BUREAU OF INTERNAL REVENUE
RECORDS MGT. DIVISION

REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF FINANCE
BUREAU OF INTERNAL REVENUE
Quezon City

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September 06, 2013

REVENUE MEMORANDUM ORDER NO. 86-2013

TO : All Revenue Officials and Employees

SUBJECT : Strategic Recruitment and Selection Process

I. BACKGROUND

Organizations are all uniquely different but the overall mission to have the best and the brightest employee is a common goal. The government has been doing its level best to instill the virtues of integrity, transparency, accountability, and competence in the delivery of public service. In pursuance of this effort, a number of anti-corruption/good governance programs and activities have been introduced. Among these are the Integrity Development Action Plan (IDAP) which was adopted in 2004, the Anti-Red Tape Act of 2007, the Integrity Development Review (IDR) from 2003 to 2012, the Moral Renewal Program (MRP) in 2009, and the latest is the Integrity Management Program (IMP). All government agencies are mandated to adopt and implement their own program.

In 2007, improvement in the Human Resource Management (HRM) process, particularly focused on Recruitment and Selection, had been identified as one of the goals in the Anti-Corruption Plan of the Bureau of Internal Revenue (BIR). The enhancement in the HRM process aims to find the right person, for the right job, at the right time and developing them to help the Bureau achieve optimal revenue and success. Several initiatives were adopted by the BIR, thru its Personnel Division, to achieve said objective and the implementation of those programs ultimately resulted to the BIR's commendable performance in the IDAP and IDR.

As part of the continuing efforts of the BIR to support this program of government, as well as update the policies, guidelines and procedures of recruitment and selection that aim to implement the revised Merit Selection Plan (MSP) under Civil Service Commission (CSC) Memorandum Circular (MC) No. 03, s. 2001, the relevant sections of Republic Act (RA) No. 9165 otherwise known as the Comprehensive Dangerous Drugs Act of 2002 and CSC MC No. 13, s. 2010 relative to the guidelines for a Drug-Free Workplace in the Bureaucracy, and the pertinent provisions of RA No. 7277 governing the grant of rights and privileges of persons with disability, this RMO is hereby established for the guidance of all concerned.

II. OBJECTIVES

This Order is issued to:

1. Adopt and implement the policies, guidelines and procedures of a strategic recruitment and selection process that will ensure the hiring of the right employee for each position leading to reduced costs and an improved outcome, provide fast, quality Human Resource (HR) service to potential BIR employees, and help HR officers' source, recruit, assess, select and hire the "best fit" candidates for vacant positions.

2. Update and align the policies, guidelines and procedures to be observed in the recruitment and selection of new employees with that of the identified competencies, as provided in the above-mentioned regulations.

3. Reflect the changes in the recruitment and selection process and in the roles and responsibilities of the concerned Official/Office/Group which include the National Selection Board (NSB), the Personnel Division (PD)/Training Delivery Division (TDD)/Human Resource Management Unit (HRMU), and the Appointing Authority in adherence to relevant employment laws and more importantly to ensure implementation of the improved hiring process.

III. SCOPE

This recruitment and selection process shall cover all career positions in the first and second levels in the Bureau. It shall also include non-career service positions.

IV. DEFINITION OF TERMS

For purposes of this Order, the following terms shall mean:

Anti-Corruption[1] - designed to eradicate or prevent dishonest or fraudulent conduct, especially in a political context: *an anti-corruption campaign.*

Good Governance[2] - epitomized by predictable, open and enlightened policy making; a bureaucracy imbued with a professional ethos; an executive arm of government accountable for its actions; and a strong civil society participating in public affairs; and all behaving under the rule of law.

Integrity[3] - the quality of being honest and having strong moral principles; moral uprightness.

Transparency[4] - is a characteristic of governments, companies, organizations and individuals that are open in the clear disclosure of information, rules, plans, processes and actions.

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[1] See Oxford Dictionaries
[2] World Bank 1994: *Governance: The World Bank's Experience.*
[3] Id

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Accountability[5] - means ensuring that officials in public, private and voluntary sector organizations are answerable for their actions and that there is redress when duties and commitments are not met.

Competence[6] - a cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation.

Integrity Development Action Plan (IDAP)[7] - is the main output of the 3-day first ever Presidential Anti-Corruption Workshop (PAW) held from 15 to 17 December 2004 with the theme: Countering Corruption through Integrity Development: A Key to Economic Competitiveness. It has been adopted as the national anti-corruption framework of the executive branch under Her Excellency President Gloria Macapagal-Arroyo in line with her program of countering corruption through integrity development and good governance.

Anti-Red Tape Act of 2007[8] - an act to improve efficiency in the delivery of government service to the public by reducing bureaucratic red tape, preventing graft and corruption, and providing penalties therefor.

Integrity Development Review (IDR)[9] - is a compendium of diagnostic tools - self-assessment scorecards for managers, feedback, survey of employees and corruption vulnerability assessment - for assessing the robustness of corruption resistance mechanisms, and for identifying the vulnerabilities of government agencies to corruption. It seeks to design and implement safeguards to prevent corruption in the public sector.

Moral Renewal Program (MRP)[10] - refers to values formation and ethical behavior for government officers and employees, as well as the strengthening of people's values to achieve zero tolerance for corruption.

Integrity Management Program (IMP)[11] - is a preventive anti-corruption measure of the Government jointly undertaken by the Office of the President's Office of the Deputy Executive Secretary for Legal Affairs (OP-ODESLA) and the Office of the Ombudsman.

Comprehensive Dangerous Drugs Act of 2002[12] – an act instituting the Comprehensive Dangerous Drugs Act of 2002, repealing Republic Act (RA) No. 6425, otherwise known as The Dangerous Drugs Act of 1972, as amended, providing funds therefor, and for other purposes.

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[4] Transparency International
[5] See www.transparency-initiative.org/about/definitions
[6] See Business Dictionary
[7] See www.mirdc.dost.gov.ph
[8] Republic Act (RA) No. 9485
[9] See Office of the Ombudsman Website, downloaded on 13 August 2013
[10] Administrative Order (AO) No. 255, s. 2009
[11] Integrity Management Program Briefer
[12] Republic Act (RA) No. 9165

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Republic Act (RA) No. 10029 – an act to regulate the practice of Psychology, creating for this purpose a Professional Regulatory Board of Psychology, appropriating funds therefor and for other purposes.

Psychologist[13] - means a natural person who is duly registered and holds a valid certificate of registration and a valid professional identification card as professional psychologist, issued by the Professional Regulatory Board of Psychology and the Professional Regulation Commission pursuant to this Act for the purpose of delivering the different psychological services defined in this Act.

Psychometrician[14] - means a natural person who holds a valid certificate of registration and a valid professional identification card as psychometrician issued by the Professional Regulatory Board of Psychology and the Professional Regulation Commission pursuant to this Act.

Career Service[15] – positions in the civil service characterized by (1) entrance based on merit and fitness to be determined as far as practicable by competitive examination, or based on highly technical qualifications; (2) opportunity for advancement to higher career positions; and (3) security of tenure.

First Level Positions[16] – shall include clerical, trades and crafts and custodial service which involve sub-professional work in a non-supervisory or supervisory capacity.

Second Level Positions[17] – involve professional, technical and scientific work in a non-supervisory or supervisory capacity up to Division Chief Level or its equivalent.

Non-Career Service[18] – positions characterized by:

a.) entrance on bases other than those of the usual tests of merit and fitness utilized for the career service;
b.) tenure which is limited to the duration of a particular project for which purpose employment was made.

System of Ranking Positions[19] – is the hierarchical arrangements of positions from highest to lowest, which shall be a guide in determining which position is next-in-rank? taking into consideration the following:

a) Organizational structure;
b) Salary grade allocation;
c) Classification and functional relationship of positions; and
d) Geographical location

[13] RA No. 10029
[14] Ibid.
[15] Merit Selection Plan (MSP) per CSC Memorandum Circular (MC) No. 03, s. 2001
[16] Infra
[17] Infra
[18] Infra
[19] Infra

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Qualification Standards (QS) [20]– is a statement of the minimum qualifications for a position which shall include education, experience, training, civil service eligibility, and physical characteristics and personality traits required in the performance of the job.

Specific Requirements – requisites not limited to the qualification standard of the position, but may include skills, competencies, potential, physical characteristics and personality traits necessary for the successful performance of the duties required of the position.

Recruitment[21] – is the process of attracting as many qualified applicants as possible for posted vacancies and anticipated positions for validation. It is a talent search, a pursuit of the best group of applicants for an available position by comparing applicants' talents to competency models that define the traits of fully successful or exemplary performers.

Selection – reduces the list of applicants to those who are most qualified to achieve the desired outputs or results and will best fit the job.[22] It is the process of searching for and then identifying an appropriate match between the individual, the job, the work group, and organization.

Discrimination[23] – is a situation where in a qualified applicant is not included in the selection line-up on account of gender, civil status, pregnancy, disability, religion, ethnicity, or political affiliation.

Pre-employment Tests - refers to the assessment tools that measure the ability/skill thru the Aptitude, Personality, Integrity Tests and the Computer Practical (Hands-On) Examination. It is used to assess relative strengths and weaknesses of job applicants.

> *Aptitude Test*[24] *– a test designed to predict learning capacity for a particular area or particular skills.*
>
> *Personality Tests*[25] *- any tool utilized to assist in assessment of character or measuring of character traits. Personality tests might gather self-report information, wherein engaged parties reply to queries about their character or chose objects which depict themselves, or they might take the form of projective tests, that claim to gauge unconscious factors of an involved party's personality.*
>
> *Integrity Tests*[26] *– are viewed by employers as one tool in the armamentarium of personnel screening techniques, which can also include other tests of personality and/or cognitive ability, background checks into criminal history and credit records, reference checks, blood or urine tests, handwriting analysis, and personal interviews. These tests, almost always paper-and-pencil instruments,*

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[20] Infra
[21] Competency-based Human Resource Management. David D. Dubois, William J. Rothwell with Deborah Jo King Stern and Linda K. Kemp, First Edition
[22] Infra
[23] Infra
[24] See http://www.alleydog.com/glossary/definition.php?term=Aptitude%20Test#ixzz2bq4kzuGb
[25] See Psychology Dictionary: What is PERSONALITY TEST? definition of PERSONALITY TEST (Psychology Dictionary) http://psychologydictionary.org/personality-test/#ixzz2bq8R8Ggd
[26] The Use of Integrity Tests for Pre-Employment Screening, 1990

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contain, either in whole or in part, questions about an individual's attitudes toward theft and other deviant or illegal acts, and questions about an individual's prior involvement in such behavior. Answers to these queries lead to inferences about the test-taker's propensity to commit workplace theft and/or other counterproductive acts.

Computer Practical (Hands-On) Examination[27] *– refers to assessment which is built around the use of a computer; the use of a computer is always intrinsic to this type of assessment. This can relate to assessment of IT practical skills or more commonly the on screen presentation of knowledge tests.*

Selection Line-Up[28] – is a listing of qualified, competent and successful applicants for consideration to a vacancy which includes, but not limited to, the comparative information on their education, experience, training, civil service eligibility, performance rating (if applicable), relevant work accomplishments, physical characteristics, psycho-social attributes, personality traits and potential.

Strategic Recruitment[29] – recruiting in response to the needs of the business and building recruitment strategy around that need. It is focused purely on the key job positions in the organization. It is focused on the hiring of the job positions needed for the accelerated growth of the business. The strategic recruitment can be a separate process from the usual recruitment process for the mass job positions.

Best fit[30] – the right candidate for the right job.

Forced-Rank List of Applicant/s – is a list of passed applicants placed according to their over-all ranking (from highest to lowest) based on their employment examination test result and consolidated interview rating result who are for consideration to a particular position.

Reemployment – is the reappointment of a person who has been previously appointed to a position in the career service but who has been separated as a result of reduction in workforce, reorganization and or voluntary resignation.

Reinstatement – is the reappointment of a person who has been previously appointed to a career service and who has, through no delinquency or misconduct, been separated therefrom or the restoration of one who has been exonerated of the administrative charges filed against him.

Blacklisting – the act to permanently exclude the applicant/s to be formally employed in the Bureau due to any of the following reasons:

- *FALSIFICATIONS/MISREPRESENTATIONS* stated on the submitted documents;
- *FAILING* the BIR Pre-employment Examination TWICE and;
- *CHEATING* during the pre-employment examination

[27] Wikipedia
[28] Infra
[29] Ibid
[30] Chandler Macleod Unleashing Potential

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Background Checking[31] – is the process of authenticating the information supplied to a potential employer by a job applicant in his or her resume, application, and interviews. In most application processes, lying about background and credentials will keep the employer from hiring the applicant. Background checking ensures the employer that the candidate has the background and experience he or she claims.

Drug - any substance, other than alcohol, capable of altering the user's judgment, perception, mood, or of impairing the user's physical reactions. This term includes the controlled substances defined in Schedules I through V of the Controlled Substances Act, 21 U.S.C., Section 812, and any illegal drug or drug used illegally.[32]

V. POLICIES

In order to attain the aforesaid objectives, the following employment rules are hereby prescribed for the information and strict compliance by all concerned:

1. The recruitment and selection process must be driven by clear policies, accountability, and shared responsibility but most importantly by Human Resource (HR) professionals who have the capacity to deliver.

2. Recruitment and selection is critical to effective HR Management, however, it must be practiced within the context of other HR systems such as Manpower Planning, Retention Planning, Career Management, Succession Planning, Training and Development, Performance Management, etc.

3. HR officers performing recruitment functions shall focus on recruiting activities aimed at attracting the right candidates for the job. Based on the needs of current openings and forecasts for future needs, the HR officer needs to direct efforts toward the best option for recruiting the right candidates.

4. Pursuant to the pertinent provisions of RA No. 10029, psychometrician shall be authorized to do any of the following: Provided, That such shall at all times be conducted under the supervision of a licensed professional psychologist: (1) administering and scoring of objective personality tests, structured personality tests, excluding projective tests and other higher level forms of psychological tests; (2) interpreting results of the same and preparing a written report on these results; and (3) conducting preparatory intake interviews of clients for psychological invention sessions.

5. Vacant positions marked for filling-up shall be published in accordance with RA No. 7041. The published vacant positions shall be posted in at least three (3) conspicuous places in the Bureau, namely at the BIR Website, PD-National Office/HRMU-Regional Office bulletin board and CSC Bulletin in accordance with RA No. 7041 for ten (10) calendar days.

6. The BIR shall observe Sec. 25 of Republic Act (RA) No. 7277, which reads as follows:
"Equal Opportunity for Employment. — No disabled person shall be denied access to opportunities for suitable employment. A qualified disabled employee shall be subject to the

[31] See http://humanresources.about.com/od/glossaryb/a/background.htm
[32] See Working Partners for an Alcohol and Drug-Free Workplace

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same terms and conditions of employment and the same compensation, privileges, benefits, fringe benefits, incentives or allowances as a qualified able bodied person."

7. The grant of eligibility for skilled positions in the government shall be in accordance with the policies of CSC MC No. 10, s. 2013.

8. In the event that the applicant does not meet the required Qualification Standards (QS) for the position that he/she is applying for, the Personnel Division (PD)/Human Resource Management Unit (HRMU) may recommend other position/s commensurate to his/her qualifications.

9. The hiring or reinstatement of persons over the age of forty (40) but not over fifty-seven (57) years may be given due course subject to the conditions cited in Memorandum Circular No.35 dated August 24, 1987 of the Office of the President and Department of Finance letter dated September 10, 2003, ***provided, he has rendered satisfactory service in the government.***

10. Former BIR employees seeking reemployment in the Bureau shall submit Certificate of Clearance from the Office of the Ombudsman and from the National/Regional Offices where they were previously assigned. This particular requirement shall be attached to the application forms upon submission to the PD/HRMU.

11. The CSC MC No. 03, s. 2001 also known as Merit Selection Plan requires that:

    "1. Selection of employees for appointment in the government service shall be open to all qualified men and women according to the principle of merit and fitness.

    There shall be equal employment opportunity for men and women at all levels of position in the agency, provided they meet the minimum requirements of the position to be filled.

    2. The Merit Promotion Plan shall cover positions in the first, second and third level and shall also include original appointments and other related personnel actions.

    There shall be no discrimination in the selection of employees on account of gender, civil status, disability, religion, ethnicity, or political affiliation.

    3. When a position in the first and second level becomes vacant, applicants for employment who are competent, qualified and possess appropriate civil service eligibility shall be considered for permanent appointment."

12. Selecting the right candidate requires identifying the specific skills, knowledge and qualities you seek and desire in an employee. This can pertain to the necessary skills and knowledge for the position itself, such as a specific degree or certification, and the desired personal qualities, such as a preference to hire employees with good moral and ethical standards.

13. An improved selection process shall be observed in processing the applications for BIR employment and these are: administering standardized pre-employment examinations including integrity examination, providing licensed and accredited psychometricians and psychologists to administer new assessment tools, and furnishing of an exclusive testing room to be used by applicants.

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14. Applicant/s for hiring/reemployment must be able to qualify under the preliminary screening and pass the pre-employment examination and series of interviews to be given by the BIR.

15. Applicants who failed the pre-employment examinations may be allowed to re-take the examinations after the lapse of one year from the date of examinations. Re-taking of examination shall be allowed only once.

16. The selection process, which shall include examination and interview, shall be completed within fifteen (15) working days from the date of examinations.

17. A Personnel Selection Board, hereinafter referred to as the National Selection Board (NSB)/Regional Selection Board (RSB), for first and second level positions shall be established in the Bureau.

18. The NSB/RSB members including alternate representatives for first and second level positions shall undergo orientation and workshop on the selection/promotion process and CSC policies on appointments.

19. The Bureau head shall, as far as practicable, ensure equal opportunity for men and women to be represented in the PSB for all levels.

20. The NSB/RSB shall maintain fairness and impartiality in the assessment of candidates for appointment. Towards this end, the NSB/RSB may employ the assistance of external or independent resource persons and may initiate innovative schemes in determining the best and most qualified candidate.

21. The BIR shall adopt Sec. 6 of Rule XVIII of Omnibus Rules Implementing Book V of Executive Order No. 292 and other pertinent Civil Service Laws which states that: *"No appointments in the national, provincial, city and municipal government or in any branch or instrumentality thereof, including government owned or controlled corporations with original charters shall be made in favor of a relative of the appointing or recommending authority, or of the chief of the bureau or office, or of the persons exercising immediate supervision over the appointee."*

22. The appointing authority shall assess the merits of the NSB/RSB's recommendation for appointment and in the exercise of sound discretion, select, in so far as practicable, from among the top five ranking applicants deemed most qualified for appointment to the vacant position.

23. Appointments shall be prepared and approved within three (3) weeks after the deliberation of the NSB/RSB.

24. The comparative competence and qualification of candidates for appointment shall be determined on the basis of:
    - 24.1.1 *PERFORMANCE* - For appointment by transfer, the performance rating for the last two (2) rating periods immediately preceding the transfer from the former office or agency should be at least very satisfactory.
    - 24.1.2 EDUCATION and TRAINING
    - 24.1.3 EXPERIENCE and OUTSTANDING ACCOMPLISHMENTS
    - 24.1.4 PSYCHO-SOCIAL ATTRIBUTES and PERSONALITY TRAITS
    - 24.1.5 POTENTIAL

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25. Applicant/s for hiring /re-employment in the Bureau who have been selected by the NSB/RSB shall submit the following clearance/s:
    - Applicant/s with work experience from private companies – Certificate of Clearance from their previous employer.
    - Applicant/s from other government agency without gap in the service *(transferee)* - Certificate of Clearance from the agency where they are presently connected.
    - Applicants who have been *separated* from other government agencies - Certificate of Clearance from the agency where they were last previously connected and Ombudsman Clearance.

26. All successful candidates for hiring are required to undergo physical and mental tests and to submit results and/or reports of laboratory tests including drug test, together with the appropriate clearances and other documents, before employment in the BIR.

27. Drug tests need to be completed prior to actual employment as required under CSC MC No. 13, s. 2010, CSC Resolution No. 101359 dated July 6, 2010, and MC No. 34, s. 1997.

28. For applicants who violate the drug-free workplace policy in the BIR the offer of employment shall be withdrawn. Thereafter, applicant is banned from reapplying.

29. A notice announcing the appointment of an employee shall be posted in three (3) conspicuous places in the Bureau a day after the issuance of the appointment for at least fifteen (15) calendar days.

30. Probationary period of new appointees shall be applied pursuant to CSC MC No. 3, s. 2005 which states that: *"the probationary period shall be for six months reckoned from the date of assumption to duty."*

31. The policies, guidelines and procedures on the recruitment and selection of candidates for employment as established in Revenue Memorandum Order (RMO) No. 4-2005, consistent herewith, shall still apply.

VI. GUIDELINES AND PROCEDURES

A. Creation and Composition of Personnel Selection Board (PSB)

A Personnel Selection Board shall be created pursuant to Section V (17) of this Order.

1. The National Selection Board (NSB) shall be composed of:

a. Chairperson: Deputy Commissioner of Internal Revenue
Resource Management Group (DCIR, RMG)

b. Members: DCIR – of the organizational unit where the vacancy is authorized
Alternate: Chief of Staff
Assistant Commissioner of Internal Revenue (ACIR) of the organizational unit where the vacancy is authorized
Alternate: Head Revenue Executive Asst. (HREA)
ACIR, Human Resource Development Service (HRDS)
Alternate: HREA, HRDS

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Two (2) elected representatives from the rank and file employees, one from the 1st level and one from the 2nd level.

The first level representative shall participate during the screening of candidates for vacancies in the first level; the second level representative shall participate in the screening of candidates for vacancies in the second level. Both rank-and-file representatives shall serve for a period of two (2) years. For continuity of operation, the agency accredited employee association may designate an alternate.

c. Secretariat: Personnel Division (PD)

2. The Commissioner of Internal Revenue may convene the Regional Selection Board (RSB) which shall be composed of:

a. Chairperson: Assistant Regional Director (ARD)

b. Members: Division Chief or Revenue District Officer where the vacancy is authorized

Alternate: Assistant Division Chief (ADC) or Assistant Revenue District Officer (ARDO)

Two (2) elected representatives from the rank and file employees, one from the 1st level and one from the 2nd level.

b. Secretariat: Human Resource Management Unit (HRMU)

B. Conduct of the PSB Deliberations

1. The NSB/RSB shall meet every second and last Wednesday of the month. The alternate of the regular member of the NSB/RSB shall automatically attend the NSB/RSB meetings in the absence of the regular member.

2. The DCIR-RMG/ARD, in his/her capacity as Chairperson of NSB/RSB, may call for a Special NSB/RSB Deliberation, in his/her own accord or upon the request of any NSB/RSB member, for the discussion of a particular urgent selection requiring NSB/RSB deliberation.

3. The Minutes of NSB/RSB Meeting shall be prepared by the NSB/RSB Secretariat, and must be approved by all NSB/RSB Members prior to submission to the Commissioner.

   The Minutes of the NSB/RSB Meetings shall form part of the official records of the BIR, and may be used as reference documents for any decision reached by the Commissioner.

4. Clarifications, queries or objections involving any NSB/RSB decision/resolution shall be referred directly to NSB/RSB for its consideration and response. On no account shall any revenue official or employee introduce modifications or amendments to any document of NSB/RSB.

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C. Functions and Duties of the PSB

1. All candidates for appointment to first and second level positions shall be screened by the NSB/RSB excluding:
   - Substitute/casual appointment due to their short duration and emergency nature. However, should the position be filled by regular appointment, candidates for the position should be screened and passed upon by the PSB;
   - Appointment to entry labor positions;
   - Appointment to personal and primarily confidential positions; and
   - Renewal of temporary appointment issued to the incumbent personnel.

2. Convene and evaluate *en banc* the qualifications of the applicant listed in the line-up against the selection criteria and qualification standards. The line-up shall include *all* applicants who passed both the pre-employment test and series of interviews.

3. Choose the most qualified and competent applicant in the line-up.

4. Recommend to the Commissioner/Regional Director the applicant to be hired based on its *en banc* deliberation. Submit the list of candidates recommended for appointment from which the appointing authority shall choose the applicant to be appointed.

5. Prepare Minutes of the Meeting and maintain records of the deliberations.

6. The NSB/RSB shall mainly be responsible in selecting candidates for the vied position in accordance with Civil Service Laws and Rules on Appointments, Merit Selection Plan, and pursuant to the existing rules, policies, and procedures of the Bureau.

D. Functions and Duties of the PD/TDD/HRMU

Recruitment

The PD/HRMU shall have the following functions and duties:

1. Attract and encourage more and more candidates to apply in the Bureau through the following sources:
   Job posting/Advertisements
   Educational Institutes/Campus recruiting
   Job fairs
   Employee referrals/recommendations
   Social networking sites
   Walk-ins

2. Develop and maintain an updated plantilla of positions and qualification database of applicants for employment in the BIR to include education, eligibility, experience, competencies, and other similar information.

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3. Conduct a position/job analysis. Learn everything possible about the job (processes, performance factors, working conditions, etc.) to determine what the essential functions are and what is required in terms of knowledge, skills and personal traits to perform the position's duties satisfactorily.

4. Publish vacant position/s in the CSC Bulletin of Vacant Position or through other mode of publication and post the same in three (3) conspicuous places in the Bureau for at least ten (10) calendar days.

   4.1. The publication of a particular vacant position shall be valid until filled-up but no position shall remain vacant for a period of more than six (6) months from the date of publication of the vacancy.

   4.2. The following positions are exempt from the publication requirements:
   - Primarily confidential positions;
   - Positions which are policy determining;
   - Highly technical positions;
   - Other non-career positions;
   - Third level positions (Career Executive Service); and
   - Positions to be filled by existing regular employees in the agency in case of reorganization.

5. Receive and evaluate employment applications (against the established recruitment criteria) to determine whether the applicants meet the minimum QS of positions in the BIR as approved by the CSC and specific job requirements stated in the job description.

6. In the evaluation of application for employment in the BIR, the PD/HRMU shall ensure that the applicant meets following recruitment criteria:

   - ***Civil Service Eligibility Rating*** - BAR/Board/CSP/CSSP and other applicable professional licensure and government accredited examination required for the position applied for.
   - ***Educational Attainment*** – this shall include educational background that is relevant to the duties and responsibilities of the position.
   - ***Experience*** – this shall include relevant occupational history, and work experience. Creditable experience shall be based on actual duties performed and not on the position title.
   - ***Individual Competence*** – refers to competencies related to personal and interpersonal effectiveness, communication, work management and other skills.
   - ***Technical Competence*** – refers to the capability and know-how in relevant technical or functional area.

7. Inform applicants and other concerned offices of the results of the evaluation.

   - Notify in writing the applicants one (1) month before their scheduled date of examination thru letter, email and phone call.

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- Inform in writing applicants who did not qualify fifteen days (15) from receipt on the status of their application.
- Post at the BIR Website, PD/regional offices bulletin board, copy furnished the Commissioner of Internal Revenue (CIR), DCIR-RMG, ACIR-HRDS, HREA-HRDS, DCIR/ACIR/Division Chiefs of the concerned office, and Regional Directors, the list of qualified applicants who will take the employment examination stating the venue and time of examination three (3) days before the scheduled date.

Selection

The PD/HRMU shall have the following functions and duties:

8. Administer employment tests on a regular basis both in the National and Regional Offices.
   - 8.1. Conduct pre-employment orientation prior to tests administration.
   - 8.2. Administer pre-employment tests. However, the following standardized tests need to be administered and scored by licensed/accredited and trained psychometrician or psychologist:
     - 8.2.1. Aptitude Test
     - 8.2.2. Personality Tests
     - 8.2.3. Integrity Tests
     - 8.2.4. Computer Practical (Hands-On) Examination
     - 8.2.5. Procedures on other assessment methods shall include basic rules and regulations examination for driver position and work simulations/manual dexterity tests for other applicable positions.
   - 8.3. Prepare the summary of candidates' test results. Only those who passed the employment tests shall be interviewed.
   - 8.4. Post at the BIR Website, regional offices bulletin board, copy furnished the CIR, DCIR-RMG, ACIR-HRDS, HREA-HRDS, DCIR/ACIR/Division Chiefs of the concerned office, and Regional Directors, the list of applicants who **passed** the employment examination ten (10) working days after the examination.
   - 8.5. Inform applicants of employment tests results.

     The standard guiding principle for the recruitment employment test results are as follows:

Test Result	*Description*
PASSED	Candidate shall get at least an ***AVERAGE*** rating in all aspects of the pre-employment test administered and a ***FAVORABLE*** result in the Integrity Test.
FAILED	Candidate who obtains a ***BELOW AVERAGE rating*** *in any of the following:* ✓ *Aptitude Test* ✓ *Computer Practical*
FAILED	*Candidate who obtains an* ***UNFAVORABLE rating*** *In the Integrity Test*

   - 8.6. Match all successful applicants according to how they relate to the job specifications. The criteria or core competencies for each functional group and position qualifications shall be set in a separate RMO relative to competency-based recruitment.

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8.6.1. Technical Positions
BIR Pre-employment Examination Result
BIR Consolidated Interview Result
8.6.2. Administrative Positions
BIR Pre-employment Examination Result
BIR Consolidated Interview Result

8.7. Retain test and test results for at least one (1) year from the date the test is administered or from the date of any personnel action relating to the testing, whichever is later, except in case of reorganization or any other similar event.

8.8. Keep detailed records of every correspondence at every stage.

9. Facilitate the conduct of employment interviews on time to all applicants who passed the employment examinations with the following objectives:
   9.1. Observe an applicant's attributes that will affect job performance, i.e. ability to communicate; ability to reason and understand; temperament, personality and character; etc.
   9.2. Obtain additional information on the applicant's education, work experience, job-related interests, and other information that can fill in the gaps on the resume or application form.
   9.3. Identify the extent of the applicant's knowledge, skills, and other competencies by inquiring about past performance and achievements.
   9.4. Compare an applicant's strengths and weaknesses with those of other applicants.
   9.5. Describe the job, what the agency expects of employees, and what employees can expect. This gives the applicant more information to determine if s/he is really interested in the position.
   9.6. Promote a good public image of the agency and the government.

10. Ensure that a team of two interviewers shall interview applicants separately and then compare notes afterwards. This shall be done in the following methods:
   10.1. Initial Interview – to be conducted by the ACIR (alternate HREA) of the HRDS/Assistant Regional Director or any representative duly authorized in writing.
   10.2. Final Interview – to be conducted by the DCIR in the National Office and Regional Director in the Regional Office or a representative from the Group, Service and Division of the concerned Office or where the vacancy is.

11. Evaluate the Interviews conducted and ensure that these reflect the applicant's skills, abilities, and performance factors measured against those required for the position. Match the candidate to the job and complete the interview evaluation or rating form. Interviews are useful for assessing such personal characteristics as practical intelligence and interpersonal and communication skills.

12. Conduct background checking of applicant's information to appropriate offices. Applicants need to be screened with a background check to see if anything objectionable would prohibit them from working in the Bureau. Reference checking is just one of many factors to consider in making a final selection decision. While

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impression of a reference may be subjective, consensus of all references may be looked at as being objective.

13. Prepare forced-rank list of applicants (shortlist of passed applicants) for inclusion in the selection line-up for recruitment. The important point is to ensure that as far as possible finish up with the best possible candidates on the shortlist. It is sensible to reject those applications that do not match the key criteria closely. If feasible, keeping a set of notes is a good idea. This helps to remember or explain the grounds on which the candidate was rejected.

14. Maintain an updated database of passed applicants' profile including, among others, education, eligibility, experience, competencies, and other similar information.

Placement

The PD/HRMU shall have the following functions and duties:

15. Prepare selection line-up for recruitment to fill-up vacant positions and gaps in critical areas of expertise and submit aforesaid list to the NSB/RSB for deliberation en banc.

16. Maintain records of the deliberations of the NSB/RSB which must be made accessible to interested parties upon written request and for inspection and audit by the external and internal auditors.

17. Prepare appointment papers for approval of the appointing authority. The signed appointment, together with other documentary requirements, shall be forwarded to the CSC within fifteen (15) days of the succeeding month and to the head of office where the appointee is assigned, provided that, all pre-employment requirements are complied with.

18. Post a notice announcing the appointment of an employee in three (3) conspicuous places in the Bureau a day after the issuance of the appointment for at least fifteen (15) days. The date of posting shall be indicated in the notice.

19. Require all selected candidates for employment in the BIR to undergo drug test in consonance with Section 36, Article III of the RA No. 9165, and CSC MC No. 34, s. 1997, as follows:
    i. Authorized drug testing shall be done by any government forensic laboratories or by any of the drug testing laboratories accredited and monitored by the DOH to safeguard the quality of test results. The list of accredited centers may be accessed through http://www.lto.gov.ph/DrugTestCenters/As%20of%20May%202005.pdf
    ii. The drug testing shall employ, among others, two (2) testing methods, the screening test which will determine the positive result as well as the type of the drug used and the confirmatory test which will confirm a positive screening test.
    iii. Drug test certificates issued by accredited drug testing centers shall be valid for a one-year period from the date of issue which may be used for other purposes. It shall be attached to the revised CSC Form 211 (Medical Certificate for Employment).

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20. Oblige all candidates who were selected for hiring to undergo physical and medical tests, and to submit results of drug test, NBI and/or Police Clearance and Neuro-Psychiatric report along with other pertinent documents prior to beginning employment.

21. Prepare list of newly hired employees for submission to the Official/Office in-charge of employment orientation.

22. Ensure that all newly hired employees shall attend on boarding program prior to reporting to duty.

23. Assure provision of ID/ATM, enrollment in the biometrics or issuance of time card (whichever is applicable), and inclusion in the payroll, GSIS, and Phil Health.

24. Create 201 file and encode to the HRIS.

Employment Orientation

The TDD/HRMU shall have the following functions and duties:

25. Conduct orientation/on boarding training program to new employees prior to commencement of their work in the Bureau, particularly, on the following areas:
    i. BIR profile (Vision/Mission/Core Values/Strategies)
    ii. Organizational systems (rewards, training and development, etc.)
    iii. Job objectives and responsibilities
    iv. Performance standards
    v. Performance measurement
    vi. Compensation and benefits policies
    vii. Administrative policies
    viii. Revised Code of Conduct of Revenue Officials and Employees
    ix. BIR Corruption Prevention Practices
    x. Salient Features of RA No. 9165 and its Implementing Rules and Regulations

26. Provide the newly hired employee with a copy of the Revised Code of Conduct of Revenue Officials and Employees as implemented by RMO No. 53-2010 as well as a copy of the Drug-Free Workplace Policy.

27. Ensure that the respective superior of the newly hired employee shall conduct a Job Induction session, upon reporting to duty, to fully equip and prepare the employee on what the job is and the expected performance results. Also, ascertain that the supervisor of the newly hired employee shall accomplish the ***Orientation Checklist and Issue a Certificate of Appearance*** duly acknowledged by the immediate supervisor and the newly-hired employee.

Probation

The PD/HRMU shall have the following functions and duties:

28. Monitor probationary period of new appointees for six (6) months reckoned from the date of assumption to duty.
29. Prepare and submit all reportorial requirements on time to the concerned offices.

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E. **Functions and Duties of the Appointing Authority**

1. Establish the NSB/RSB and see to it that all NSB/RSB members undergo orientation and workshop on the selection/promotion process and CSC policies on appointments. He/she shall, as far as practicable, ensure equal opportunity for men and women to be presented in the PSB for all levels.
2. Assess the merits of the NSB/RSB's recommendation for appointment.
3. Issue appointments in accordance with the provisions of the Merit Selection Plan.

VII. REPEALING CLAUSE

All revenue issuances or portion/s thereof inconsistent herewith are hereby amended and superseded accordingly.

VIII. EFFECTIVITY

This Order shall take effect immediately.

KIM S. JACINTO-HENARES
Commissioner of Internal Revenue

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