DEPARTMENT OF TRANSPORTATION AND COMMUNICATION
PUNONG HIMPILAN TANOD BAYBAYIN NG PILIPINAS
HEADQUARTERS PHILIPPINE COAST GUARD
139TH 25TH St. Port Area South Harbor Manila

HPCG/CG-1

23 August 2007

CIRCULAR
NUMBER 04-07

ESTABLISHMENT of a DELPHI SYSTEM in the PCG as an AIDE in DETERMINING the SERVICE REPUTATION of PCG PERSONNEL and for OTHER PURPOSES

I.   REFERENCES

A.   **DOTC Department Circular dtd 19 May 1998** (Promotion System for Commissioned Officers of the Philippine Coast Guard);

B.   **Approved PCG Rationalization Plan and TOE (CY 2007)**; and

C.   **HPMC Standing Operating Procedure Nr 15 dtd 12 April 2005** (Total Evaluation System for the Selection of Battalion Commanders)

II.   PURPOSE

To prescribe rules, policies, guidelines, and procedures governing the establishment of a Delphi System in the PCG in order to provide a method in aide of determining the Qualitative Rating allotted for the Service Reputation of PCG Officers who are candidates for promotion to O-6, O-7, and O-8 rank or assignment to Area/Functional/Major Units.

III.   RATIONALE

A.   The present procedure on the evaluation of **thirty percent (30%)** Qualitative Rating to determine the Service Reputation of PCG Officers is somewhat ambiguous and usually leaves more room for subjectivity. Hence, the maximum potential of candidates is not determined to the fullest since the possibility of members of Board of Senior Officers (BOSO) not having been assigned with the candidates in the latter's previous units is a major factor that constrains the BOSO for objective determination of their potentials; and

B.   Introducing the Delphi Method aims to evaluate the totality of the candidates' performance and their potentials to be rated by the BOSO, Peers

(co-candidates), Subordinate Officers, and Enlisted Personnel. Respondents representing Subordinate Officers and Enlisted Personnel shall be selected from the candidates' present unit and his/her last two previous assignments to be determined by DCS-HRM. This evaluation system being practiced by the Philippine Marines, will encourage more objective rating of candidates for promotion to O-6, O-7, or O-8 or assignment to positions of major responsibilities for the reason that it also involves the participation of cross section of officers and enlisted personnel.

IV.   APPLICABILITY

This Circular shall apply to all PCG Officers who are prospective candidates for promotion to 0-6, O-7, and O-8 rank and those being considered to assume position of the Area/Functional/Major Units Commands.

V.   POLICIES

A.   Brief Background of the Delphi Method

The Delphi Method is one of several analytic techniques use to make estimates or predict future human behavior or human condition.

Anonymity of the participants

Usually all participants maintain anonymity. Their identity is not revealed even after the completion of the final report. This stops them from dominating others in the process using their authority or personality, frees them to some extent from their personal biases, minimizes the "bandwagon effect" or "halo effect", allows them to freely express their opinions.

B.   Application of Modified Delphi Method in the PCG

Service Reputation (Maximum – 30 points)

x x x

1.   To achieve a total evaluation of the candidates, their evaluation shall be done from above by his superiors (by the **BOSO members – 10 Pts: Maximum – 10 Points; Minimum – 5 Points**), from within (**Peer Rating – Maximum 10 Pts**), and from below (**Subordinate Officers [Maximum 5 Pts] and Enlisted Personnel Rating – [Maximum 5 Pts]**).

The following points are the allocation for Service Reputation:

(1) Integrity   (Max – 1.5 points)

(2) Competence   (Max – 1.5 points)

(3) Dedication   (Max – 1.0 points)

(4) Acceptability	(Max – 1.0 points)
(5) Knowledge	(Max – 1.0 points)
(6) Communication Skills	(Max – 1.0 points)
(7) Stability Under Pressure	(Max – 1.0 points)
(8) Decisiveness	(Max – 1.0 points)
(9) Appearance and Bearing	(Max – 1.0 points)

The members of the Board of Senior Officers shall rate service reputation by comparing each candidate with the other candidates from both groupings. If a candidate can be compared with the best, he shall be rated the maximum allowable points; if comparable with the worst, his rating shall not be more than one-half (1/2) of the allowed maximum points, depending on how he fared with the best candidates. On the other hand, if he is somewhere in-between, his rating shall be interpolated accordingly; and

2.   For the **Peer Rating (PR), Subordinate Officers (SO), and Enlisted Personnel Rating (EPR), the Modified Delphi System (MDS) shall be applied**. This type of rating will determine the level of acceptability of the candidates concerned as viewed from within and below.

C.   **Formula (see attachment for sample presentation)**

1.   The formula for the computation of each candidate point allocation for "Peer Rating" shall be as follows:

Computation Using Delphi Model:

Total number of "FOR VOTES" earned divided by the total number of co-candidates multiplied by 0.10 and 100% constitutes the points earned for each candidate.

P	-	Points Earned
F	-	For Votes
C	-	Nr of Candidates

FORMULA:

P = [F / C] 0.10 x 100%

2.   The formula for the computation of each candidate point allocation for "Subordinate Officers Rating" (both subordinate officers and EP) shall be as follows:

Computation Using Delphi Model:

Total number of "FOR VOTES" earned divided by the total number of co-candidates multiplied by 0.10 and 100% constitutes the points earned for each candidate.

P	-	Points Earned
F	-	For Votes
C	-	Nr of Candidates

FORMULA:

$$P = [F / C]\ 0.05 \times 100\%$$

E.   Guidelines on Implementation of Delphi Method in the PCG

1.   The Delphi Method shall be used as standard in determining the **twenty percent (20%) out of the thirty percent (30%)** allotted for Service Reputation in the Qualitative Rating of PCG Officers needed for promotion to O-6, O-7, or O-8 ranks or assignment to Area/Functional/Major Units;

2.   DC-HRM and Records shall be responsible in implementing the Delphi Method. Said office shall take charge in the distribution of the Delphi Rating Sheet and survey questionnaires to the Peer Raters, Subordinate Officers, and Enlisted Personnel Raters;

3.   **"Peer Raters"** shall be composed of officers who are also considered to be deliberated for promotion to O-6, O-7, and O-8 rank or assignment to Area/Functional/Major Units Command positions as that of the candidate to be rated. **"Subordinate Officers"** shall be selected from among subordinate officers in the present and last two previous assignments of the candidates. While **"Enlisted Personnel Raters"** shall include Master Chiefs, Senior Petty Officers, Chief Petty Officers and such other Enlisted Personnel to be selected from the present and last two previous assignments of the candidates;

4.   As a general rule, respondents shall prohibit themselves from rating each candidate when they have no personal knowledge of him/her.

5.   The respondents shall be given time to study, accomplish, and submit the survey sheets on or before a given deadline to be determined by DC-HRM;

6.   The manner of conducting the process shall be treated **"HIGHLY CONFIDENTIAL"** to ensure its integrity and security. DCS-HRM shall be responsible to CPCG on matters related to this provision;

7.   When all survey of Modified Delphi System (MDS) have been consolidated, computed and rated accordingly, all entries shall be recorded and submitted by the DC-HRM to the Secretariat, BOSO. Secretariat, BOSO will incorporate the computed data derived from the Peer Raters, Subordinate

Officers, and Enlisted Personnel and the BOSO ratings for each candidate to comprise the total thirty (30%) of qualitative rating;

8. The qualitative rating (with applied MDS) final result shall form part of the over all rating (Quantitative – 70% and Qualitative – 30%). The final standing of each candidate for promotion to O-6, O-7, or O-8 rank shall be derived from the computation obtained of the said criteria;

9. For the selection of positions for Area/Functional/Major Units Commanders, the Quantitative Rating (70%) shall be determined by the Command which is consistent with the PCG Officers Promotion System. The Qualitative Rating (30%) with applied MDS shall follow the same procedure as described and established in para C.1 and C.2

10. CPCG have final discretion and authority to select from among the list of candidates recommended by the BOSO for promotion to 0-6, 0-7, and 0-8 or positions to be designated as Area/Functional/Major Unit Commanders.

VI. RECESSION

All existing policies that are contrary to the provisions of this circular are hereby rescinded or modified accordingly.

VII. EFFECTIVITY

This Circular shall take effect immediately upon approval.

BY COMMAND OF ADMIRAL CARLOS:

WILLIAM E MELAD
CAPT   PCG
Chief of Staff, PCG

OFFICIAL:

MITZIE CAMPO
LTJG   PCG
Coast Guard Adjutant

Attachment: Sample Computation using Modified Delphi Model

TABLE USING MODIFIED DELPHI MODEL (MDM)

NAME OF THE CANDIDATE	CAPT A	CAPT B	CAPT C	CAPT D	CAPT E	CAPT F	CAPT G	TOTAL
CAPT A	■	←	↑	←	←	↑	↑	3
CAPT B	↑	■	←	←	←	←	↑	4
CAPT C	←	↑	■	←	←	←	↑	4
CAPT D	↑	↑	↑	■	↑	↑	↑	0
CAPT E	↑	↑	↑	←	■	↑	↑	2
CAPT F	←	↑	↑	←	↑	■	↑	2
CAPT G	←	←	←	←	←	←	■	6
TOTAL	3	4	4	0	2	2	6	■

C. Formula (see attachment for sample presentation)

1. The formula for the computation of each candidate point allocation for "Peer Rating" shall be as follows:

Computation Using Delphi Model:

Total number of "FOR VOTES" earned divided by the total number of co-candidates multiplied by 0.10 and 100% constitutes the points earned for each candidate.

P - Points Earned
F - For Votes
C - Nr of candidates

FORMULA:

P = [F / C] 0.10 x 100%

"For Votes" (F) obtained by each candidate:

Capt A = 3   Capt D = 0   Capt G - 6
Capt B = 4   Capt E = 2
Capt C = 4   Capt F = 2

Nr of candidates (C) - 7

Application of Formula:

FORMULA:

P = [F / C] 0.10 x 100%

Where: F - Number of For Votes obtained by Capt G (6)
       C – Nr. Of Candidates (7)
Therefore:

P = [6/ 7] 0.10 x 100%
P = 9.6 points earned by CAPT G

2.   The formula for the computation of each candidate point allocation for "Subordinate Officers Rating" (both subordinate officers and EP) shall be as follows:

Total number of "FOR VOTES" earned divided by the total number of candidates multiplied by 0.05 and 100% constitutes the points earned for each candidate.

P   -   Points Earned
F   -   For Votes
C   -   Nr of Co-candidates

FORMULA:

P = [F / C] 0.05 x 100%
"For Votes" (F) obtained by each candidate:

Capt A = 3	Capt D = 0	Capt G - 6
Capt B = 4	Capt E = 2	
Capt C = 4	Capt F = 2	

Nr of candidates (C) - 7

Application of Formula:

FORMULA:

P = [F / C] 0.05 x 100%

Where: F - Number of For Votes obtained by Capt G (6)
       C – Nr. Of Candidates (7)

Therefore:

P = [6/ 7] 0.05 x 100%
P = 4.3 points earned by CAPT G [rated by subordinates (both officers & EP)]

PUNONGHIMPILAN TANOD BAYBAYIN NG PILIPINAS
(HEADQUARTERS PHILIPPINE COAST GUARD)
139 25th Street, Port Area
Manila

MEMORANDUM

To : CHAIRMAN, BOARD OF SENIOR OFFICERS

Subj : **Establishment of a Delphi System in the PCG as an Aide to the Determination of the Service Reputation of PCG Officers and for Other Purposes**

Ref : HPCG Circular Number_____ **(Establishment of a Delphi System in the PCG as an Aide to the Determination of the Service Reputation of PCG Officers and for Other Purposes)**

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1. Attached herein is Memorandum Circular Nr _____ **(Establishment of a Delphi System in the PCG as an Aide to the Determination of the Service Reputation of PCG Officers and for Other Purposes)** for immediate implementation *(Encl 1)*; and

2. For strict compliance.

DAMIAN L CARLOS
ADM   PCG