALUATION:</b>						
<b>1. Performance of Task – 50%</b>						
1. Outstanding						
2. Very Satisfactory						
3. Satisfactory						
4. Unsatisfactory						
5. Poor						
<b>2. Behavioral Dimension – 30%</b>						
1. Attendance						
2. Tardiness						
3. Unauthorized Leaves/Leave w/out pay						
4. Undertimes						
5. Courtesy & Human Relation						
6. Initiative						
7. Judgment						
<b>3. Impact of Achievement – 20%</b>						
1. Narrative of Accomplishment						
<b>REQUIREMENTS FOR NOMINATION:</b>						
Performance Rating for the last semester						
Monthly accomplishment report						
Department and Division Targets						
Certification of no pending case and that nominee has serving a meted penalty						
Not been warned for non-observance of office rules & regulations						
Daily Time Record for the month being nominated						
Photo 5 cm x 5 cm						



<b>AWARDS:</b>						
<b>a) Outstanding:</b>						
A cash award of not less than P3,000.00						
A plaque of recognition						
A portrait package awarded from a reputable professional photographer						
His/her photo displayed in the lobby of City hall						
<b>b) Nominees:</b>						
A cash award of not less than P1,000.00						
A certificate of recognition						
Recognized as the Outstanding Employee of the Department/Office						
Photo will be displayed in their respective Office.						

**PART - IV. PERCEIVED BENEFITS OF BEING A NOMINEE/  
SELECTED OUTSTANDING EMPLOYEE OF THE  
MONTH IN THE CITY GOVERNMENT**

Direction: Please put check mark (√) to the appropriate box of your answers using the scale below. It is suggested that you put a remark on certain item/s where it is applicable.

- 5 - Very Much Beneficial  
4 - Much Beneficial  
3 - Moderately Beneficial  
2 - Fairly Beneficial  
1 - Not Beneficial

ITEMS	RATING					REMARK/S
	5	4	3	2	1	
<b>INDIVIDUAL/SOCIAL DEVELOPMENT</b>						
Improves knowledge, skills and competencies						
Develops professionalism						
Develops good attitude/values						
Develop self-esteem/self confidence						
Promotes achievement/credentials						
Job satisfaction and recognition						
Highly motivated						
Develops cooperativism						
Firms in decision making						
Improves interpersonal relation						
Improves verbal and written communication skills						
Carrying out the Vision, Mission, Goals and Objectives of the City Government of Baguio						
Sympathetic with people in the community						
Family-friendly policies						

<b>ORGANIZATIONAL DEVELOPMENT</b>						
Develops team work/team building						
Leadership skills						
Human relations and communications						
Self-help and self-reliance						
Understanding cultural differences						
Gender sensitivity						
Camarederie/pakikisama						
Handle conflicts/problem solving						
Satisfy both the clients needs and the company's expectations						
Develops good relationships to co-workers and supervisors						
Opportunities to enrich profession						
Improve interactions with public or becomes friendly						
Others (pls. specify) _____ _____						

**PART - IV. PROBLEMS ENCOUNTERED IN THE IMPLEMENTATION  
OF OUTSTANDING EMPLOYEE OF THE MONTH IN THE  
CITY GOVERNMENT**

Direction: Please put check mark (√) to the appropriate box of your answers using the scale below:

- 5 - Very Much Serious  
4 - Much Serious  
3 - Moderately Serious  
2 - Fairly Serious  
1 - Not Serious

ITEMS	DEGREE OF SERIOUSNESS				
	5	4	3	2	1
<b>1. Office PRAISE</b>					
➤ Members of Office PRAISE are not available					
➤ Hard time to discuss and whom to nominate					
➤ Bases for nominating					
➤ Impact of the achievement of the nominee					
➤ Justification for the nominee					
➤ For purposes of compliance					
Others (pls. specify) _____ _____					
<b>2. Nominee</b>					
➤ Nominee is not interested in accomplishing the required documents					
➤ Not interested to be nominated					
➤ For purposes of compliance					
Others (pls. specify) _____ _____					

ITEMS	DEGREE OF SERIOUSNESS				
	5	4	3	2	1
<b>3. Supervisor</b>					
➤ Difficulty in making justification for the nominee					
➤ Favoritism					
➤ Bias in the evaluation of accomplishment					
➤ No time to meet					
➤ For purposes of compliance					
Others (pls. specify) _____ _____					
<b>4. City PRAISE</b>					
➤ Availability of members to meet and evaluate nominees					
➤ No supporting documents attached					
➤ For purposes of compliance					
➤ Biases/prejudices of the members of the City PRAISE					
Others (pls. specify) _____ _____					

**PART - V. RECOMMENDATIONS ON HOW TO IMPROVE THE IMPLEMENTATION OF THE SELECTION FOR THE OUTSTANDING EMPLOYEE OF THE MONTH IN THE CITY GOVERNMENT OF BAGUIO**

Please rank the items listed below which you think highly recommended (1 is the most recommended suggestion, 2 – being second, 3 – third, 4 – forth; etc....)

<b>ITEM</b>	<b>RANK</b>
Conduct continuous in depth orientation to thoroughly discuss the Selection of OEM in the CGB	
Processes involved should be made known to all employees	
Eliminate biases from the Office PRAISE and City PRAISE	
Justification for the nominee should be transparent	
Additional incentives for those who are selected for three (3) consecutive months	
Create a hall of fame award for those selected in three times in a year	
Improved documentation of success stories of the OEM	
Conduct panel interviews to nominees and selected OEM	
Monitoring and evaluation (i.e. allow feedbacks from employees)	

## APPENDIX C

## LIST OF EMPLOYEES WHO ARE RECIPIENTS OF OEM FOR 2002-2010

Item #	Name	Position	Office	Level	OEM	Year Received
1	Elisa E. Casiprt	Administrative Asst. III	GSO	1st	January	<b>2002</b>
2	Elisa E. Casiprt	Administrative Asst. III	GSO	1st	February	
3	Agnes C. Esteban	Administrative Officer I	HRMO	2nd	March	
4	Luz L. Perez	Records Officer II	HSO	2nd	April	
5	Hilda V. Chapdian	Supervising Administrative Officer	HRMO	2nd	May	
6	Sabado B. Ugalde	Administrative Asst. I	HRMO	1st	June	
7	Florencia C. Abudo	Accountant III	ACCTNG.	2nd	July	
8	Fernando D. Ragma, Jr.	Local Revenue Collection Officer I	TREASURY	2nd	August	
9	Ma. Almaya C. Addawe	City Government Assistant Department Head II	ACCTNG.	2nd	September	
10	Romulae R. Gadaoni, Jr.	Accountant III	ACCTNG.	2nd	October	
11	Jennifer R. Peredo	Accountant II	ACCTNG.	2nd	November	
12	Anthony F. Quioan	Administrative Aide VI	CMO	1st	November	
13	Sabado B. Ugalde	Administrative Asst. I	HRMO	1st	December	
14	Eunice E. Abad	Administrative Asst. II	HRMO	1st	January	<b>2003</b>
15	Rowena C. Angeles	Administrative Aide III	CMO	1st	February	
16	Regino G. Regudo	Revenue Collection Clerk II	TREASURY	1st	February	
17	Roger P. Laolawi	Local Legislative Staff Officer I	SP	2nd	March	
18	Celia Flor C. Brillantes	Medical Officer V	HSO	2nd	April	
19	Ponciano C. Torres, Jr.	Local Legislative Staff Officer III	SP	2nd	May	
20	Zoraida C. Clavio	Medical Officer IV	HSO	2nd	June	
21	Joseph B. Dumngal	Administrative Aide III	GSO	1st	July	
22	Virgilio S. Carbonell	Utility Worker II	CVO	1st	August	
23	Rebecca B. Guanzon	Nurse IV	HSO	1st	August	
24	Eugene D. Buyucan	Supervising Administrative Officer	CBO	2nd	September	
25	Zenaida N. Ordinario	Administrative Asst. II	CMO	1st	September	
26	Arnulfo R. Baldos	Administrative Officer I	GSO	2nd	October	
27	Beatriz Y. Gajete	Health Education and Promotion Officer II	HSO	2nd	October	
28	Christine B. Flores	Administrative Officer V	HRMO	2nd	November	
29	Sabado B. Ugalde	Administrative Asst. I	HRMO	1st	December	

Item #	Name	Position	Office	Level	OEM	Year Received
1	Gabriel D. Soriano	Administrative Assistant II	HRMO	1st	January	<b>2004</b>
2	Ma. Guadalupe C. Della	Administrative Officer V	GSO	2nd	January	
3	Allan B. Abayao	Planning and Development Officer I	PDO	1st	February	
4	Edith B. Dawaten	Administrative Officer IV	HRMO	2nd	February	
5	Florence B. Tudlong	Midwife II	HSO	1st	March	
6	Leopoldo H. Oviedo, Jr.	Administrative Officer IV	HRMO	2nd	March	
7	Eunice E. Abad	Administrative Assistant II	HRMO	1st	April	
8	Donabel Jasmin B. Dongla	Population Program Worker II	HSO	1st	April	
9	Sandra N. Almag	Administrative Officer II	HRMO	2nd	April	
10	Romulae R. Gadaoni, Jr.	Accountant III	ACCTNG.	2nd	April	
11	Jaime D. Gamboa	Administrative Aide III	GSO	1st	May	
12	Galeon O. Kamsawen	Administrative Aide III	TREASURY	1st	May	
13	Mercedes F. Pel-ey	Supervising Administrative Officer	ENGINEERING	2nd	May	
14	Marlon C. Urmaza	Revenue Collection Clerk II	TREASURY	1st	June	
15	Helen Judy M. Abenes	Administrative Officer III	TREASURY	2nd	June	
16	Catalina B. Zamora	Administrative Officer IV	HRMO	2nd	June	
17	Jerry C. Guevara	Administrative Aide IV	HRMO	1st	July	
18	Benny E. Abenoja	Administrative Officer II	HRMO	2nd	July	
19	Teofilo R. Aguilar	Labor Foreman	CEPMO	1st	August	
20	Christine B. Flores	Administrative Officer V	HRMO	2nd	August	
21	Delfin T. Salazar, Jr.	Revenue Collection Clerk II	TREASURY	1st	September	
22	Evelyn B. Cayat	Planning Officer IV	PDO	2nd	September	
23	Geraldine T. Angulo	License Inspector I	TREASURY	1st	October	
24	Miriam R. Fadlen	Public Health Nurse I	HSO	2nd	October	
25	Jasmin D. Rivera	Administrative Aide IV	MAYOR'S	1st	November	
26	Christine B. Flores	Administrative Officer V	HRMO	2nd	November	
27	Ofelia G. Adube	Administrative Assistant II	TREASURY	1st	December	
28	Raquel C. Ancheta	Administrative Assistant II	ACCTNG.	1st	December	
29	Marlon F. Sayan	Administrative Aide III	HRMO	1st	December	
30	Rudencio L. Genove	Market Supervisor I	TREASURY	2nd	December	
31	Florencio G. Manalo	Medical Technologist I	HSO	2nd	December	
32	Braille Van B. Reyes	Supervising Administrative Officer	GSO	2nd	December	



Item #	Name	Position	Office	Level	OEM	Year Received
1	Arcelie F. Ordonio	Administrative Assistant III	SP	1st	January	<b>2005</b>
2	Victorino E. Aquitania	Planning and Development Officer IV	PDO	2nd	January	
3	Lilia D. Barcena	Midwife II	HSO	1st	February	
4	Nida L. Rotor	Local Treasury Operations Officer II	TREASURY	2nd	February	
5	Erma G. Dolormente	Administrative Aide IV	PDO	1st	March	
6	Ma. Victoria C. Lagmay	Administrative Officer I	GSO	2nd	March	
7	John C. Retuya	Development Management Officer III	PDO	2nd	March	
8	Francisco T. Dullona, Jr.	Administrative Aide VI	TREASURY	1st	April	
9	Elias S. Aoanan	Planning Officer I	PDO	2nd	April	
10	Fredda C. Jimenez	Accountant I	ACCTNG.	2nd	April	
11	Hermonico M. Guanzon, Jr.	Sanitation Inspector V	HSO	1st	May	
12	Elvira G. Flora	Health Education and Promotions Officer III	HSO	2nd	May	
13	Charito T. Bueno	Sanitation Inspector IV	HSO	1st	June	
14	Christine B. Flores	Administrative Officer V	HRMO	2nd	June	
15	Melchor C. Baltazar	Local Treasury Operations Officer I	TREASURY	2nd	July	
16	Sabado B. Ugalde	Administrative Assistant I	HRMO	1st	July	
17	Michelle O. Tan	Engineering Assistant	ENGINEERING	1st	August	
18	Patrick T. Marrero	Revenue Collection Clerk II	TREASURY	1st	August	
19	Jocelyn M. Lardizabal	Administrative Officer III	TREASURY	2nd	August	
20	Annie A. Pangso	Administrative Aide III	TREASURY	1st	September	
21	Celia Flor C. Brillantes	Medical Officer V	HSO	2nd	September	
22	Bernadette C. Billantes	Administrative Assistant II	GSO	1st	October	
23	Benilda P. Villanueva	Midwife II	HSO	1st	October	
24	Helen Judy M. Abenes	Administrative Officer III	TREASURY	2nd	October	
25	Jerma G. Roque	Administrative Aide III	TREASURY	1st	November	
26	Rowena A. Vallesterol	Local Treasury Operations Officer I	TREASURY	1st	November	
27	Fortunato L. Saganib	Administrative Aide IV	TREASURY	1st	December	

Item	Name	Position	Office	Level	OEM	Year
#						Received
1	Wilhelmina A. Barnachea	Revenue Collection Clerk II	TREASURY	1st	January	<b>2006</b>
2	Ponciano G. De Jesus	Local Treasury Operations Officer III	TREASURY	2nd	January	
3	Gabriel D. Soriano	Administrative Asst. II	HRMO	1st	February	
4	Hilda V. Chapdian	Supervising Administrative Officer	HRMO	2nd	February	
5	George B. Bueno	Community Affairs Asst. II	MAYOR'S	1st	March	
6	Gloria S. Evangelista	Administrative Officer I	MAYOR'S	2nd	March	
7	Liucia Bernadette V. Wadiwad	Administrative Aide VI	HRMO	1st	April	
8	Noel C. Mabutas	Community Affairs Officer III	MAYOR'S	2nd	April	
9	Florentino M. Tizon	Administrative Aide III	HRMO	1st	May	
10	Arnulfo R. Baldos	Administrative Officer I	GSO	2nd	May	
11	Marie Angelica DC. Marzo	Administrative Asst. II	HRMO	1st	June	
12	Joel Teofilo Q. Mata	Administrative Asst. II	GSO	1st	June	
13	Eulalia L. Carino	Administrative Officer I	ENGINEERING	2nd	June	
14	Amelia Joan T. Clerigo	Administrative Officer III	GSO	2nd	June	
15	James C. Cosep	Administrative Officer II	HRMO	2nd	June	
16	Joseph B. Dumngal	Administrative Aide III	GSO	1st	July	
17	Christine B. Flores	Administrative Officer V	HRMO	2nd	July	
18	Nathaniel T. Pascua	Revenue Collection Clerk II	TREASURY	2nd	August	
19	Braille Van B. Reyes	Supervising Administrative Officer	GSO	2nd	August	
20	Sabado B. Ugalde	Administrative Asst. I	HRMO	1st	September	
21	James C. Cosep	Administrative Officer II	HRMO	2nd	September	
22	Cecilia L. Lumba	Administrative Asst. III	ACCTNG.	1st	October	
23	Regolito O. Bernabe Sr.	Engineer III	ENGINEERING	2nd	October	
24	Lucia Bernadette V. Wadiwad	Administrative Aide VI	HRMO	1st	November	
25	Nida L. Rotor	Local Treasury Operations Officer II	TREASURY	2nd	November	
26	Gabriel D. Soriano	Administrative Asst. II	HRMO	1st	December	
27	Nestor A. Mestito	Administrative Officer II	SWO	2nd	December	

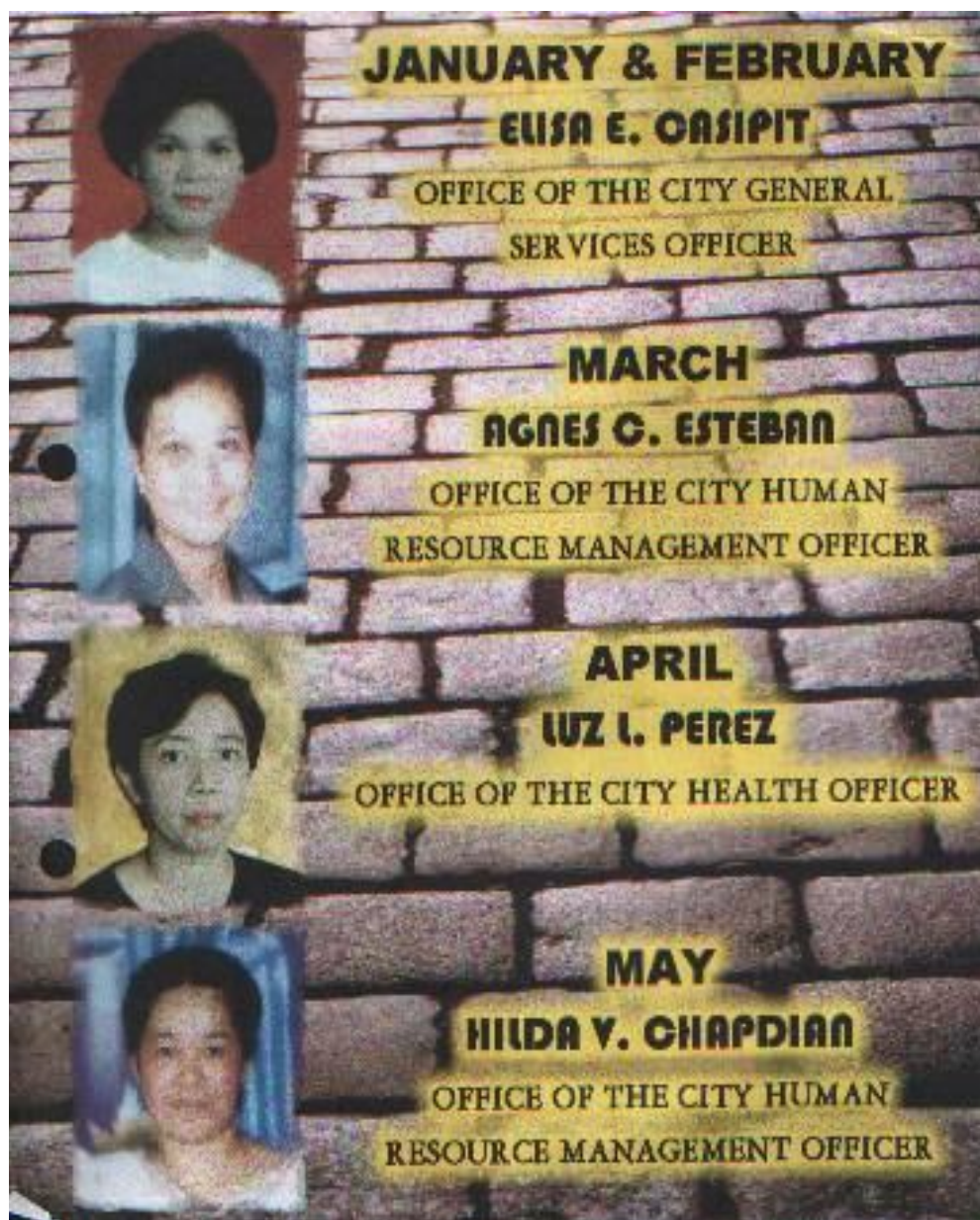
Item	Name	Position	Office	Level	OEM	Year
#						Received
1	Carmen C. Remorque	Administrative Asst. II	TREASURY	1st	January	<b>2007</b>
2	Fredda C. Jimenez	Accountant I	ACCTNG.	2nd	January	
3	Leticia A. Gano	Administrative Aide III	MAYOR'S	1st	February	
4	Jennifer R. Peredo	Accountant II	ACCTNG.	2nd	February	
5	George B. Bueno	Community Affairs Asst. II	MAYOR'S	1st	March	
6	Regino G. Ragudo	Revenue Collection Clerk II	TREASURY	1st	March	
7	Cynthia B. Langagan	Social Welfare Officer I	SWO	2nd	March	
8	Lerma G. Roque	Administrative Aide III	TREASURY	1st	April	
9	Amelia Joan T. Clerigo	Administrative Officer III	GSO	2nd	April	
10	Angel U. Bambao	Administrative Aide III	TREASURY	1st	May	
11	Marlon F. Sayan	Administrative Aide III	HRMO	1st	May	
12	Rowena A. Vallesterol	Local Treasury Operations Officer II	TREASURY	2nd	May	
13	Patrick T. Marrero	Revenue Collection Clerk II	TREASURY	1st	June	
14	Janet C. Aguirre	Administrative Officer I	TREASURY	2nd	June	
15	Rosauro V. Romualdo	Ticket Checker	TREASURY	1st	July	
16	Christine B. Flores	Administrative Officer V	HRMO	2nd	July	
17	Betelina A. Cacho	Administrative Aide VI	MAYOR'S	1st	August	
18	Fernando D. Ragma, Jr.	Market Supervisor I	TREASURY	2nd	August	
19	Fernando M. Acosta	Laborer II	ENGINEERING	1st	September	
20	Lucia Bernadette W. Lamong	Administrative Aide VI	HRMO	1st	September	
21	Hilda V. Chapdian	Supervising Administrative Officer	HRMO	2nd	September	
22	Mary Angeline C. Vinluan	Draftsman II	BAO	1st	October	
23	Mary Angeline G. Batan	Licensing Officer I	TREASURY	2nd	October	
24	Arceli S. De Jesus	Administrative Asst. V	SP	1st	November	
25	Angelina G. Rimando	Local Assessment Operations Officer IV	ASSESSOR'S	2nd	November	
26	Reynaldo S. Franco	Tax Mapping Aide II	ASSESSOR'S	1st	December	
27	Sandra N. Almag	Administrative Officer II	HRMO	2nd	December	

Item	Name	Position	Office	Level	OEM	Year
#						Received
1	Jupiter R. Celeste	Electrician General Foreman	BAO	1st	January	<b>2008</b>
2	Teodorico S. Abad	Planning Officer III	PDO	2nd	January	
3	Chester M. Comicho	Engineer I	ENGINEERING	2nd	January	
4	Christopher R. Hortaleza	Laboratory Aide II	HSO	1st	February	
5	Rolando B. Bautista	Statistician II	PDO	2nd	February	
6	Josephine V. Arranz	Administrative Asst. II	ACCTNG.	1st	March	
7	Mario Rosendo S. Diaz, Jr.	Info. System Analyst III	BUDGET	2nd	March	
8	Ronaldo S. Boado	Revenue Collection Clerk II	TREASURY	1st	April	
9	Noel C. Mabutas	Community Affairs Officer III	MAYOR'S	2nd	April	
10	Gloria N. Borja	Local Legislative Staff Asst. II	SP	1st	May	
11	Florecita P. Tul-an	Social Welfare Officer I	SWO	2nd	May	
1213	Marvin E. Domigsi	Administrative Asst. II	HSO	1st	June	
14	Beatriz Y. Gajete	Population Program Officer III	HSO	2nd	June	
15	Geraldine T. Angulo	License Inspector I	TREASURY	1st	July	
16	Christine B. Flores	Administrative Officer V	HRMO	2nd	July	
17	Ofelia G. Adube	Administrative Asst. II	TREASURY	1st	August	
18	Christine B. Flores	Administrative Officer III	HRMO	2nd	August	
19	Sabado B. Ugalde	Administrative Asst. I	HRMO	1st	September	
20	Sandra N. Almag	Administrative Officer II	HRMO	2nd	September	
21	Dominador V. Francisco, Jr.	Local Legislative Staff Asst. III	SP	1st	October	
22	James C. Cosep	Administrative Officer IV	HRMO	2nd	October	
23	Jason S. Gorospe	Engineering Assistant	ENGINEERING	1st	November	
24	Tony V. Pednga	Administrative Aide III	GSO	1st	November	
25	Leticia E. Pinosan	Day Care Worker I	SWO	1st	November	
26	Arnulfo R. Baldos	Administrative Officer III	GSO	2nd	November	
27	Jose M. Daytec	Laborer II	CPMO	1st	December	
28	Pio L. Lampac	Building Const. Maintenance Foreman	GSO	1st	December	
29	George M. Addawe, Jr.	Market Supervisor I	TREASURY	2nd	December	

Item	Name	Position	Office	Level	OEM	Year
#						Received
1	Zenaida N. Ordinario	Administrative Asst. II	HRMO	1st	January	<b>2009</b>
2	Rowena H. Gaviola	Administrative Officer V	TREASURY	2nd	January	
3	Gordon O. Regalado	Administrative Aide III	CIVIL REGISTRY	1st	February	
4	Marieta R. Joven	Administrative Officer V	CIVIL REGISTRY	2nd	February	
5	Janine V. Abalos	Social Welfare Aide	SWO	1st	March	
6	Delfin T. Salazar, Jr.	Administrative Officer I	TREASURY	2nd	March	
7	Gerardo D. Soriano	Administrative Aide III	GSO	1st	April	
8	Raymund Q. Ruaro	Project Development Officer IV	PDO	2nd	April	
9	Zenaida N. Ordinario	Administrative Asst. II	HRMO	1st	May	
10	James C. Cosep	Administrative Officer IV	PDO	2nd	May	
11	Arnold Alvarez	Social Welfare Aide	SWO	1st	June	
12	Dina N. Posadas	Revenue Collection Clerk II	TREASURY	1st	June	
13	Hilda V. Chapidian	Supervising Administrative Officer	HRMO	2nd	June	
14	Dexter R. Fernandez	License Inspector I	TREASURY	1st	July	
15	Epifania B. Tamiao	Administrative Officer V	TREASURY	2nd	July	
16	Rhonda Ali E. De Guzman	Revenue Collection Clerk I	TREASURY	1st	August	
17	Joy A. Hilario	Social Welfare Officer I	SWO	2nd	August	
18	Edna Aurea L. Teofilo	Day Care Worker I	SWO	1st	September	
19	Rolando B. Bautista	Project Evaluation Officer III	PDO	2nd	September	
20	Noel C. Mendoza	Utility Worker II	Veterinary	1st	October	
21	Francisco B. Castaneda	Computer Maintenance Technologist II	Budget	2nd	October	
22	Marvin Dominic W. Mayos	Administrative Aide III	CIVIL REGISTRY	1st	November	
23	Marie Angeline B. Batan	Administrative Officer III	TREASURY	2nd	November	
24	Thelma C. Orduna	Revenue Collection Clerk II	TREASURY	1st	December	
25	Rowena A. Vallesterol	Local Treasury Operations Officer II	TREASURY	2nd	December	

**APPENDIX D**

**OUTSTANDING EMPLOYEES OF THE MONTH AWARDEES FOR THE YEAR 2002 DURING ITS FIRST YEAR OF IMPLEMENTATION**

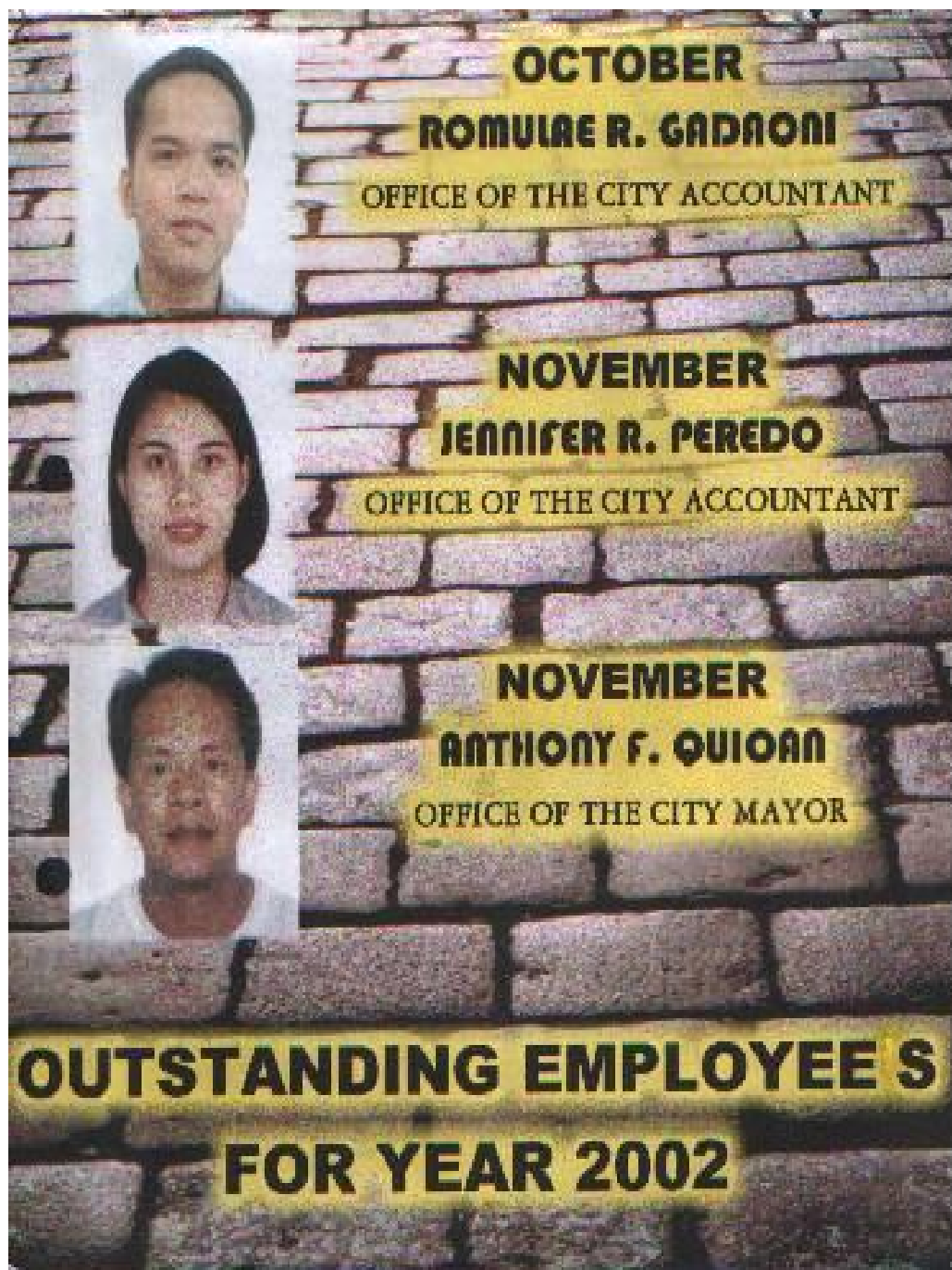


**JUNE & DECEMBER**  
**SABADO B. UGAIDE**  
OFFICE OF THE CITY HUMAN  
RESOURCE MANAGEMENT OFFICER

**JULY**  
**FLORECITA C. ABUBO**  
OFFICE OF THE CITY ACCOUNTANT

**AUGUST**  
**FERNANDO D. RAGMA JR.**  
OFFICE OF THE CITY TREASURER

**SEPTEMBER**  
**MA. ALMAYA C. ADDAWE**  
OFFICE OF THE CITY ACCOUNTANT





## APPENDIX E

### PROGRAM ON AWARDS AND INCENTIVES FOR SERVICE EXCELLENCE

City Government of Baguio City  
Baguio City

#### OUTSTANDING EMPLOYEE OF THE MONTH

In line with Administrative Order No. 58, series of 2001 implementing Civil Service Memorandum Circular 01, Series of 2001 and the Revised Policies on Employee Suggestions and Incentive Awards System (ESIAS), the City Government of Baguio launches the **Outstanding Employee of the Month**. The Outstanding Employee of the Month is granted to an employee of the City Government of Baguio who has excelled among peers across the different departments of the City. It is conferred to an employee who has shown excellent performance which benefited the department or the agency as a whole.

#### QUALIFICATIONS

Nomination is open to all permanent employees of the City Government of Baguio, whether career or non-career with at least six (6) months of service in the City Government of Baguio. He/she must:

- 1) Be in service at the time of nomination (i.e not on leave at the time of nomination);
- 2) Be discharging his regular functions;
- 3) Have at least a Very Satisfactory rating from the last rating period;
- 4) Have no pending administrative case or serving a meted penalty;
- 5) Not be on study leave or study grant for the month.
- 6) Not have been warned for non-observance of office rules and regulations

#### PROCEDURES

Each Office/Department in the City Government of Baguio shall submit a duly accomplished Nomination Form to the Agency PRAISE Committee on or before the 7<sup>th</sup> of the following month. Each Office is

entitled to nominate one (1) employee to the Committee. The Committee shall review the nomination form and the supporting documents. The Committee may conduct actual investigation to verify the nomination.

### **CRITERIA FOR EVALUATION**

In the evaluation of the nominees, the nominee who gets the lowest point score shall be awarded the Outstanding Employee of the Month.

- a) Performance of Task - 50%
- b) Behavioral Dimension - 30%
- c) Impact of Achievement - 20%

### **REQUIREMENTS FOR NOMINATION**

The following documents shall be submitted together with the Duly Accomplished Nomination Form:

- 1) Performance Rating for the last semester
- 2) Monthly accomplishment report
- 3) Department and Division Targets
- 4) Certification of no pending case and that nominee has Not been warned for non-observance of office rules & regulations
- 5) Daily Time Record for the month being nominated
- 6) Photo 5 cm x 5 cm

### **AWARDS**

The Outstanding Employee of the Month shall receive a cash award of not less than P2,000.00 and a Plaque of Recognition. A portrait package shall be also be awarded from a reputable professional photographer. His/her photo shall also be displayed in the lobby of City Hall. The nominees shall receive not less than P500.00 cash award and Certificate of Recognition and shall be recognized as the Outstanding Employee of the Department/Office concerned. Their photo shall be displayed in their respective Offices. Cash award shall be subject to the availability of funds.

**APPENDIX F**  
**NOMINATION FORM**

<b>EMPLOYEE OF THE MONTH</b>		
Name:	Position:	
Office/Department:	Division:	
Years in Government:	Years in Current Position:	
Status of Appointment:		
<b>PERFORMANCE OF TASK:</b> Please list down the actual activities performed by the employee and the monthly targets and accomplishment relative to the activity.		
<b>ACTIVITY/OUTPUT</b>	<b>Target</b>	<b>Actual</b>
Please answer the following:		
1) What is the nominee's contribution that have made an impact to the total operation to the Office/Agency ?		
2) Please describe the competence of the nominee in terms speed in doing the job, proper procedure, economy in materials, quality of work and safety which is distinctly exceptional.		
<b>BEHAVIORAL DIMENSION: Please rate the employee on the following</b>		
1) How many times did the employee go on vacation leave? How many days?		
2) How many times did the employee go on leave without pay? How many days?		
3) Has the employee been tardy? How many times?		
4) Has the employee gone on undertime? How many times?		
Please rate the employee on the following: encircle the number accordingly, 1 as the highest and 5 the lowest.		
5) <b>COURTESY &amp; HUMAN RELATIONS</b>	(1)	Excellent; manner highly pleasing, cheerful and friendly; easy to approach and talk to. Very good PR
	(2)	Pleasant personality; self-confident; puts clients at ease; well-liked.
	(3)	Average personality; impressive social traits but

	(4)	not so approachable. Easily disturbed and irritated; finds difficulty in getting along with others;	
	(5)	Leaves a negative impression on people; repulsive and a problem employee	
6) <i>INITIATIVE</i>	(1)	Outstanding initiative tempered by good judgment; can be depended upon to act properly on new situations without the aid of superiors.	
	(2)	Does job without being told	
	(3)	Does all that is normally required for the job;	
	(4)	has average initiative.	
	(5)	Exercise little initiative in his job; does what he is told to do.	
		Lacks initiative; requires constant prodding	
7) <i>JUDGMENT</i>	(1)	Has outstanding ability to evaluate facts objectively and arrive always at very sound decisions.	
	(2)	Judgment and actions almost always are factual and reasonable.	
	(3)	Normally interprets facts and arrives at correct decisions; uses good common sense	
	(4)	Decisions and actions not factual, sound and reasonable.	
	(5)	Confused and unable to make sound decision.	
NAME AND SIGNATURE OF RATER/SUPERVISOR;			
_____			
(Printed Name and Signature)		Designation	
REVIEWED BY OFFICE PRAISE:			
-----	-----	-----	-----
Member	Member	1 <sup>st</sup> Level Rep	2 <sup>nd</sup> level Rep.
_____			
CHAIRMAN			

**APPENDIX G**

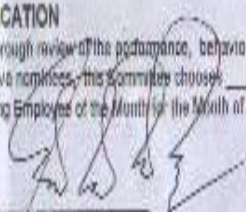
**SAMPLE FORM OF THE ACTUAL RESULT OF THE SELECTION**

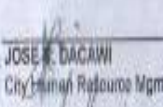
City Government of Baguio  
PROGRAM ON AWARDS AND INCENTIVES FOR SERVICE EXCELLENCE COMMITTEE  
Baguio City


**OUTSTANDING EMPLOYEE OF THE MONTH  
NOMINEES FOR JANUARY 2002**


PERSONAL BACKGROUND OF THE NOMINEE							COMPLIANCE TO REQUIREMENTS					RATINGS GIVEN					
NAME	POSITION TITLE	OFFICE	DIVISION	YRS. IN CURRENT POSITION	YRS. IN GOVERNMENT	STATUS OF APPOINTMENT	PES	DIVISION TARGETS	MONTHLY ACCOMPLISHMENT REPORT	CERTIFICATE OF NO PENDING CASE	DTR	PHOTO	PERFORMANCE OF TASK (50%)	BEHAVIORAL DIMENSION (30%)	IMPACT OF ACHIEVEMENT (20%)	OVER-ALL RATING	OVER-ALL RANKING
1) OVIEDO, Leopoldo H., Jr.	HRMO I	OCHRMO	APPTB	1	7	P	9.09	/	/	/	/	/	0.5	0.38	0.37	1.25	2
2) DELOS SANTOS, Candito S.	Engineer II	PUBO	BSTP	7	7	P	9.32	/	/	/	/	/	0.81	0.34	0.37	1.52	6
3) PASCUAL, Ma. Elizabeth R.	Supply Officer II	MTCC	OCC	4	15	P	9.13	/	/	/	/	/	0.57	0.3	0.42	1.29	3
4) CASBIT, Elba E.	Manager II	BIOD	SPD	3	3	P	9.43	/	/	/	/	/	0.8	0.3	0.42	1.22	4
5) NAVARRO, Nilda B.	LACD III	Assessors	AAP	12	32	P	9.49	/	/	/	/	/	0.825	0.42	0.31	1.35	4
6) SUMBILLO, Marie Therese A.	Medical Officer IV	CHO	MED	12	12	P	9.36	/	/	/	/	/	0.57	0.42	0.37	1.38	5
7) PALAROAN, Salvador C.	Laborer II	CEO	BIID	11	11	P	9.46	/	/	/	/	/	0.5	0.3	0.46	1.28	2


**CERTIFICATION**  
After a thorough review of the performance, behavioral dimension and impact of achievement of the above nominees, this Committee chooses \_\_\_\_\_ as the Outstanding Employee of the Month for the Month of January 2002


  
**BERNARDO M. VERGARA**  
 City Mayor & Chairman, PRAISE

  
**JOSE F. BACAWI**  
 City Human Resource Mgmt. Officer & Member, PRAISE

  
**ANTONIO P. DISPO**  
 PLTCO II & 2nd level rep., PRAISE

  
**EDIBERTO B. TENEFRANCIA**  
 SP Member II & Co-Chairman, PRAISE

  
**THELMA B. MANAOIS**  
 City Treasurer & Member, PRAISE

  
**ZENAIDA O. ORDINARIO**  
 City III & 1st level rep., PRAISE

## BIOGRAPHICAL SKETCH

The researcher hails from Brgy. Angin, Naguilian, La Union and Baguio City. He is the second among the three siblings, two brothers. He is the son of Mr. Andres A. Abenoja and Mrs. Epifania E. Abenoja of Brgy. Angin, Naguilian, La Union.



He finished his elementary education at Bato Elementary School, Brgy. Bato, Naguilian, La Union (1983) and Secondary studies at University of Baguio High School, Baguio City (1986).

He is a graduate of Bachelor of Secondary Education (BSEd)/(Licensed) at Saint Louis University, Bonifacio St., Baguio City (1990).

He is currently employed at City Government of Baguio, particularly at the Human Resource Management Office, as Administrative Officer IV, assigned at the Career and Planning Development Division.