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کابل - افغانستان

A REPORT  
ON  
PERSONNEL INFORMATION SYSTEM

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A REPORT

ON

PERSONNEL INFORMATION SYSTEM

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## A Report on Personnel Information System

### 1. TDY Scope of Work:

Mr. Richard Owens in his TDY report of November 1977 defined the scope of work for the current TDY as follows:

Assist the Management Team and the MOPH in undertaking a systems analysis of information requirements in the area of personnel management and will undertake a feasibility study of the possibility of computerizing such a system.

After discussions with Dr. Jerry Russell, it was decided that the time was not appropriate for doing the feasibility study of computerization. The government's position on computers was unclear and the time did not appear right for discussing current computer capabilities and possibilities in Kabul. Besides, the first task seemed to be to assure ourselves of comprehensive, accurate and up-to-date information. The computerization was therefore left for consideration later.

The main focus of this report, therefore, is on the systems analysis of personnel information requirements.

### 2. Field Work

The systems analysis work was based on interviews with MOPH officials and the records made available to the consultants. This work was handicapped by non-availability of all important officials connected with personnel administration. Besides, several officials were new in their positions and were busy revising the policies. Not all records requested were made available for analysis. Interviews with officials often generated conflicting impressions and estimates. These could not be sorted out based on analysis of data. This report should, therefore, be considered as initial work for systems analysis.

### 3. Present Personnel Records

Personnel information is kept mostly by the Director General of Personnel, Presidency of Administration. He keeps four types of records - (1) Identification or Personal files, one for each person, (2) Summary

Files with one page for each person, (3) Staff Assignment Record showing the personnel assigned to each organizational unit (hospital, basic health center, institute, etc.), and (4) Sanctioned Organizational Chart for each organizational unit. The heads of organizational units keep records (3) and (4) for their own unit and leave records.

The present personnel records maintained are shown in Table 1.

The major source document for updating (1), (2), and (3) is the P-2 form (Exhibit 3). This form can be prepared by any department for communicating its decision in any personnel area under its jurisdiction. The Personnel Department prepares the P-2 form for appointments and transfers. Copies are sent to:

- Administration Presidency Sections  
(Appointments, Identification, and  
Employment Sections)
- Concerned President
- Concerned PHOs
- Director of Health Information

The operating departments -- Curative, Preventive, and Basic Health Services -- do not keep any personnel records other than the sanctioned organization charts of each hospital or the health centers under their charge. The PHOs and the BHC doctor send the attendance record directly to the Pay-Roll Office. The PHOs have information on the positions sanctioned but not filled in the hospitals and BHCs under their charge. They inform the President Administration about unfilled positions through letters as and when they think it is necessary. No formats are used and the Presidents, Curative, Preventive, and Basic Health Services may or may not be informed.

The PHOs and the BHC doctors submit a quarterly Activity Report to the Director General, Health Information in the Presidency of Planning. This is a comprehensive report that includes outputs, expenses, and personnel. These reports come two or three months after the quarter. The reporting is only 50 percent and a large part of the data is known to be inaccurate. This report is not used in personnel administration.

No records are maintained on training. The Director General of Personnel would have to screen the personal files of all employees to prepare, for example, a list of all those who have attended a particular training program. To prepare a list of administration clerks who know English, the staff may have to screen the Summary file of clerks.

#### 4. Updating and Accuracy of Personnel Records

The most difficult updating job is that related to transfers. About 20 to 30 transfer cases are discussed by the Transfer Committee every two weeks. P-2 forms are initiated on them. The relevant dates are:

- (1) Date of Transfer Committee decision and effective date of transfer
- (2) Date of preparation of P-2 form
- (3) Date of dispatch of P-2 form
- (4) Date of receipt of P-2 form by head of organizational unit and the person concerned
- (5) Date within which the person has to take action -- either report or resubmit his position for consideration

The amount of time provided in each case varies but the individual has 20 days from effective date of transfer within which he has to report. The Director General of Personnel does not get a joining report from the individual concerned on the date he reports at the new place. He assumes that unless the individual contests, or the PHO reports that the person has not joined, the transfer has taken effect. In any case, the Staff Assignment Record is up-dated based on the P-2 form. Therefore, although the Staff Assignment Record shows a particular individual as assigned to a particular organizational unit and location, the Director General cannot be sure whether that individual has actually reported at that place as of that date.

Since transfers are numerous, the records are comprehensive enough to show status of assignments at any given time. Of course, the Transfer Committee is not seriously handicapped by lack of such data. Firstly, the Transfer Committee goes by individual cases. They have both personal knowledge and informal information on the exact situation of the individual in question, although the Staff Assignment Record and the vacancy chart prepared by the Director General of Administration, based on the Staff Assignment Records, may not reflect the current status accurately.

There are however, some administrative decisions that are taken based on records rather than on personal and informal reports. An important example of this is the planning by the mobile supervision and training teams. They frequently find that the persons they want to train or supervise are not there. The team goes by records that do not show the current status. It is also difficult to assess the extent to which the various positions in an organization unit were filled during any given period and the extent to which it has affected the output.

## 5. Information Needs for Personnel Administration

Personnel record and administration systems are related to each other. One limits and influences the other system. Both in turn are a function of the organization of the Ministry and its decision making processes. For example, some presidents do not think they have much role to play in the Transfer and Scholarship Committees of which they are members. They send their deputies or accept individuals in power.

Hence the attempts to improve the personnel record system have to be geared to simultaneous improvements in the administrative systems. These improvements may be minor. Incremental changes accepted and implemented in both the administration and information systems may be better than either system designed to great sophistication. Information needs, therefore, have to be assessed in relation to the feasible improvements contemplated in the administrative system.

The information needs are, therefore, discussed in the next section along with improvements contemplated in the personnel administration system.

## 6. Problem Areas, Possible Improvements and Information Needs

Transfers: Sixty nine transfers of BHC doctors who were transferred during the year 1956 were analysed from the Staff Assignment Records (Exhibit 2). The average time a doctor was shown as assigned to a BHC was 10 months. If one makes allowance for leave that a doctor is entitled to (approximately 1½ months), and the time he spends in writing letters and canvassing his case for a transfer, the actual duration he puts in for the BHC may average only six months. Allowance should also be made for the time needed for settling down at the new location. Although many of these transfers may be fair when each case is considered separately and in human terms, the aggregate effect of transfer administration is seriously compromising on rural health services.

The civil service law provides for transfers every three years. It also provides for taking human factors into account in transferring people. How can transfer administration be improved within these constraints but less seriously affecting the basic health services in rural areas?

The Transfer Committee looks at individual cases. It sees the problem in a fragmented way without reference to either how the three year transfer policy is being implemented or how the services to the people

are affected. Therefore, information should be supplied to the Transfer Committee both periodically as well as at the time each transfer decision is made. By doing so, it is hoped that the Transfer Committee can take policy positions and decisions with the full knowledge of how each transfer decision affects the services.

Recommendation 1: Revise Transfer Form and Route It Through Supervisors Who Are Responsible for Services

Transfer requests should be made in the form shown in Exhibit 4. This form should be filled in by the employee. It should be forwarded to the Presidency of Administration by the immediate supervisor through the second supervisor. The form calls for information from the supervisors on how the proposed transfer affects the services at the location from which he is being transferred. The second level supervisor should also comment on the balance of services in his area of jurisdiction and recommend specific alternatives for maintaining that balance.

Recommendation 2: Specify Criteria For Exceptions To Transfer Policy and Keep Exceptions To About 5 percent of Total

The implementation of policy becomes extremely difficult when too many exceptions are made. At present the Transfer Committee is handling nearly 600 exception cases of transfer in addition to the routine transfer of about the same number every year. The Transfer Committee is handling nearly 50 percent of the total transfer cases due in a year on an individualized and fortnightly basis without taking into account the impact of such decisions on either policies or services. How can the exceptions be reduced to a level that can be reasonably described as exceptions? To a level of 5 to 10 percent of the total in a year, that is, not more than 10 cases per month?

The Transfer Committee has to establish a reputation that it considers only exceptions not any request. To the extent possible it has to specify guidelines and criteria for making exceptions to policy. These have to be communicated as widely as possible and adhered to in practice.

Recommendation 3: Announce Vacancies and Criteria for Transfer and Incorporate Preferences of Employees in Transfer Decisions

The Transfer Committee has to not only implement policy but has to appear as implementing it fairly and equitably. The Transfer Committee relates transfers to vacant positions on a fortnightly basis. As a result, the year end vacancy position, when routine transfers are due, has been influenced by those who have come up as exception at the fort-

nightly meetings. The scales appear tilted in favor of those who make requests and canvass their cases for transfer. The impression that employees have is that those who can bring sufficient pressure to bear can get decisions in their favor. This feeling undermines the system and increases the exceptions to be handled.

There is another aspect to this question of equity. "Good" and "Bad" places cannot be determined by each individual employee. Apart from the facilities available at a place, factors such as number of children, their ages, property, and relatives influence choice. At present, the routine transfers at the end of the year are done without getting employee preferences. The phenomenon of most employees converging on Kabul during the yearly transfer time is again favorable to some while unfavorable to others depending on how successful one is in communicating his preferences to key individuals. So there is a scramble at this time of the year much to the detriment of the services.

A fair and equitable way might be for the Director General of Personnel to gather the first three preferences for a transfer from all those employees who are due for transfer in any particular year. Obviously, the preferences cannot be unrestricted. They have to be related to positions which are falling vacant and to credit accumulated by an employee by serving backward areas.

Director General of Personnel in Consultation with the Presidencies can prepare a specimen form as shown in Exhibit 5 showing the vacancies available and the eligibility criteria for transfer from each area to another. This would be circulated to all the employees due for transfer three months date. They would express their three preferences after satisfying themselves and the immediate supervisor that they meet all the eligible criteria specified in each area. The employees express their preferences in the form shown in Exhibit 6. The forms should reach the Director General of Personnel at least two months in advance of the date on which the transfers are due. The Director General of Personnel takes all the preferences and available positions in to account and comes up with a scheme of recommendations that combines contributions, equity and personal needs. The Transfer Committee announces the transfers one month in advance of the effective date of transfer for all employees due for transfer that year. It also provides one week for hearing extreme cases of hardship. The final list is announced 15 days in advance and all transfers have to take effect on the same date.

The transfer process in the proposed system is highly visible to all employees. It creates an understanding that the Ministry is trying its best to meet national and individual needs.

Promotions:

Recommendation 4: Synchronize Promotions and Transfers

The leeway of the Ministry in handling transfers to difficult areas will be considerably strengthened if the dates for transfer and promotion could be synchronized in the case of as many employees as possible.

As a rule, however, once a transfer is made the person should remain in that place for the minimum period of three years. It is important to ensure that the same person is handling the job for the minimum of three years. This would ensure that the outputs or contributions can be related to individuals in appraising their performance. Frequent changes in the persons occupying a position would not only make evaluation difficult but individual opportunity to learn from his mistakes or from the guidance and feedback from his immediate supervisors.

Recommendation 5: Relate Promotion Evaluation to Job Tasks and Actual Performance

Promotion, at present, is more or less automatic at the end of three years. It bears little relation to the job, the tasks and targets given, and the achievements and objective contributions of the individual within the constraints faced by him.

The Annual Capability and Performance Report formats are the same for all types of personnel -- doctors, lab technicians, nurses, vaccinators, clerks and sanitarians. The formats relate mostly to such outdated concepts as obedience, intelligence, honesty, cleanliness and taste (Exhibit 7). All these criteria are treated as equally important and are given the same weightage. A committee consisting of presidents and management experts should classify all personnel into four or five categories and devise different evaluation forms for each category. The committee should also come-up with different weightages for different criteria. Besides evolving such forms the first line supervisors should be trained in filling these forms correctly.

Rank promotion should be related to job performance while salary promotion could be time based. Promotion to managerial positions should include an assessment of the individual's potential for administration rather than good performance as a specialist.

Training Scholarships:

Recommendation 6: Specify Eligibility Criteria for Scholarships, Advertise and Invite Applications

Like in transfers and promotions it is extremely important that the Personnel Administration Sponsor merit and also make an effort to give a chance for everyone to compete. The present method of selecting persons for scholarships is by nomination. It is closed and beyond scrutiny.

An information system could be developed by which the Scholarship Committee could be provided with a list of all employees who meet specified criteria in education, experience, rank, and language abilities. However the maintenance of up-to-date information bank and generation of required lists would be too expensive given the infrequent use of the data bank.

The simplest thing, given the present state of development of the administration system would be to develop as clearly as possible all the eligibility criteria in terms of education, experience, rank, age, language abilities and then to advertise and invite applications from all eligible employees. This would provide the most up-dated list of candidates besides sponsoring a fair, open, healthy and competitive environment. The discretion of the Scholarship Committee is in no way reduced.

Recommendation 7: Training Information Should be Maintained in the Personnel Records

The immediate supervisor should initiate a P-2 form whenever he sponsors any employee for any training within or outside the country. The specific program taken by the employee should be entered in his personal file as well as the Summary file kept in the Personnel Department.

A separate register can be kept by a classification of all programs -- technical, administrative, financial, other. If under each of these four, one can classify the training programs under short-term (less than one month), medium-term (one to three months) and long-term (more than three months) there will be all together 12 categories. In a note book a page number could be assigned for each training program. In the personnel records (Summary page Exhibit 1) the page number could be entered in the training program. In the Training notebook, the person's identification number could be entered. When a summary page of an employee is removed because he retires or leaves the cross entry in the Training note book could be cancelled before removing the summary page.

Policy Evaluation:

The personnel records are not tabulated and analysed at present to evaluate how well the personnel policies have been implemented. The Director General of Personnel should periodically -- at least once a year or once in six months -- analyse his records to throw light on policy evaluation. Illustrative cross tabulations are provided in Exhibits 8, 9, 10, 11, and 12. Exhibits 8 and 9 throw light on how well the various hospitals and BHCs were staffed and what changes took place in the personnel area during the year. Exhibit 10 assesses the implementation of transfer policy while Exhibit 11 points out the allocation of staff by departments. A comparison over two years or two six-month periods can tell whether the staff allocation has been deliberately or otherwise changed in line with declared health policies of the ministry. Exhibit 12 shows the promotions during the year by category, rank and department. It would show whether personnel of a particular category are stagnating in any department. A comparison with positions vacant would help guide proper vacancy determination and promotion policies. These are illustrative and many more analyses/tabulations can be devised to evaluate specific aspects of policy. Without such help from empirical, aggregative analysis it would be difficult for Presidents to maintain consistency in policy implementation through a series of individual decisions taken over time.

Personnel Information at Regional Levels:

The records kept at the PHO and BHC levels appear adequate. The PHOs and BHC doctors need to be involved in the transfer and promotion system. They can provide first hand and useful knowledge of problems -- personal and organizational. Ways to do so have been covered in the recommendations above.

The PHOs and BHC doctors need training in maintaining honest and accurate leave records and in enforcing discipline over errant employees. Maintenance of personnel at the PHO and Regional Training Center levels, as well as procedures to involve PHOs in the training set up, are discussed in Dr. (Mrs.) Nirmala Murthy's, "A Report on Girishk Regional Training Center" (August 1978).

Table 1

Present Personnel Record System

	MOPH Personnel Department of Administration Presidency	PHO and BHCs in the Province
<u>Files Kept</u>	<ol style="list-style-type: none"> <li>1. <u>Identification Files</u> - One file per person filed by employee no.</li> <li>2. <u>Summary Files</u> - One page per person  Files by categories of personnel. Within each category filed by alpha- betical order of name  - Each page contains background of individ- ual, job record and promotion record (Format shown in Exhibit 1)</li> <li>3. <u>Staff Assignment Record</u> - Shows individuals assigned to each hospi- tal institute, basic health center, and other expenditure units along with their rank and number (Exhibit 2)</li> <li>4. <u>Sanctioned Organisation Record</u> - By expenditure unit Hospital, Institute, BHC, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. <u>Staff Assignment Record</u> Of provincial hospital and basic health center in the province</li> <li>2. <u>Leave Record</u> Kept at individual expenditure units Hospital Staff at Hospital Health Center Staff at BHC</li> <li>3. <u>Sanctioned Organizational Chart</u> Kept by hospital or BHC</li> </ol>

Table 1

(cont'd)

	MOPH Personnel Department of Administration Presidency	PHO and BHCs in the Province
Source Documents for Update	P-2 form as and when required or received for (1), (2), & (3) (Exhibit 3 shows the P-2 form)	P-2 form as and when required or received for (1)
	(4) is prepared/revised each year by Presidents/Approved by MOPH/Ministry of Finance	Proposals on (4) are made by PHO/Department Head during Budget preparation

Exhibit 1

Summary of Employee's Record

Personnel Office of MOPH

Serial No. \_\_\_\_\_

Special No. \_\_\_\_\_

Name:

Father's Name:

Rank:

Profession:

Identification:

Date of Birth:

Date of Graduation:

Education (Degree):

Date of Appointment to  
the office:

Foreign Language:

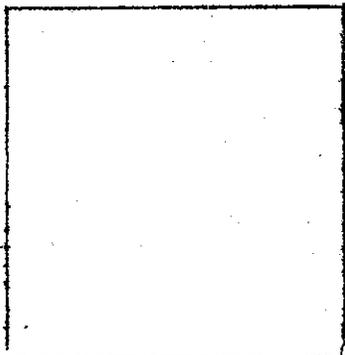
Rank Salary:

Professional Salary:

Other Privileges:

Military Service:

Photo:



Promotion Record

Date & Year

Promotion

Job Record

From/To

Place/Job

12

EXHIBIT 2

Staff Assignment Record

Office

Remarks	Salary Position				Rank and Number		Part of Organization	No.
	Profession	Rank	Father's Name	Name	Number	Rank		

13

Exhibit 3

P-2 Form for Appointment, Promotion & Transfer

Personnel Document

Name: Identification No.

Father's Name: Effective Date

Appointed:	Salary Equivalent:	Reward:
Transfer:	Extra Leave:	Removal:
Explanation:	Punishment:	Pension:

From: To:

Job:

Rank:

Salary Rank:

Office:

Section:

Office Address:

Remarks: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Recommending Source: \_\_\_\_\_ Signature: \_\_\_\_\_

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

Endorsement of Personnel Office: \_\_\_\_\_

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

Endorsement of Budget Office: \_\_\_\_\_

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

Approving Authority: \_\_\_\_\_

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

Exhibit 4

Transfer Request and Recommendation Form

**A. To be filled in by the Applicant:**

Name:

Father's Name:

Rank:

Present Job and Location:

Date of starting work at the Location:

Reasons for Requesting Transfer:

-----  
-----  
-----  
-----

Mention three places in order of preference for your transfer:

-----

Under laws of perjury, I declare that the information provided above is accurate and complete.

Date:

\_\_\_\_\_  
Signature

**B. To be filled in by immediate Supervisor**

1. Do the reasons given deserve special consideration?

Yes

No

Not any more than for others

2. Have you personally checked their accuracy?

Yes

No

3. Have you discussed with the person alternative solutions to his problems? (Explain in brief. Use a separate sheet if necessary)

-----  
-----  
-----

Exhibit 4  
(cont'd)

4. Do you recommend his transfer?  Yes  No

5. If yes, how will the services be affected?

the specific services will entirely stop

" " " be reduced

6. What alternatives can you suggest to maintain the services?

-----  
-----

Date:

\_\_\_\_\_  
Signature

C. To be filled in by second Supervisor

Recommendation: -----  
-----

Suggested Place: ----- Effective Date: -----

\_\_\_\_\_  
Signature

Transfer Committee Decision: -----

Exhibit 5

A Specimen Tabulation Form For Obtaining  
Transfer Preferences of Doctors

To From	A	B	C	D
A	<u>Positions Available</u>  <u>Type</u> <u>Rk</u> <u>No.</u> Dent 5 6 " 6 3 Srgn 3 4 etc.	?	?	?
B	<u>Eligibility &amp; Criteria for Transfer</u>  Good Evaluation Avge: 3 pts At least 3 yrs in B or C or D areas	<u>Positions Available</u>  <u>Type</u> <u>Rk</u> <u>No</u> -- -- -- -- -- --	?	?
C	<u>Eligibility &amp; Criteria for Transfer</u>  Good Evaluation Avge: 3 pts At least 3 yrs in C or D Areas	<u>Criteria for Transfer</u>  Good Evaluation: 3 pts At least 3 yrs in C or D areas	<u>Positions Available</u>  <u>Type</u> <u>Rk</u> <u>No</u> -- -- -- -- -- --	?

Exhibit 5  
(cont'd.)

TO	A	B	C	D									
FROM													
D	<u>Eligibility &amp; Criteria for Transfer</u> Good Evaluation Avg: 4pts. At least 4 or 5 yrs in D Areas	<u>Eligibility &amp; Criteria for Transfer</u> Good Evaluation Avg: 4 pts. At least 3 yrs in D Areas	<u>Criteria for Transfer</u> Good Evaluation Avg: 3 pts. At least 3 yrs in D Areas	<u>Position Available</u> <table border="1"> <thead> <tr> <th>Type</th> <th>Rk</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>--</td> <td>--</td> <td>--</td> </tr> <tr> <td>--</td> <td>--</td> <td>--</td> </tr> </tbody> </table>	Type	Rk	No	--	--	--	--	--	--
Type	Rk	No											
--	--	--											
--	--	--											

Sample Classification of Areas: Group A: Kabul hospitals,

Group B: Kandahar, Jalalabad, Herat, Mazar-i-Sharif

Group C: Ghazni, Charikar, etc.

Group D: Others

This classification could be changed for different presidencies (nursing, curative, preventive, etc.) and for different categories of employees (Doctors, Vaccinators, Sanitarians, etc.).

Exhibit 6

Transfer Preference Form

A. To be filled in by the Applicant

Name: \_\_\_\_\_ Father's Name: \_\_\_\_\_ Rank: \_\_\_\_\_

Present Job: \_\_\_\_\_ Location: \_\_\_\_\_

Date of starting work in this location: \_\_\_\_\_

Eligibility Criteria  
Specified for transfer to

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>Actuals</u>	<u>Performance on Criteria</u>
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Mention three preferences of places in each Area to which eligible

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Other Particulars: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_\_\_  
Signature

B. To be filled in by immediate Supervisor:

Recommendations: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_\_\_  
Signature

Exhibit 7

Annual Capability Report Format

Name & Father's Name		Rank	Position	Education	Field of Study	Education Place	Place of Employment
Name	Father's Name						
	Criteria			Opinion of the Boss			
1	Obedience						
2	Honesty						
3	Recognition of Job						
4	Quality & Quantity of Work						
5	Behavior						
6	Intelligence						
7	Cleanliness & Taste						
8	How powerful in guidance & administration						
9	Summary of the boss' opinion						
10	Name & position of the boss						
11	Signature & date						

Exhibit 7  
(cont'd.)

Performance Report Format  
(Promotion Criteria)

Criteria	Description of Criteria	Graded by the 1st Boss		Graded by the 2nd Boss		
		in digits	in writing	in digits	in writing	
1	Obedience	1. To obey rules 2. To obey laws	1		1	
			2		2	
			3		3	
			4		4	
			5		5	
2	Honesty	1. How honest 2. How confidential (keeps secrets)	1		1	
			2		2	
			3		3	
			4		4	
			5		5	
3	Recognition of Responsibility	1. How punctual 2. How much interested in doing the job	1		1	
			2		2	
			3		3	
			4		4	
			5		5	
4	Quality & Quantity of Work	1. How successful in accomplishing his job 2. How firm in his job	1		1	
			2		2	
			3		3	
			4		4	
			5		5	
5	Behavior	His attitudes & behavior towards colleagues, clients & bosses	1		1	
			2		2	
			3		3	
			4		4	
			5		5	
6	Intelligence	The intelligency & knowledge of the employee	1		1	
			2		2	
			3		3	
			4		4	
			5		5	
7		1. His personal & in the office cleanliness & taste 2. How well organized in the office	1		1	
			2		2	
			3		3	
			4		4	
			5		5	

Exhibit 7 (cont'd)

Continuation of  
Performance Report Format  
(Promotion Criteria)

Criteria	Description of Criteria	Graded by the 1st Boss		Graded by the 2nd Boss	
		in Digits	in writing	in digits	in writing
8	How Powerful in guidance & administration  1. Acceptance of responsibility 2. Power in creation 3. How powerful in coordinating affairs 4. How capable in development of affairs according to the conditions of the environment. 5. His succeeding measures to the guidance of people who are under him	1 2 3 4 5		1 2 3 4 5	
Total number of the 1st boss		Total number of the 2nd boss			
Average number of the 1st boss		Average number of the 2nd boss			
Approval of the 1st boss		Approval of the 2nd boss			
Name & Position of the 1st boss		Name & position of 2nd boss			
Signature & date		Signature & date			
Opinion of the Promotion Committee					
The decision of the big boss					

Notes: - Be honest and neutral

- Grade 1: if satisfactory, cannot be improved
- 2: if satisfactory, but can be improved
- 3: if average
- 4: if high
- 5: if excellent

- For rank and salary promotion total average of 4 is needed. Also, on criteria 1 (Obedience) and 2 (Honesty) the grade should be at least 4.

- Criteria inapplicable to an employee are excluded from the average.

Exhibit 8

Staffing of Hospitals and BHCs  
During the Year \_\_\_\_\_

Category of Personnel	Hospitals						BHCs					
	Kabul		Major		Others		Regions 1		2		5	
	A	B	A	B	A	B	A	B	A	B	A	B
Physicians												
Dentists												
Surgeons												
Ob/Gyn												
Nurses												
ANMs												
.												
.												
.												

Note: % filled can be calculated by number of persons filled. If more accuracy is needed the number of positions could be converted into number of persondays targeted and the percentage filled could be based on number of persondays actually available. Adjustments could be made for leave etc. if necessary.

A = No. of positions  
B = Percent filled

Exhibit 9

Staff Strength And Changes During 13.....

Category of Personnel	A	B	C	D	E	F	G	H
Physicians								
Dentists								
Surgeons								
Ob/Gyn								
Nurses								
ANMs								
.								
.								
.								

- A : No. of positions sanctioned at beginning of year
- B : No. filled at end of last year
- C.: Additions during the year
- D : Returned from leave/training
- E : Retirements, exits etc.
- F : Out on leave/training
- G : No. filled at end of current year
- H : Planned strength at end of next year

Exhibit 10

Classification of Transfers During the Year By Time In Current Job

Category of Personnel	No. of Months in Each Job & Location Before Each Transfer								
	A	B	C	D	E	F	G	H	I
Physicians									
Dentists									
Surgeons									
Ob/Gyn									
Nurses									
ANMs									
.									
.									
.									

Note: Each P-2 form prepared during the year gets an entry in the table.

- A : Less than 3 months
- B : 3 to 6 months
- C : 6 to 12 months
- D : 12 to 18 months
- E : 18 to 24 months
- F : 24 to 30 months
- G : 30 to 36 months
- H : 36 months plus
- I : Average time

Exhibit 11

Allocation of Staff By Departments At the End of the Year \_\_\_\_\_

Category of Personnel	Number of Persons Assigned to						
	A	B	C	D	E	F	G
Doctors							
Nurses							
Vaccinators							
Directors							
Clerks							
Tawildars							
Etc.							

- A : Preventive
- B : Curative
- C : Basic Health Services
- D : Planning & Coordination
- E : Administration
- F : Others
- G : Total

Exhibit 12

Promotions, Rewards By Department During the Year

Category & Rank	Preventive		Curative		Basic Health	Etc.
	A	B	C	D		
Doctors						
Rank _____						
•						
•						
•						
Vaccinators						
Rank _____						
•						
•						
•						
Rank _____						
•						
•						
•						

- A : No. At the beginning 2 year
- B : No. promoted to next rank during the year
- C : No. at the beginning of year
- D : No. promoted to next rank during the year