

## **Personnel Management in the University of the Philippines**

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*Structures and processes involved in managing the human resource of the University (i.e., faculty; research, extension and professional staff; and administrative staff) such as recruitment and selection, appointment, promotion, tenure, compensation and benefits, are described to show the complexity of administering the University. With the creation of the Human Resource Development Office (HRDO), the personnel operations of the University were streamlined to make it more responsive to the needs of the University and society as a whole. Still, problems are foreseen because of the continuing growth and expansion of the University, and solutions to these are recommended.*

The university is a "labor-intensive" enterprise.<sup>1</sup> As such, the University of the Philippines has always considered, and rightly so, its human assets as the most important among its resources. As the country's premier institution of higher learning, it may be considered as the arsenal of the nation's brainpower. It has the greatest accumulation of specialists and generalists. It performs the three functions of teaching in higher education, research and its dissemination, and extension or community service. Because of the peculiar mission of the University of the Philippines, it differs significantly from other institutions in the recruitment, development and retention of its personnel.

In the University today, personnel management generally refers to the recruitment, selection, utilization, development and retention not only of the faculty (teaching) but also of the supportive staff. The supportive/facilitative staff is further classified into academic non-teaching, i.e., those directly involved in research and community or extension service who are collectively called the REPS (Research, Extension and Professional Staff) and the administrative (non-academic) personnel who perform purely facilitative and administrative services (e.g., clerk-typists, accountants, personnel analysts, etc.).

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The University is primarily an educational institution; as such, the faculty are considered the "line" personnel or those who are performing activities that *directly* contribute to the achievement of the organization's mission, and the non-teaching (REPS and administrative) as the "staff" personnel, or those who are performing activities that contribute *indirectly* to the achievement of the organization's mission.<sup>2</sup> There is a growing tension between the "line" and "staff," the latter perceiving themselves as "second class" citizens in the academic "republic." The faculty, on the other hand, oftentimes view the administrative personnel as "self-perpetuating impediments."<sup>3</sup>

This paper will describe the structure as well as the processes involved in the complex task of managing the human resource of the University of the Philippines. It will also forward certain recommendations, both policy and procedural, to effect a more rational, effective and efficient human resource management in the University. For manageability, the treatment shall be sectoral, i.e., it shall cover each aspect of the personnel management as it applies to each class of university personnel.

### The Faculty

The strength of the faculty determines the quality of education and it is for this reason that the University adheres to a positive recruitment policy of attracting the best among those qualified to enter the service. Likewise, since the faculty is the heart of the University, utmost efforts are exerted by the University administration to insure that the faculty possess the best qualifications and that they are properly managed, motivated and developed.

In the University, the faculty of each college is composed of its dean or director, and the regular and non-regular members of the teaching staff. The regular faculty members consist of professors, associate professors, assistant professors and instructors, while the non-regular members consist of the professorial lecturers, visiting and exchange professors, senior lecturers, and lecturers. At the departmental level, the department chairman serves as the coordinator and the link between the department faculty and the college dean.

In general, personnel transactions involving the faculty and other members of the academic staff include original appointments, renewal, reappointment, promotion, salary adjustment, reclassification, transfer to permanent status, additional assignment, transfer to another item and change in designation.

An academic appointment usually refers to any of these personnel transactions and entrance into the faculty may be in either of the above categories.

### *Recruitment and Selection*

Essentially, recruitment of faculty members is a decentralized administrative activity, resting as it does on a collegial body at the departmental level known as the Department of Academic Personnel Committee (APC). The rationale for this procedure is to place responsibility and authority on those who have the closest knowledge of the demands of a particular work environment.

It is the departmental faculty that is responsible for providing suitable instruction, determining which students shall be admitted to the various degree programs and courses offered by the department, and developing the departmental curriculum and recommending the students who have met the requirements for graduation. The same body also possesses the necessary authority for defining entrance and qualification requirements for its faculty, for deciding what constitutes suitable standard for instruction, and for selecting the subjects of instruction.

The Departmental Academic Personnel Committee assists in the review of the recommendations initiated by the department chairman with regard to recruitment, selection, performance evaluation, tenure, staff development and promotion of the academic personnel of the department in accordance with the general guidelines formulated by the University Academic Personnel Board and the implementing details laid down by the College Academic Personnel Committee. Disagreement between the department chairman and the members of the Departmental Academic Personnel Committee on specific recommendations are placed on record and for action. Personnel actions regarding the Departmental Committee members are made by the department chairman, while personnel actions concerning the department chairman are made by the Dean.

Flexibility in decision-making is an essential ingredient in decentralization. As such, each departmental faculty may draft its own requirements or standards in the recruitment of its respective faculty members, provided that the minimum requirements for entrance into such position as set by the University are met.<sup>4</sup>

At the college level is the College Academic Personnel Committee which performs the following functions:

- (1) to assist the dean in setting up the details for the implementation of policies, rules, standards or general guidelines as formulated by the University Academic Personnel Board;
- (2) to review the recommendations submitted by the Departmental Academic Personnel Committee with regard to recruitment, selection, performance evaluation, tenure, staff development, and promotion of academic personnel of the college;

- (3) to establish departmental priorities in the allocation of available funds for promotion;
- (4) to act on cases of disagreements between the chairman and the members of the Departmental Academic Personnel Committee, particularly on personnel matters;
- (5) to act on complaints against personnel actions by the department chairman and/or the Departmental Academic Personnel Committee.

The highest level is the University Personnel Board which assists the President of the University in the review of the recommendations of the college academic and administrative personnel committees. It also acts on cases of disagreements between the dean and the college academic and administrative personnel committees. The University Personnel Board formulates policies, rules and regulations on personnel. As a matter of procedure, the University Personnel Board acts on recommendations for faculty positions only at the level of Instructor II and above. However, recommendations for appointments to the position of Associate Professor and above are forwarded by the University Personnel Board to the UP President who acts on such recommendations and then forwards them to the Board of Regents for final approval.

All recommendations for appointment are subject to budget clearance and conformity with general laws and existing university policies. The Budget Office certifies to the availability of funds while the Human Resource Development Office under the Vice-Chancellor for Administration reviews the recommendations for completeness of data and requirements.

### *Appointment*

The appointment process involves the following procedures:

- (1) At the departmental level, the department chairman initiates the recruitment of new faculty members through advertisement and other forms of announcements. Sometimes, invitations to join the faculty are sent to persons whom the department chairman confidently feels can best fill in the vacant item and whose field of specialization the department urgently needs.
- (2) The chairman conducts a preliminary screening of applicants and evaluates their credentials.
- (3) He then forwards the applicant's papers to the Academic Personnel Committee (APC) of the department.
- (4) The department APC interviews and finally screens applicants for faculty positions.

(5) The APC of the department then recommends their nominees for the teaching positions to the department chairman.

(6) The department chairman submits the list of nominees to the department.

(7) The departmental faculty finally approves or disapproves the APC recommendees for faculty positions.

(8) If the departmental faculty approves the recommendations, the department chairman forwards them to the dean of the college.

(9) The dean of the college forwards the recommendations to the college-wide APC for action.

(10) The college-wide APC reviews and finally approves or disapproves the recommendations.

(11) If approved, the college APC forwards the recommendations to the University Personnel Board for final action and favorable endorsement to higher authorities (Chancellor, President, Board of Regents).

### *Promotion*

The promotion of faculty members is a very critical, and oftentimes controversial, area of personnel management.

Promotion either in rank or in salary in the University is based on merit and rarely depends on length of service. All promotions are recommended by the department chairman and with sufficient justifications, endorsed by the Academic Personnel Committee of the department and college respectively. The University Personnel Board also acts on recommendations for promotions.

Automatic promotions for faculty members come as a result of general salary increases and adjustments or upon completion of any masteral or doctoral degree, while merit promotions are given to faculty members who have shown superior ability in at least one phase of their activities and substantial contribution in other phases. The following factors are generally taken into consideration in giving merit promotions to faculty members:

1. the teaching ability of the candidate;
2. research competence and productivity;
3. extension services rendered;
4. professional recognition;
5. professional growth; and
6. value to the University.

A salary increase may be given to a faculty member beyond the regular salary scale when his services are greatly needed even if his academic qualification and scholarly competence do not justify promotion in rank. As a matter of policy, no person may be appointed or promoted to full professorship unless his record shows outstanding achievement in scholarship or science.<sup>5</sup>

The procedure for promotion is as follows:

- (1) The departmental APC, headed by the department chairman, recommends faculty promotions to the dean.
- (2) The college APC, composed of the dean as chairman, acts on faculty promotions as recommended by the department.
- (3) The UPB performs the last screening and evaluation before the recommended promotions are submitted to the President and the Board of Regents for approval.

Nevertheless, a faculty member with the rank of Instructor or Assistant Professor who obtains a doctoral degree from a reputable university may be promoted automatically in accordance with a given schedule.<sup>6</sup> Likewise, rank promotions or salary step increases based on their respective merits shall also be given to faculty members already occupying the rank of associate professor or professor upon completion of said graduate degree.

### *Tenure*

The question of tenure is as important to the institution as it is to the faculty member concerned. Tenure has many aspects, the most important of which are (a) guaranteed position security and (b) continued appointment to a title. Unless otherwise stated, all original appointments to the faculty are temporary in character. In the University, tenure begins only with the rank of assistant professor, although the UP Code as amended<sup>7</sup> grants tenure to instructors, who by reason of having obtained a graduate degree or a professional degree or by reason of outstanding academic or professional achievement, are issued permanent appointment as instructors or promoted to the rank of assistant professor by the dean or director of their unit with the concurrence of the Chancellor or the President.

Faculty holding temporary appointments are given five years to earn permanency. The "up or out" policy states that within the maximum probationary period of five years an instructor must either be promoted to the rank of assistant professor (on the basis of his having obtained a graduate degree or a professional degree requiring at least 5 years of academic work or outstanding academic or professional achievement), or his appointment will be terminated. However, instructors holding permanent appointments at the time of the adoption of these rules may retain their

tenure, but their rank will be frozen at the instructor level unless they qualify for promotion to assistant professor on the basis of specified criteria.

A minimum qualification is set for initial appointment in the University to the rank of assistant professor. Appointment to this rank is temporary in character and for a period not exceeding three (3) years. The temporary appointment shall automatically terminate at the end of the period stated there unless the dean or director of his unit, with the concurrence of the Chancellor or the President, recommends the renewal of the temporary appointment or an appointment with tenure on the basis of the criteria set for faculty promotions. In no case shall the total length of temporary appointments exceed three years.<sup>8</sup> For associate professors, initial appointments shall be temporary for a period not exceeding two years. A renewal shall be with tenure on the basis of the criteria set for faculty promotions. For professors, initial appointment shall be temporary but only for a one-year period. The renewal shall be with tenure.<sup>9</sup>

#### *Faculty Compensation and Privileges*

The "staying power" of members of the faculty in the University is dependent on two important factors: (1) the compensation scheme and (2) the privileges (including career development) and benefits the institution has to offer to the faculty. The same criteria are used at times to judge the motivation and incentive scheme of the University; or what the University has to offer to its faculty members either in financial or non-monetary terms.

*Compensation.* Full and part-time members of the faculty receive compensation in accordance with schedules approved by the Board of Regents.<sup>10</sup> At times, additional compensation in the form of honoraria, and/or allowances are given to faculty members who are appointed to administrative positions and/or are assigned to handle research projects.

*Privileges/Benefits.* Faculty members of the University enjoy different kinds of privileges aside from the usual employee benefits provided for by the Government Service Insurance System (GSIS). Among the privileges are:

(1) Fellowships — foreign, either full (regular) or partial fellowship; and local, either full or partial. Awardees of fellowships, either full or partial, foreign or local, sign a contract binding themselves to such regulations as the Board of Regents may stipulate.<sup>11</sup>

(2) Special Detail — A member of the academic or administrative staff may be assigned by the President on a special detail in the Philippines or abroad for the benefit of the UP System or any of its units and under the conditions to be fixed by him in each case.<sup>12</sup> The general policy on leaves of absence and special detail has been set by the University.<sup>13</sup>

*Insurance and Retirement Privileges.* A faculty member of the University is also entitled to insurance and retirement privileges under GSIS rules and regulations. In addition, the retired faculty member shall enjoy continued library privileges, medicare benefits, part-time teaching in the University upon the request of the dean or director and consent of the President. The title of *Emeritus Professor* is given to a retired faculty member with the rank of professor and who has rendered at least 20 years of active and faithful service to the University and has achieved distinction as a productive scholar, scientist or educator or is widely acknowledged as an effective and dedicated teacher. A special committee, appointed by the President, is responsible for nominating retired professors for an emeritus appointment, the nomination to be submitted to the President of the UP System who in his discretion may endorse the matter to the Board of Regents for approval.<sup>14</sup>

*Outside Activities.* Faculty members of the University are allowed to practice their profession outside the University, to perform consultancy work, to teach in other educational or training institutions, and other activities or projects which are not considered integral functions of the University. This is, of course, only upon prior authorization from the President or Chancellor, upon endorsement by the dean/director, or head of office concerned and only for a period not exceeding one year renewable every year but may be terminated or withdrawn at anytime by the President or Chancellor.

*Other Privileges.* Other privileges of faculty members are study leave with pay, study privileges for faculty and dependents, diploma of merit for retired faculty members, housing privileges, sports and recreational facilities, and membership in cooperatives.

## Administrative Personnel

### *Recruitment and Selection*

Unless otherwise stated or justified by the recruiting unit or official, all administrative personnel of the University are recruited and selected in accordance with the Civil Service Law and Rules, which states among others that "employees shall be selected on the basis of fitness to perform the duties and assume the responsibilities of the positions," and that appointments in the civil service shall be made only "according to merit and fitness to be determined as far as practicable by competitive examinations."<sup>15</sup>

To ensure the implementation of this provision of the law, a centralized recruitment system for the administrative personnel was instituted under the Recruitment and Selection Section, Manpower Acquisition and Utilization Division at the Human Resource Development Office. This is in contrast to the recruitment procedure for academic positions which observes the decentralized pattern.



Entrance to administrative positions may also be through reappointment, renewal, transfer, promotion, and reclassification of position. In all such cases, the Human Resource Development Office sees to the proper observance and enforcement of the Civil Service Law and Rules.

### *Appointment*

Appointment in the career service is either permanent or temporary. Before an employee gets a permanent appointment, however, a probationary period of at least six months shall be served by him. After six months, the immediate supervisor can either recommend him for permanency or recommend the termination of his appointment. Permanent appointment is issued only when the following conditions are met:

- (a) The employee concerned is occupying a regular item and is not paid out of the revolving fund, and is not on a substitute, casual or emergency status; and
- (b) He possesses an appropriate civil service eligibility for the position, unless he holds a position which requires no eligibility.<sup>16</sup>

The procedure for appointment of administrative personnel is as follows:

- (1) The unit head (division or department chairman) requests the HRDO for applicants to their respective vacant positions;
- (2) The HRDO announces the vacancies, and examines and evaluates applicants for such positions;
- (3) Applicants who pass the screening and evaluation process are referred back to the requesting unit head;
- (4) The requesting unit head screens and evaluates the applicants' credentials/qualifications;
- (5) The head then refers the recommendations to the department or division Administrative Personnel Committee for screening, evaluation and final approval.
- (6) The department Administrative Personnel Committee refers the recommendations back to the department chairman indicating its actions,
- (7) For approved recommendations, the unit head forwards the recommendations to the dean for approval and endorsement to the college Administrative Personnel Committee and to higher administrative officials;

(8) The recommendations are submitted to the Vice-Chancellor for Administration for approval. Recommendations for those positions allocated at Range 7 (supervisory, e.g., administrative assistant) and above, except renewals, are submitted to the University Administrative Personnel Board for action and later endorsed to the Vice-Chancellor for Administration/Executive Vice-President for approval. Recommendations for those allocated at Range II and above are finally submitted to the Board of Regents for approval.<sup>17</sup>

(9) After approval, the papers are submitted to the representatives of the Civil Service Commission for attestation.

Appointments in the University are issued by: (1) the Board of Regents for administrative positions with a minimum compensation equal to or higher than that of an associate professor; (2) the President of the University for positions in Ranges 8 through 10 in the UP Index of Administrative Classes; and (3) the Vice-Chancellor for Administration in Ranges 1 through 7.

#### *The Administrative Personnel Committees/Board*<sup>18</sup>

At the department level is the department or division Administrative Personnel Committee. This committee assists in the review of the recommendations initiated by the department chairman or chief of division, respectively, with regard to recruitment, selection, performance evaluation, tenure, and staff development, in accordance with the general guidelines formulated by the University Administrative Personnel Board and the implementing details laid down by the college or unit Administrative Personnel Committee. In case of disagreement regarding specific recommendations between the department chairman or the chief of division and the members of the department or division Administrative Personnel Committee, the conflicting recommendations are placed on record and forwarded to the college or unit Administrative Personnel Committee respectively, for determination. Personnel actions regarding departmental or divisional Administrative Personnel Committee members are made by the department chairman or the chief of division, while personnel actions concerning the division chief are made by the dean or the head of office.

At the college level is the college or unit Administrative Personnel Committee or Office Administrative Personnel Committee. This committee has the following functions:

(a) to assist the dean or head of office in setting up the details for the implementation of policies, rules, standards or general guidelines as formulated by the University Administrative Personnel Board;

(b) to review the recommendations submitted by the department or division Administrative Personnel Committee with regard to recruit-

ment, selection, performance evaluation, tenure, staff development, and promotion of the administrative personnel of the college or office;

(c) to establish priorities in the allocation of available funds for promotion;

(d) to act on cases of disagreement between the chairman and the members of the department or division Administrative Personnel Committee;

(e) to act on complaints against personnel actions by the department chairman and/or the department or division Administrative Personnel Committee.

It is worth mentioning that all recommendations for original appointment, promotion, change of designation and/or salary increase of administrative personnel must be signed by all members of the personnel committees.<sup>19</sup>

In cases of disagreement among the members, such facts are to be noted and cases of disagreement between the dean and the unit APC referred to the University Administrative Personnel Board for resolution. As a matter of procedure, actions on all recommendations are transmitted to the next higher committee or board for action or decision.

### *Promotion*

In the University, a "Merit Promotion Plan" is generally observed in granting promotions to deserving administrative employees, with the Civil Service Law and Rules serving as a general guide. The criteria for promotion generally consist of the following: (1) performance; (2) education and training, (3) relevant work experience; (4) personality and leadership factors; and (5) potential. Relative points or weights are given to each factor or criterion. These factors vary, however, in accordance with the nature of the work itself and other environmental factors.

Since promotion is a critical area in personnel management, careful steps have been undertaken by the University along this line. For instance, a Promotion Board has been constituted to carefully deliberate on all promotions of administrative employees. The Board is further subdivided into two categories: (1) first level positions (Ranges 1-6); and (2) second level positions (Ranges 7 and above, appointments to which would require completion of a baccalaureate degree.) The first level is composed of the Vice-Chancellor for Administration as chairman, the Director of the HRDO, two rank and file employees from the unit where the vacancy occurs and one unit representative (possibly division or section chief) as member. The Vice-Chancellor for Administration is also the chairman of the second level with the HRDO Director and two most senior employees occupying supervisory

level from the unit and a representative of the CSC as member.<sup>20</sup> In 1982, the University Personnel Board superseded the Promotion Board as the unit in charge of all matters pertaining to promotions of University employees.

### *Privileges/Benefits*

Administrative employees of the University enjoy the same level of privileges as that of other government employees (i.e., vacation and sick leaves and maternity leave in case of married women employees) and the same fringe benefits that accrue to civil service employees (i.e. insurance and retirement benefits). But beyond these benefits or privileges are those which they enjoy as members of an academic community. These "special" privileges include (1) administrative fellowships, (2) leaves of absence without pay for one year (for study leaves), (3) enrolment for not more than six units a semester after office hours in the University or in other learning institutions, (4) reduced rates of fees for enrolment in the University for courses that are beneficial to their regular work in the University, (5) exemption from tuition fee payment of their children and wife or husband, in case they have served the University continuously for at least five years.

Study privileges are all subject to: (1) the approval of the University authorities, (2) certain conditions which the University may impose, and (3) the recommendation of the unit head or department or college dean.<sup>21</sup> Other privileges include housing privileges, uniform and overtime allowance for overtime service.

### *Staff Development*

In-service training workshops and seminars are the most common method utilized in the staff development of administrative employees. Sometimes, if the budget of the University allows, outdoor conferences and workshops dealing on personnel and University administration are conducted by University officials for University employees.

University employees are encouraged to participate in sports activities inside and outside the campus as part of the physical fitness program of the University and for the general well-being of its employees.

### *Salary and/or Compensation*

The salaries of administrative personnel are in accordance with the University salary scale as approved by the Board of Regents. Incentives in the form of honoraria or allowances are sometimes given to those who are given special assignments to University projects and/or assigned to special committees as members.

### Research, Extension & Professional Staff

The academic non-teaching staff, now popularly known as the Research, Extension and Professional Staff (REPS) group, performs a supportive but nonetheless very essential role in the discharge of faculty functions and responsibilities. The following personnel are generally considered to belong to this group:

- 1) Research personnel — researchers, research aides, research assistants, research associates, research fellows, etc.;
- 2) Professional extension workers;
- 3) Professional librarians;
- 4) Guidance counselors;
- 5) Technical specialists (e.g., training specialist, information specialist, labor education officers, legal education officers, training officers).<sup>22</sup>

### *Recruitment*

The qualification requirements for recruitment into the REPS group are provided for in the qualification index or manual prescribed by the University. Generally, however, entrance into this class may be either through original appointment, reappointment, transfer, change in designation, reclassification, or promotion.

Recruitment for the positions of research assistant or equivalent rank is performed by the Recruitment and Selection Section of the HRDO upon the request of the unit (department or college; as the case may be). For positions higher than this level, the usual recruitment procedure is followed with a wide latitude of discretion given to the department chairman and the deans and the respective Academic Personnel Committees.

### *Appointment*

The appointment process for members of the REPS generally follows that for the faculty. However, the final approving authority for positions below the training associate level (or equivalent rank) is the Vice-Chancellor for Administration. Nevertheless the University Personnel Board must have met and approved the recommendations beforehand. For positions whose salary is equivalent to Range 11 of the administrative group, or of associate professor, the UP President approves and endorses the recommendations for final approval by the Board of Regents.

### *Tenure*

Tenure in the REPS is usually acquired after two years of continuous service. Again, much discretion is left to the unit head, and the Academic Personnel Committee, to determine under what conditions tenure is to be granted, but in almost all cases, factors that are considered for promotion purposes in the administrative group are the same criteria used in the grant of tenure for this group.

### *Promotions*

The criteria used for promotions of the academic non-teaching staff are similar to those adopted by the administrative personnel (e.g. performance (or output), relevant education and training, relevant work experience, leadership and personality factors and potentials). However, since the nature of the job or work performed by each subgroup differs from another, (i.e., training function from purely research functions), the assignment of relative weights to each factor may also considerably differ.

### *Privileges/Benefits*

The same fringe benefits granted by the GSIS to all permanent employees are given to the REPS. Similarly, the same privileges given to the administrative employees of the University are enjoyed by the REPS, such as the following:

- (1) study privileges at reduced rates,
- (2) study leave with pay and without pay,
- (3) fellowships or assistantships,
- (4) tuition fee exemption for dependents, wife or husband after continuous five years service,
- (5) housing privileges, and
- (6) medical benefits.

Privileges given to faculty members (like special detail to government offices) are availed of by selected members of the REPS on a case-to-case basis upon recommendation of the Dean/Director and under certain conditions that the University may impose.

### **The Human Resource Development Office**

Prior to the creation of the Office of Non-Academic Personnel Services (non-academic describes the service, not the clientele), the personnel func-

tions were performed by the Administrative Division. In 1958, a team of American educators, headed by Dr. John A. Hannah, President of the Michigan State University was invited to undertake an impartial and thorough study of the University of the Philippines. One of the recommendations of the Hannah Survey Team was the creation of an Office of Non-Academic Personnel Services with three divisions under it (i.e., Employment, Classification and Records).

In 1965, a Section on Academic Personnel Services in the Office was created to service the academic personnel (teaching & non-teaching). Four years later, in 1969, the Academic Section was elevated into a division, thereby creating two separate personnel offices in the University, i.e., the Office of Administrative Personnel (servicing administrative personnel) and the Office of Academic Services (servicing the academic personnel).

Executive Order No. 10, dated September 3, 1982 consolidated the Academic and Administrative Personnel Boards into a University Personnel Board, and the Office of Academic Services (OAS) and the Office of Administrative Personnel Services (OAPS) into the Human Resource Development Office (HRDO). This is one among the many recommendations of the Management Review Committee to streamline the operations of the University and to make it more responsive to the needs of the System and the community as a whole. The rationale for this merger are: (1) to integrate personnel services functions for academic and for administrative personnel; (2) to ensure complementarity in ratios, functions, compensations, career opportunities and evaluation of both, and (3) to encourage total parallel growth.

The Human Resource Development Office is directly under the supervision and control of the Vice-Chancellor for Administration. It is headed by a director and performs the following powers and functions, with the advice and/or assistance of faculty and other consultants;

- (1) to develop and implement uniform standards for all levels and categories of faculty, research extension and professional staff and administrative personnel for recruitment, selection and compensation;
- (2) to develop, implement and monitor a comprehensive plan for staff and career development of faculty, research, extension and professional and administrative personnel;
- (3) to study and rationalize fringe benefits for faculty, research, extension, professional and administrative personnel to ensure fairness and equity in the distribution of material and non-material rewards, taking into account budgetary and personnel policies of the national government;
- (4) to develop and implement an appropriate evaluation scheme for

- performance that can closely relate to promotion and salary increases including a review mechanism for the latter;
- (5) to require units to include succession planning in their proposals;
  - (6) to conduct pre-exist interviews for retirees, transferees and resignees to give information for improvement of personnel administration,
  - (7) to assist units in order to freely mobilize existing personnel to realize all their identified objectives and conduct a University-wide personnel audit to determine manning ratios and patterns;
  - (8) to study all position descriptions and their incumbents to ensure that employees' potentials are used on the right job;
  - (9) to study ways of evaluating short and long-term effects of staff development proposals such as seminars, fellowships and others; and
  - (10) to consult with faculty on matters relating to fellowship, training, staff development and all other areas of personnel administration.

To perform the above functions, the Office has been subdivided into a Manpower Planning and Development Division and a Manpower Acquisition and Utilization Division, each having the corresponding sectors and units to implement its respective programs.

The reorganization of the personnel office of the University has many ramifications. Firstly, it is an attempt to solve the perennial issue of differentiation of classes in the University. Where before, the organization was based on clientele served, now it is based on major purpose or function which is personnel administration. The old setup tended to widen the gap not only between the two offices but also between the two groups of University employees (i.e. the Office of Academic Services servicing the faculty and REPS groups, and the Office of Administrative Personnel Services servicing the administrative group). Secondly, the new setup emphasizes personnel administration or human resource management as an important and critical area in university administration. Human resource management henceforth is viewed as a distinct and dynamic process, not just a tool for administering the University.

### Issues and Problems

With the growth and expansion of the University, the more complex the problems of administration become. With the coming years, the University shall most likely face the following challenges:

- (1) Continuous growth in the size and composition of each group of



UP personnel. At present, there is a total of 13,873 UP personnel subdivided into 2,911 faculty, 1,532 REPS, and 9,430 administrative staff,

(2) Corollary to the above is the continued expansion in the nature of the services rendered by the office to its clientele;

(3) Problems of coordination and communication as a result of the creation of a multicampus university with branches located in the different parts of the country;

(4) The growing "tension" between the teaching and non-teaching administrative and REPS) personnel arising from perceived differential treatment by the latter;

(5) Restrictions and constraints imposed by other government agencies (e.g., Office of the Budget and Management and Commission on Audit) on human resource management.

#### Recommendations

Given the problems enumerated above, and considering the historical experience of the University in managing human resources, the following are recommended:

(1) A council of personnel officers consisting of heads of personnel offices of the autonomous campuses be created to insure coordination and uniformity of personnel policies and procedures system-wide;

(2) Procedures be further simplified to attain expeditious and action-oriented personnel services. Clearer lines of authority and responsibility should be defined;

(3) A top level administrative position be created, i.e. *Senior Administrative Staff Officer* (SASO) which will integrate "rank and position" concept in personnel, i.e., administrative personnel with appropriate qualifications and potentials can aspire for this position or membership in this top class. Membership in the administrative "elite corps" should carry distinct rewards;

(4) Promising administrative and REPS be integrated into the teaching staff. Eventually, this will lead to the creation of only two (2) sectors in the University, i.e. teaching and administrative. Promising and senior REPS may be integrated into the teaching class and the junior REPS into the administrative class;

(5) The University should strive for greater autonomy in matters relating not only to financial matters but more specifically to personnel management (e.g., position classifications, staffing modifications, etc.);<sup>2 3</sup>

(6) The existing Position Classification and Pay Plans be reexamined and reviewed. This will solve the existing inequities and make compensation realistic and competitive with private industry;

(7) The financial provisions for an effective and integrated staff development program be augmented to further strengthen the capacity of its human resource;

(8) The benefits/privileges of personnel be broadened to enable the University to retain its competent staff.

This year, the University of the Philippines is celebrating its Diamond Jubilee. It can look with pride that it has contributed to the making of leaders in government and industry. It is gratifying that this Diamond Jubilee Year, the University is engaged in vigorous fund-raising campaign specifically for staff development. 1983 is human resource development year for the University.

### Endnotes

<sup>1</sup> John J. Corson, *The Governance of Colleges and Universities* (New York: McGraw Hill, 1975), pp. 82; 185.

<sup>2</sup> Nathaniel H. Karol and Sigmund G. Ginsburg, *Managing the Higher Education Enterprise* (New York: John Wiley & Sons, 1980), p. 95.

<sup>3</sup> *Ibid.*

<sup>4</sup> See U.P. Qualification Index for U.P. Personnel, HRDO, U.P. Diliman, Quezon City.

<sup>5</sup> Article 174, U.P. Code.

<sup>6</sup> 815th Meeting of the Board of Regents, December 16, 1971.

<sup>7</sup> 932nd Meeting of the Board of Regents, September 18, 1980.

<sup>8</sup> 834th Meeting of the Board of Regents, June 28, 1973; Article 178, U.P. Code.

<sup>9</sup> 834th Meeting of the Board of Regents, June 28, 1973; Article 179, U.P. Code.

<sup>10</sup> Article 172, U.P. Code.

<sup>11</sup> Article 191, U.P. Code.

<sup>12</sup> Article 241, U.P. Code.

<sup>13</sup> 801st Meeting of the Board of Regents, October 29, 1970.

<sup>14</sup> Article 207, Revised University Code.

<sup>15</sup> Article III, Section 1, Civil Service Rules.

<sup>16</sup> Because of the review of the appropriate manning level, Memorandum No. 120, s. 1981 temporarily suspends permanency.

<sup>17</sup> Pursuant to LOI No. 799, a Selection Board is constituted to act on all recommendations for original appointment with the Vice-Chancellor for Administration as Chairman, the head of the requesting unit and a representative of the Civil Service Commission as member, and the head of the HRDO as a resource person. Executive Order No. 10, however, superseded LOI No. 799 and created a University Personnel Board.

<sup>18</sup>Executive Order No. 5, s. 1973 as amended by Executive Order No. 5-A, s. 1975, constituted and defined the Administrative Personnel Committees of the University. It is worth mentioning that the Personnel Boards/Committees in U.P. antedated the Boards prescribed by LOI No. 799.

<sup>19</sup>Pursuant to Executive Order No. 5 as amended by Executive Order No. 5-A dated May 29, 1975.

<sup>20</sup>With the issuance of Executive Order No. 10, s. 1982.

<sup>21</sup>836th Meeting of the Board of Regents, August 30, 1973.

<sup>22</sup>754th Meeting of the Board of Regents, January 20, 1967.

<sup>23</sup>This will be attained through the full implementation of Executive Order No. 714, s. 1981.

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