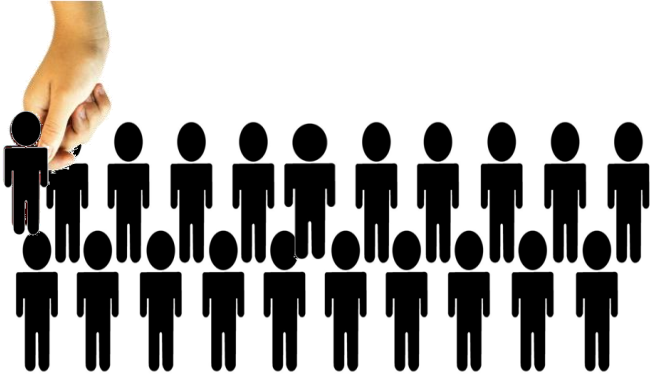




# **The Acceptability of Government Agencies on Anonymized Competency-Based Recruitment and Selection Process**

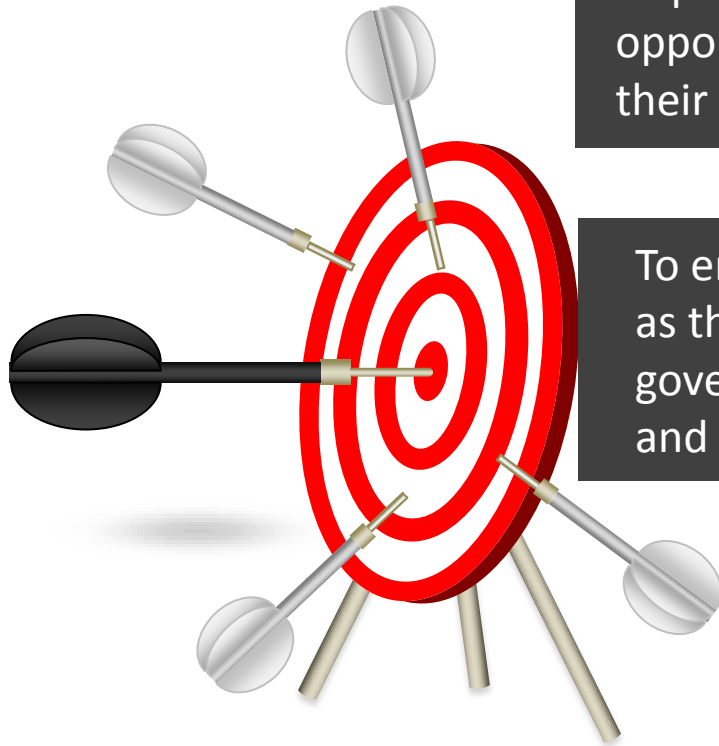
**By: Analiza V. Muñoz**  
**Philippine Civil Service Commission**  
**[anvilmun@yahoo.com](mailto:anvilmun@yahoo.com)**

# Objectives



To determine the acceptability of government agencies of the Anonymized Competency-Based Recruitment and Selection Process (ACBRASP) in their recruitment process.

To provide sustainable practice that foster equal opportunities for all applicants/candidates, regardless of their demographic profile.



To encourage impartiality and enhance service quality, as the applicants/candidates will be appointed in the government service based on their abilities, expertise, and competencies.

# Introduction

In the public sector, the Human Resource Management and Development Office (HRMDO) is directly responsible for the hiring and selection of employees who handle public service transactions of their respective agencies, inevitably playing the major role of determining the conduct and efficiency of their respective agencies



## Whereas

The Civil Service Commission (CSC), as mandated by the 1987 Constitution, is the central public service human resources agency responsible for promulgating rules and regulations and establishing qualification standards that should adhere to by all government bodies, branches, subdivisions, instrumentalities, agencies, or government-owned-and-controlled corporations with original charters.



# Introduction

‘Blind Hiring’, a merit-only system where identifiable information is temporarily removed during the recruitment and selection process. It promotes sustainability in hiring and selection system, gives neutral value to candidates’ skills and competencies, and provides protection against bias and discrimination.

**Anonymized Recruitment**



Image courtesy of <http://www.koreatimes.co.kr>



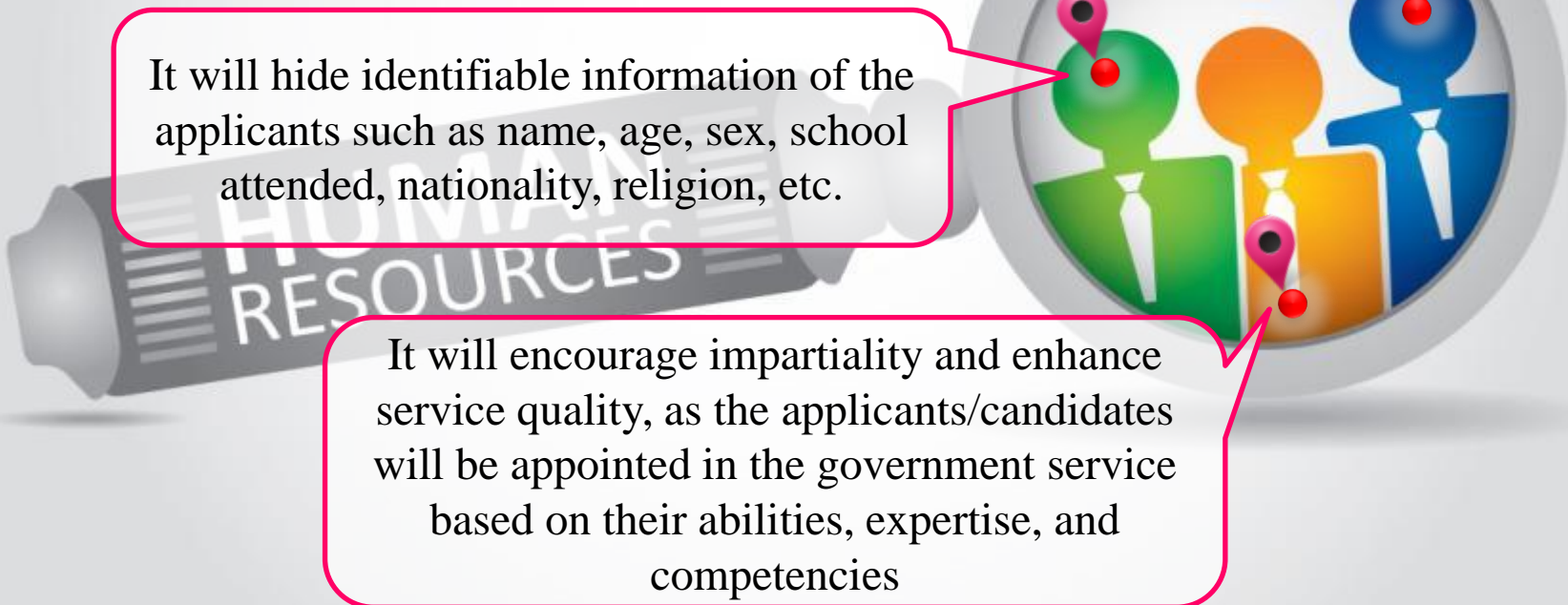
Competency-Based Recruitment is the corporate strategy and technique, streamlining observable competencies, knowledge, ability, behavioral and action evaluation to identify the appropriate human capital for the current and future demands of the organization.

# Anonymized Competency-Based Recruitment and Selection Process (ACBRASP)?

It provides sustainable practice that foster equal opportunities for all applicants/candidates, regardless of their demographic profile

It will hide identifiable information of the applicants such as name, age, sex, school attended, nationality, religion, etc.

It will encourage impartiality and enhance service quality, as the applicants/candidates will be appointed in the government service based on their abilities, expertise, and competencies



# THEORETICAL FRAMEWORK

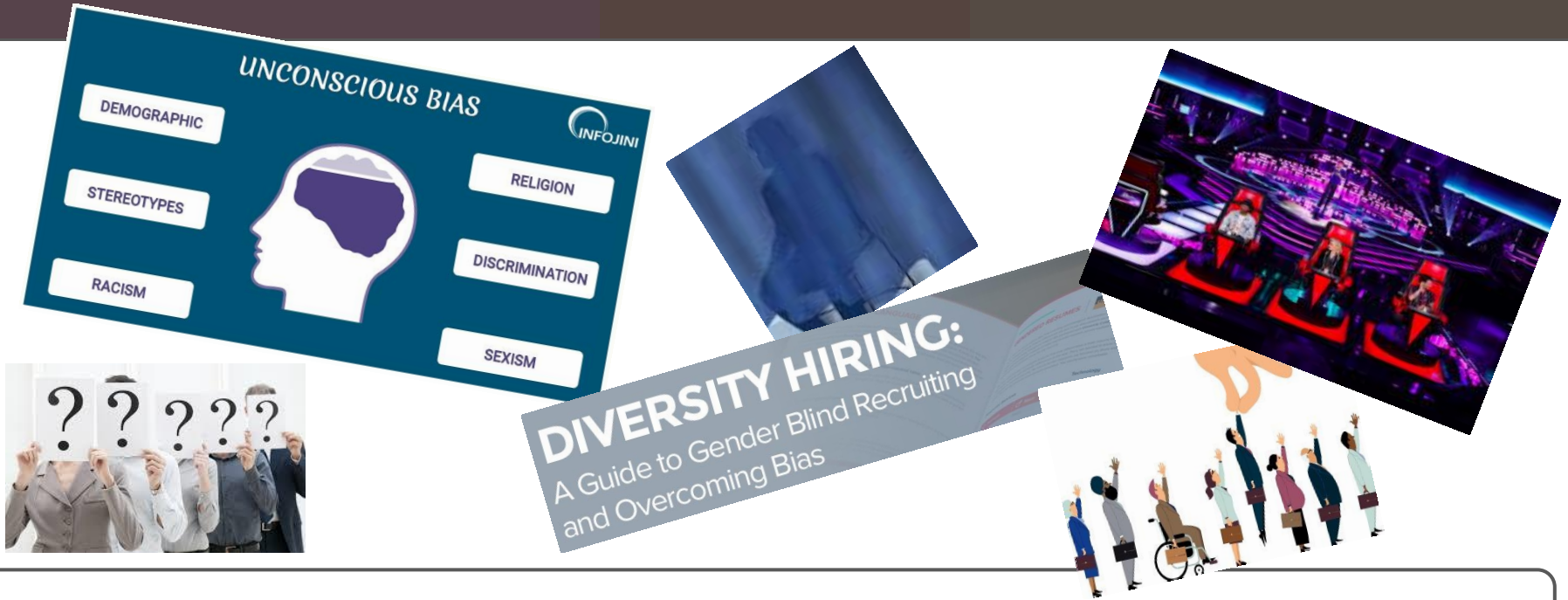
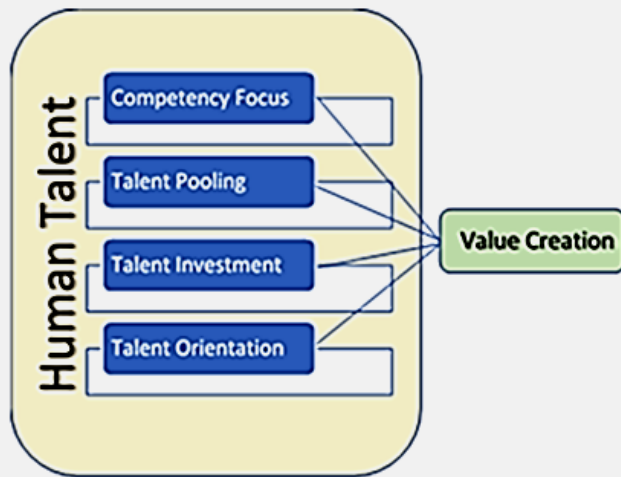


Figure 1. Human Talent Management and Value Creation



Talent Management identify key roles that are highly essential and provide significant impact for organizational competitiveness by creating and generating a team of highly-potential employees to accomplish tasks as a result of an effective HR system that defines, prepare and develop significant roles

# THEORETICAL FRAMEWORK

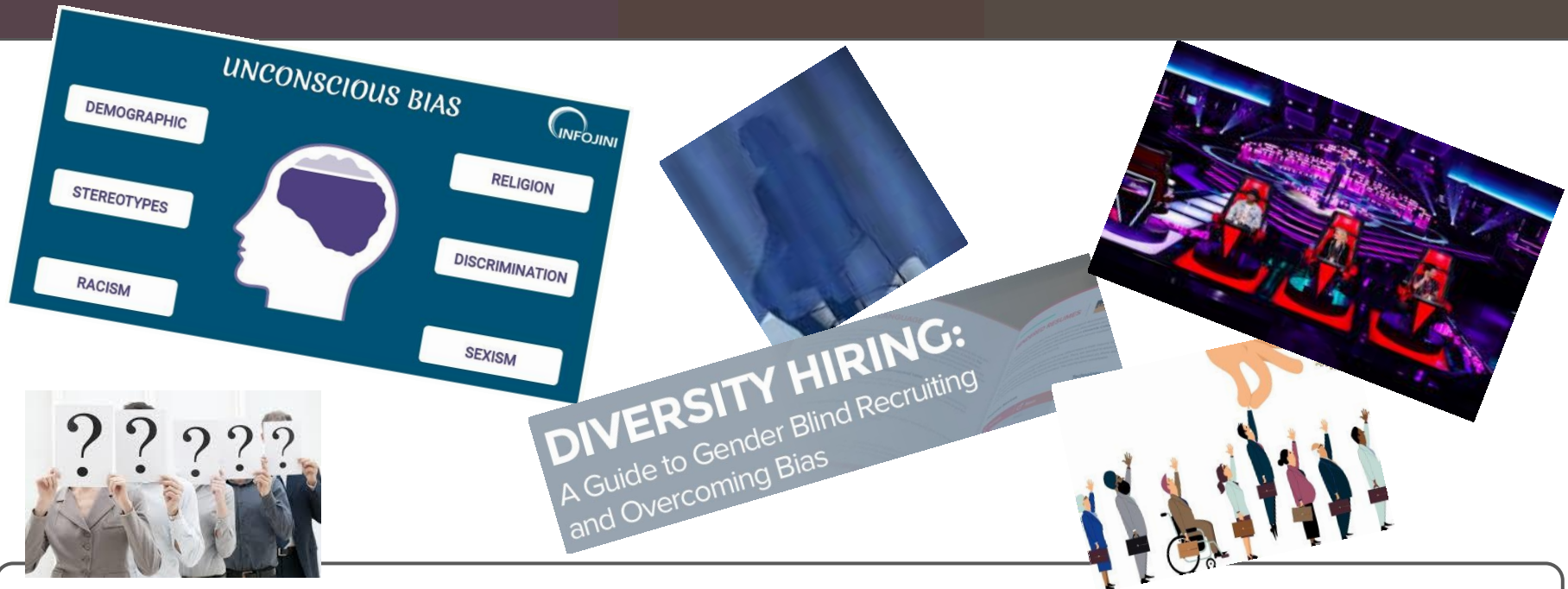
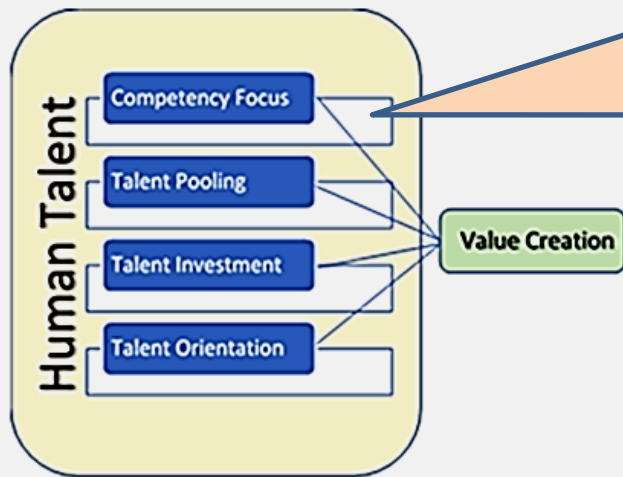


Figure 1. Human Talent Management and Value Creation



The corporate strategy technique, streamlining observable competencies, knowledge, ability, behavioral and action evaluation to identify the appropriate human capital for the current and future demands of the organization

# THEORETICAL FRAMEWORK

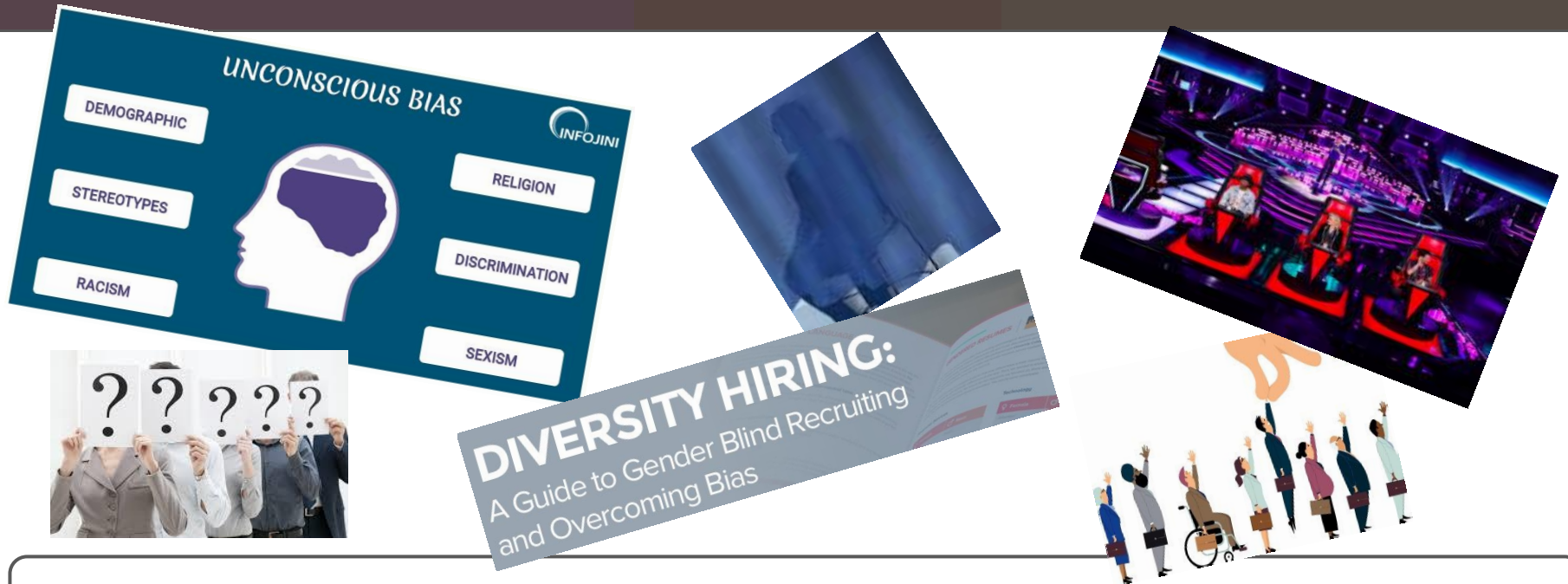
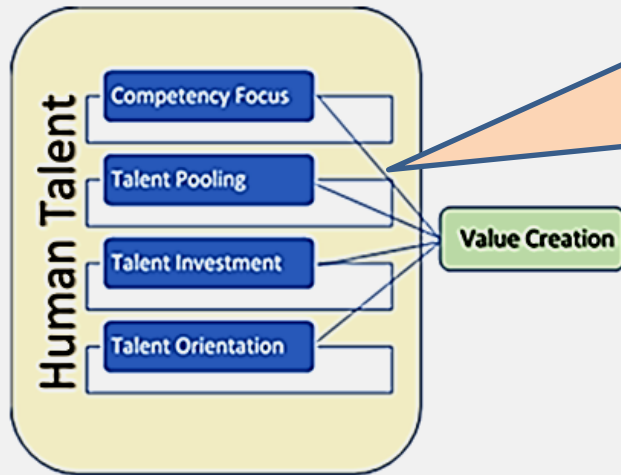


Figure 1. Human Talent Management and Value Creation



It connects top-potential and highly efficient workers subjected to standard qualifications for the current or potential key positions of the organization.

# THEORETICAL FRAMEWORK

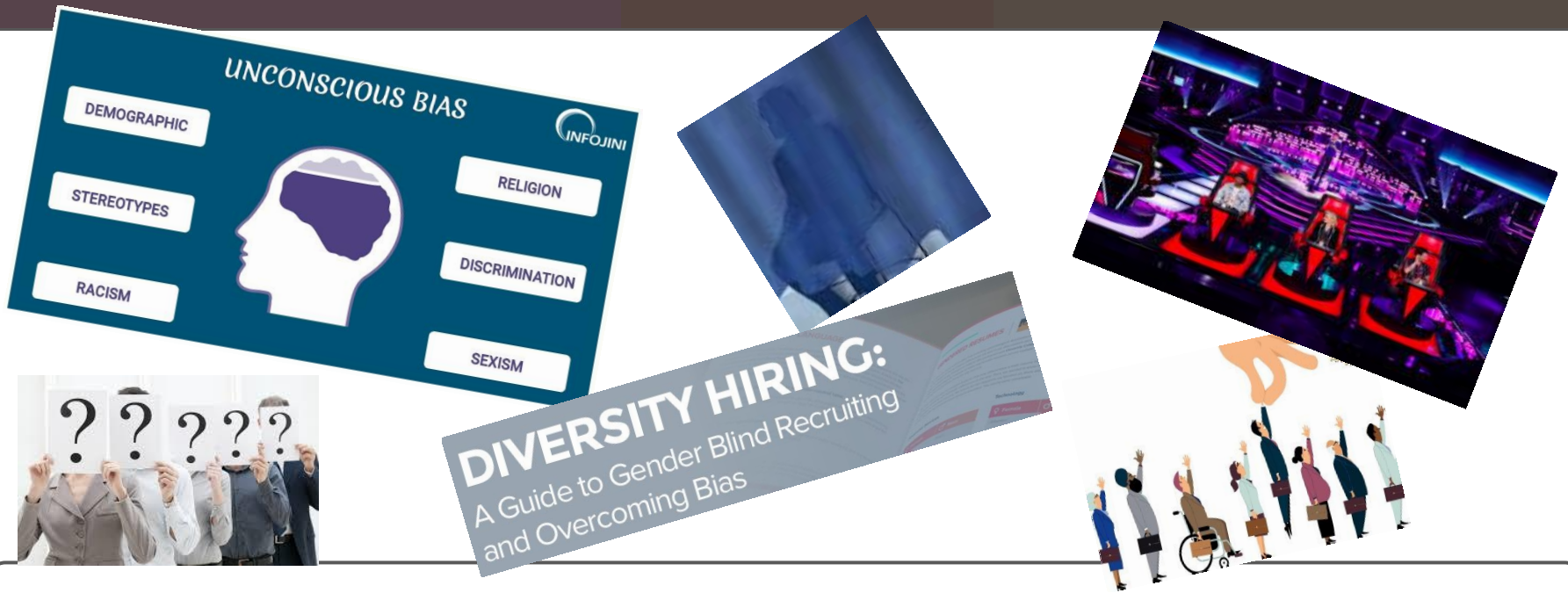
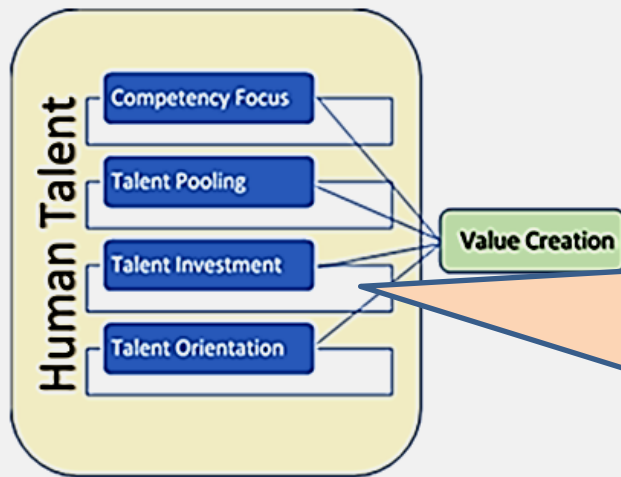


Figure 1. Human Talent Management and Value Creation



To revitalize workforce's action and commitment to attain maximum productivity, the organization should engage in long-term Talent Investment acquisition, exposing employees to skill innovation and advance technologies that will lead to quality excellence as well as opportunities to demonstrate their skills and abilities

# THEORETICAL FRAMEWORK

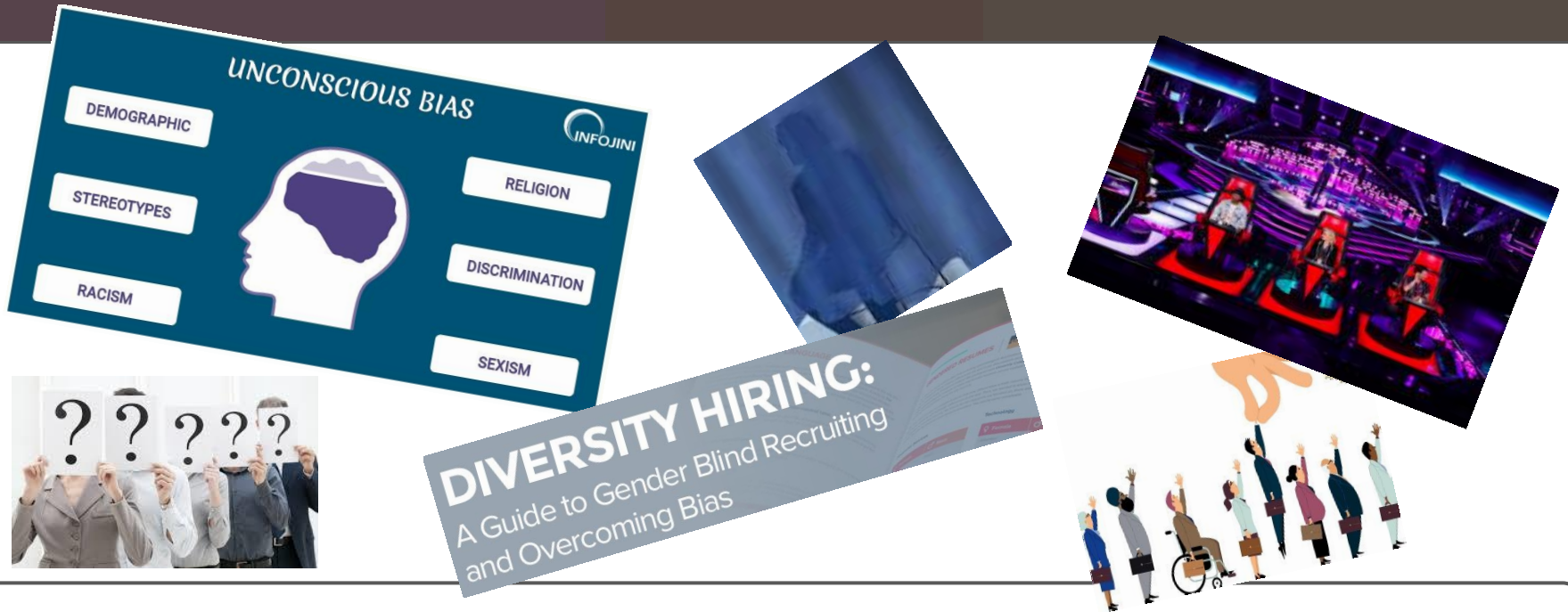
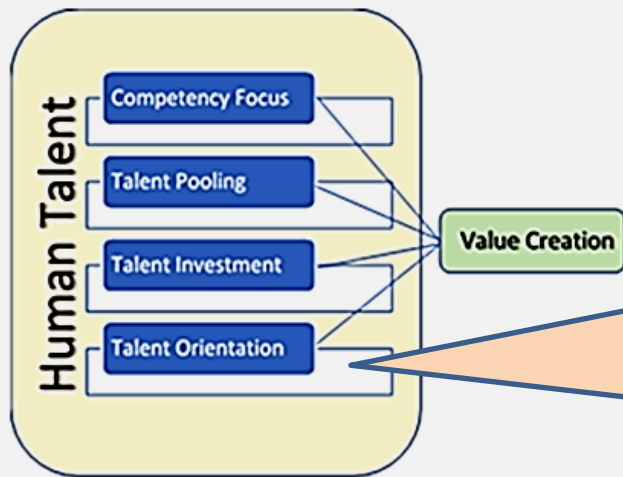


Figure 1. Human Talent Management and Value Creation



Talent Orientation is the worker and organization's practice of exchanging experiences, enhancing personnel understanding, and harnessing expertise by establishing relationships and accountability for the efficient setting of learning and development towards merit or value creation.

# THEORETICAL FRAMEWORK

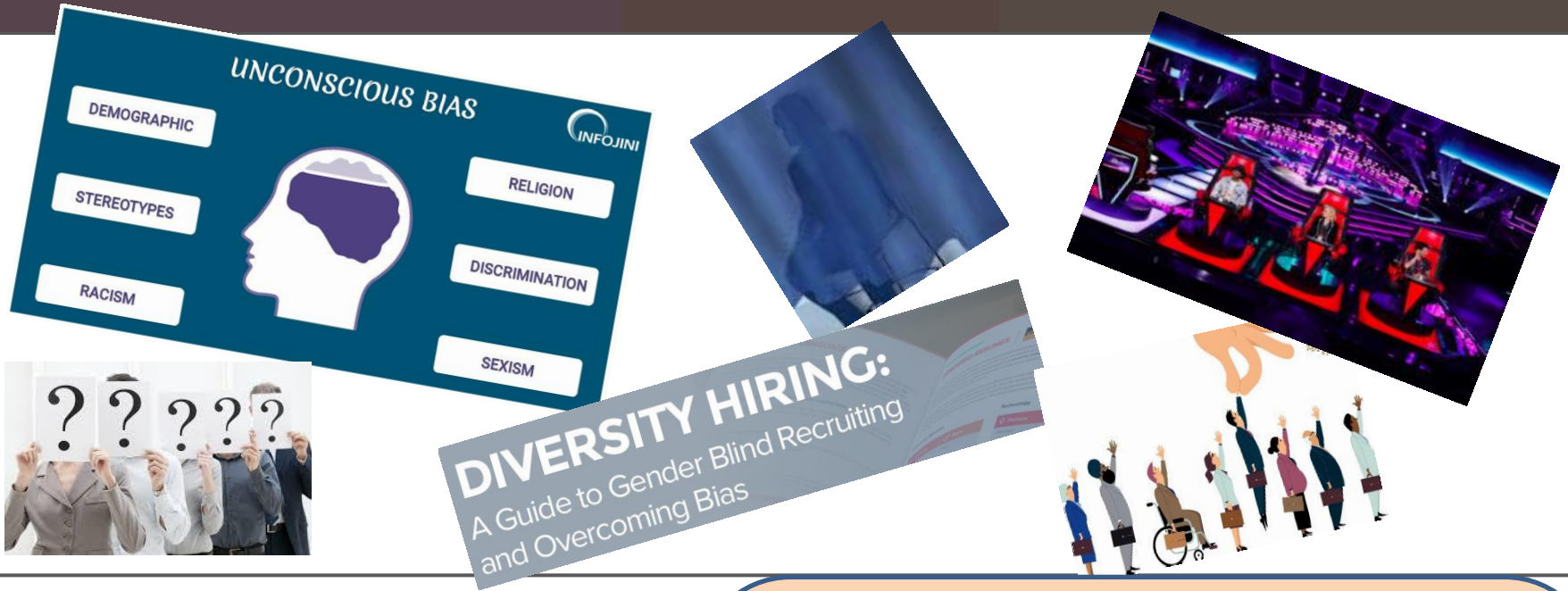
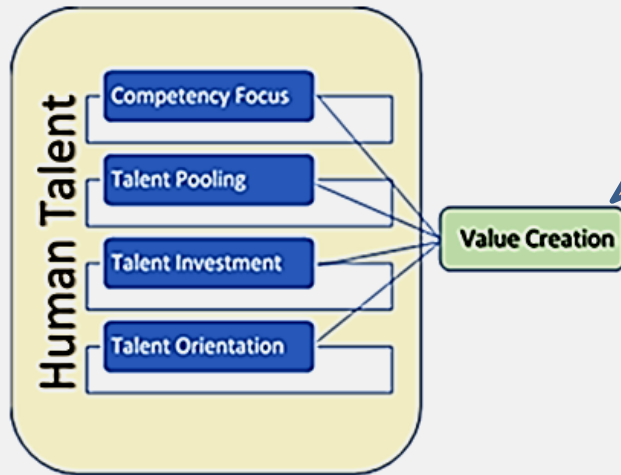
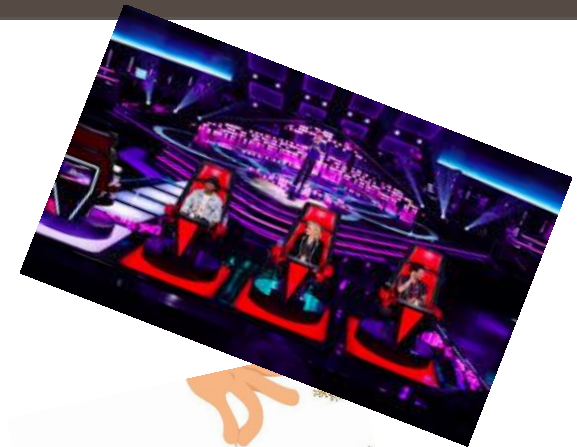
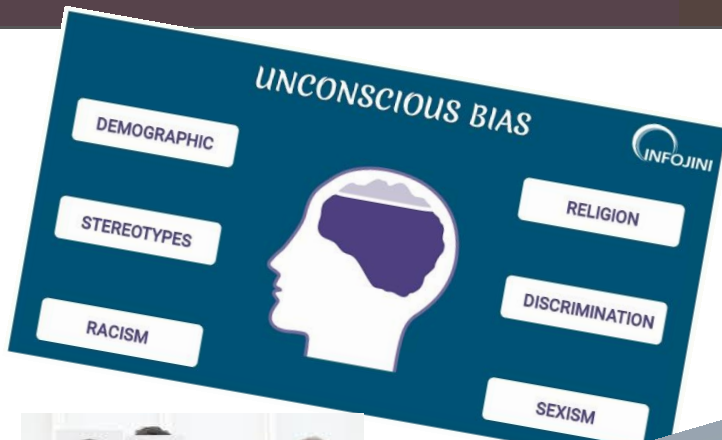


Figure 1. Human Talent Management and Value Creation



- The alignment of all these four aspects of human talent will lead to Value Creation that allows the organization to focus on the skills, expertise, and competencies of its present staff and potential workforce.
- The ACBRASP suggests to concentrate on candidates' ability to perform for a particular position, whether these applicants/candidates belong to external or internal sources, the organization can tailor a long-term commitment to job satisfaction, foster a feeling of accountability and facilitate employee engagement.

# THEORETICAL FRAMEWORK



**DIVERSITY HIRING:**  
A Guide to Gender Blind Recruiting  
and Overcoming Bias



## Competency-Based Recruitment and Qualification Standards (CBRQS)

- Competence is causally related to effective and superior performance in a job or situation and actually predicts who does something well or poorly as measured on a specific criterion or standard.
- It provides a practice standard that highlights the competencies that can be identified, assessed and enhanced when developing the Competency-Based Framework in a given position.

# THEORETICAL FRAMEWORK



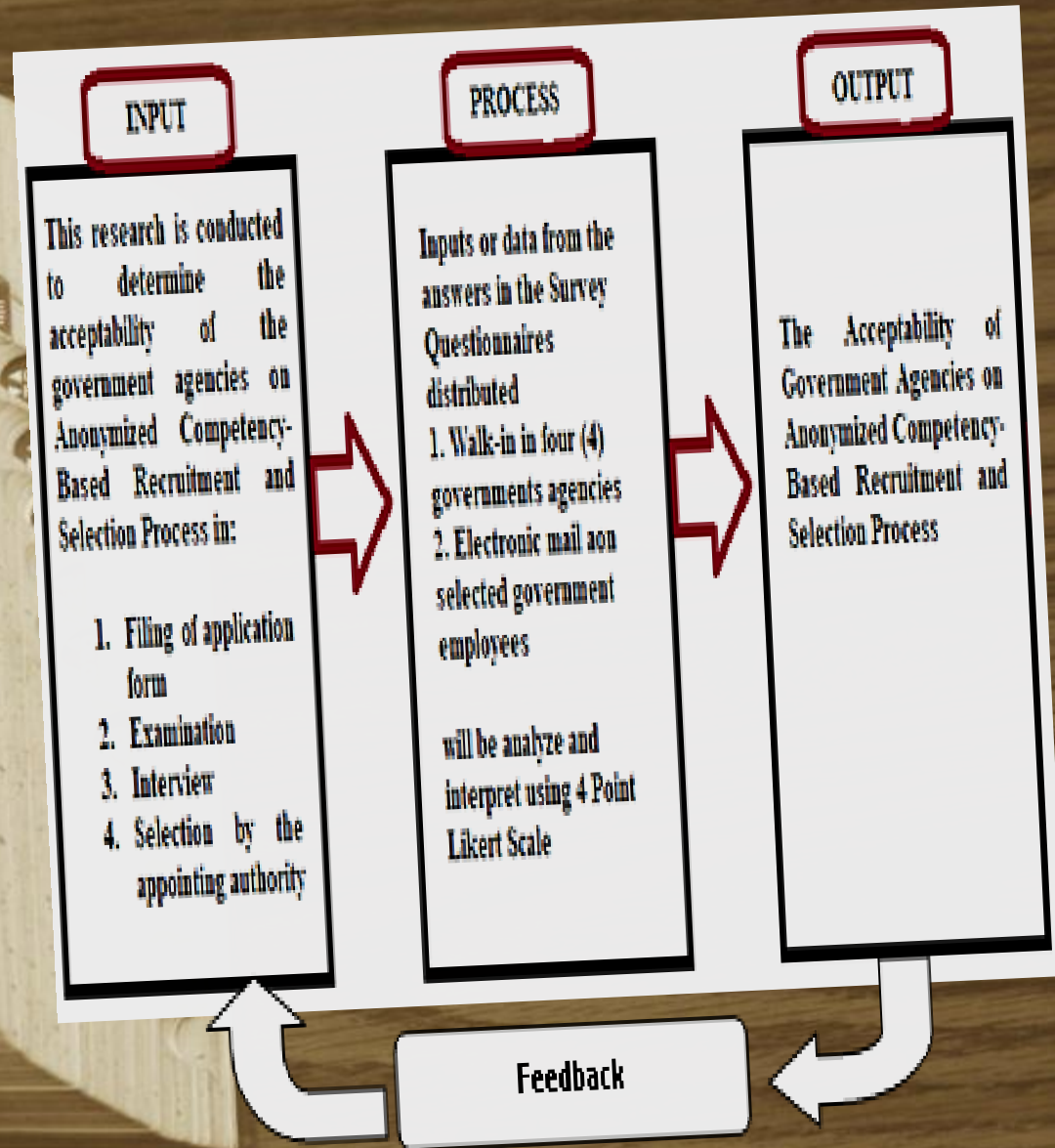
**DIVERSITY HIRING:**  
A Guide to Gender Blind Recruiting  
and Overcoming Bias



- ✓ As recruitment is performed by people, it is difficult to avoid subjectivity in assessment and selection.
- ✓ Anonymized hiring promotes transparency-based job selection and the assessment of the applicant's qualification is focus on their skills, abilities and potential that they can provide to the organization regardless of their personal data
- ✓ This will enable the public sector to create a more diverse, fair and inclusive environment that best reflects the society they serve as examples for best practices.

# CONCEPTUAL FRAMEWORK

The purpose of this research is to determine the acceptability of ACBRASP by the government agencies in their recruitment process.



# The Civil Service Commission Competency-Based Recruitment

It focuses on identifying applicants who can show behaviorally specified skills and abilities conveyed by the candidate's previous accomplishments and experiences.

It provides a profound strategy, it is implemented during the exam and interview stage. Pre- and post-stage procedures stay prone to discrimination and biased behaviour.



It provides a practice standard that highlights the competencies that can be identified, assessed and enhanced when developing the Competency-Based Framework in a given position

It combines knowledge, expertise, and behaviour are connected to the exceptional job results that produce brand image and best practices.

**The Competency Development Manual (2011 to 2012) contains four kinds of competencies, namely:**

- **Core Competencies – skills that will bring exceptional value to the organization.**
- **Organizational Competencies – abilities that the organization needs to have to accomplish its objectives**
- **Leadership Competencies – capabilities required to perform organizational functions and procedures anticipated in management roles.**
- **Technical/Functional Competencies – specific knowledge, skills, and expertise needed to conduct a clearly specified service or work function, particularly the skills needed within a functional group.**

# Blind or Anonymized Hiring



A merit-only system where identifiable information is temporarily removed during the recruitment and selection process.

Name

Age

School/University Attended or Alma Mater

Sex or Gender

Nationality

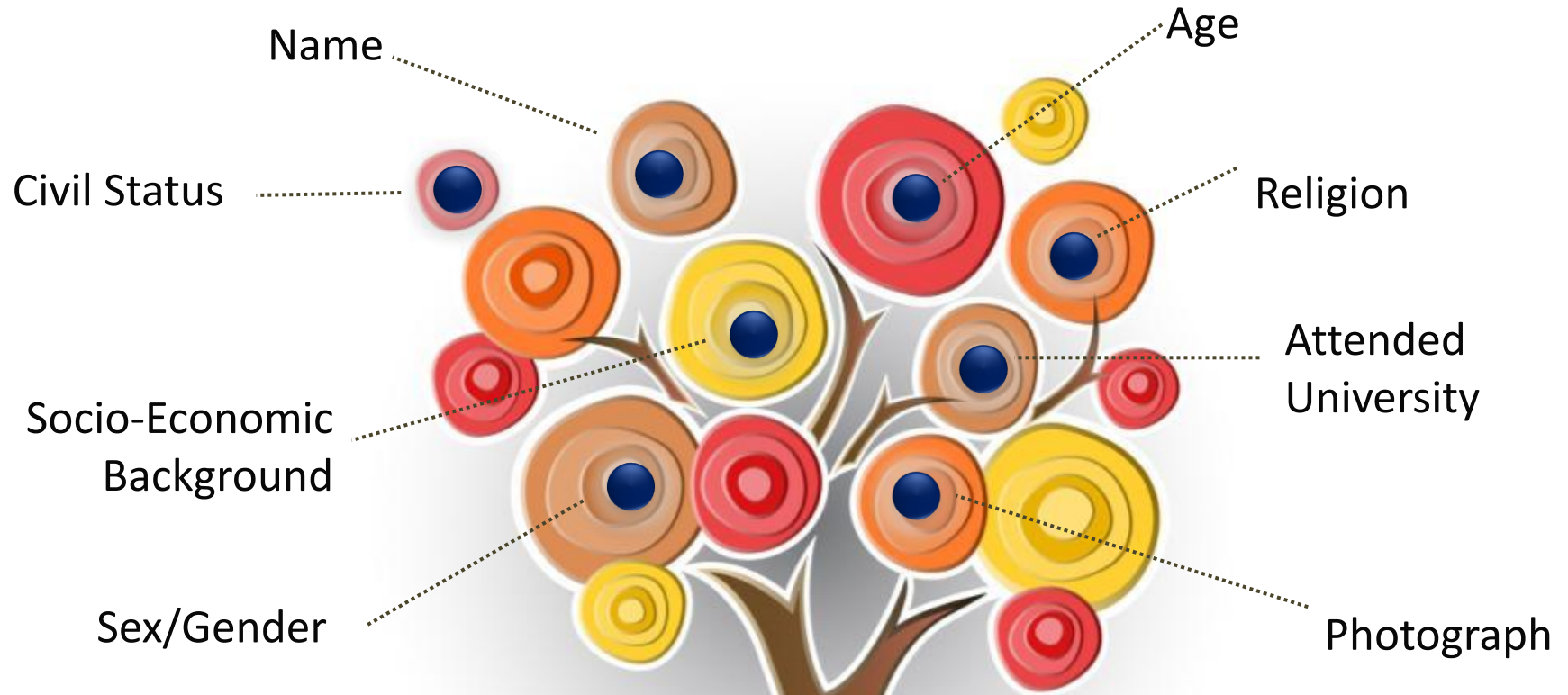
Socio-Economic Background

Other Identifiable Information

It gives neutral value to candidates' skills and competencies, and provides protection against bias and discrimination

# Anonymized Competency-Based Recruitment and Selection Process (ACBRASP)

It involves temporarily separating the personally identifiable information of the applicants such:



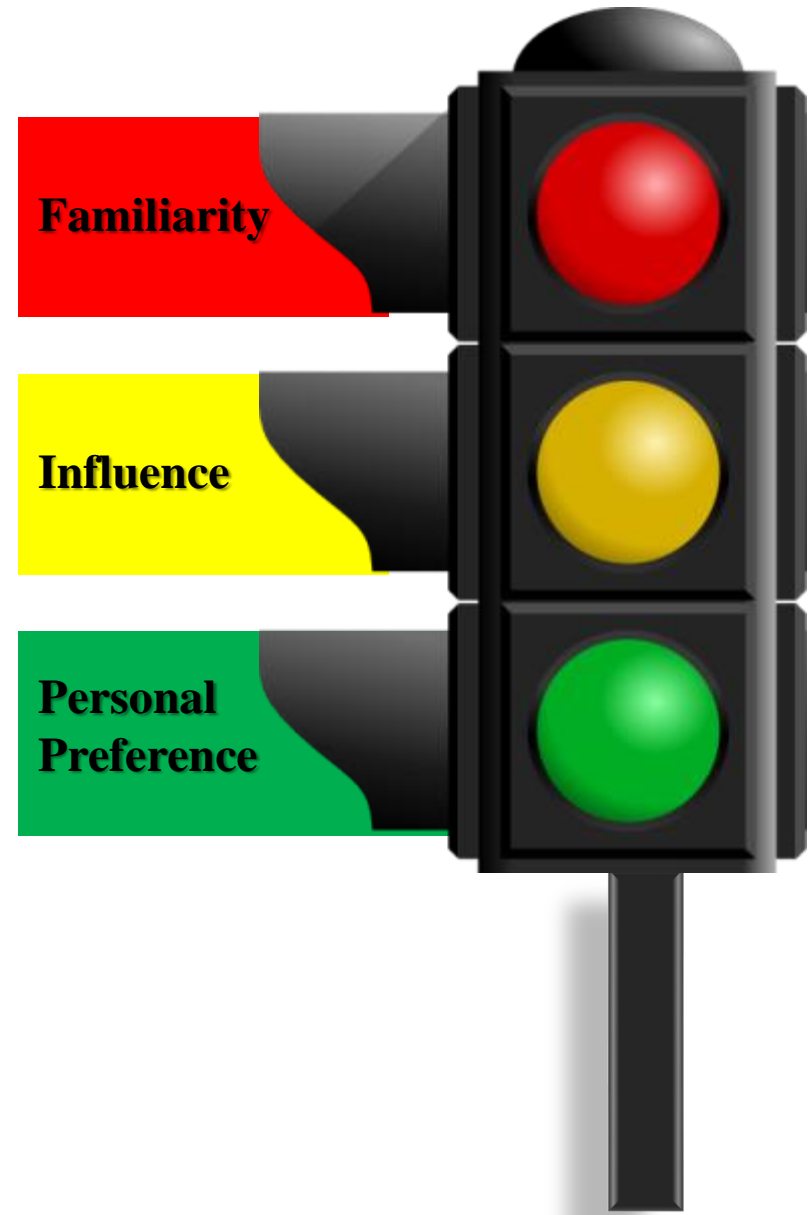
**Instead, the applicants will be given an Applicant's Reference Tracking System (ARTS) codes to establish their identities during the process.**

## The acceptance of ACBRASP is the future of human resources administration

Encouraging civil servants to be satisfied with the position they are appointed to, since they are employed based on their competencies, leaving behind the doubts that employees are hired because of:



Leading to unconscious bias, negative first impression and partiality



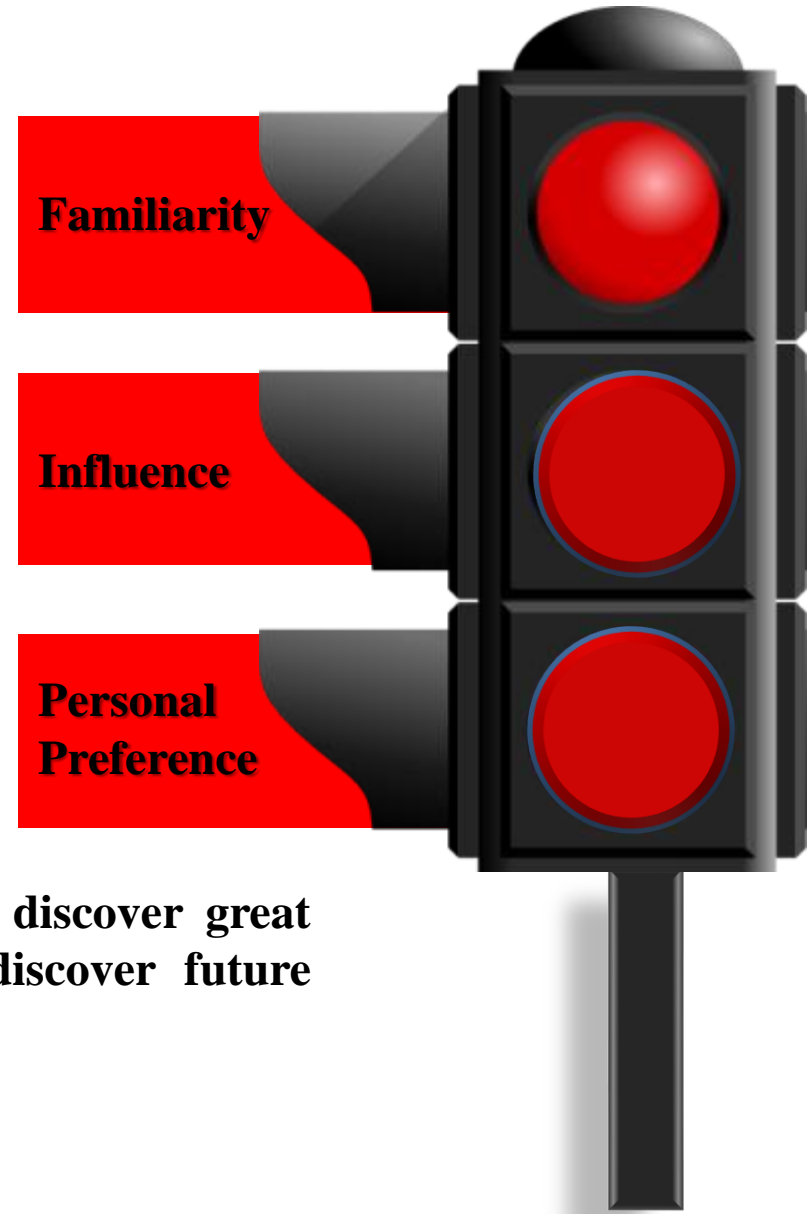
The acceptance of ACBRASP is the future of human resources administration

**Anonymized Competency-  
Based Recruitment and  
Selection**

**Familiarity**

**Influence**

**Personal  
Preference**



**This method will help the public sector to discover great talents, to recruit skilled people and to discover future leaders.**

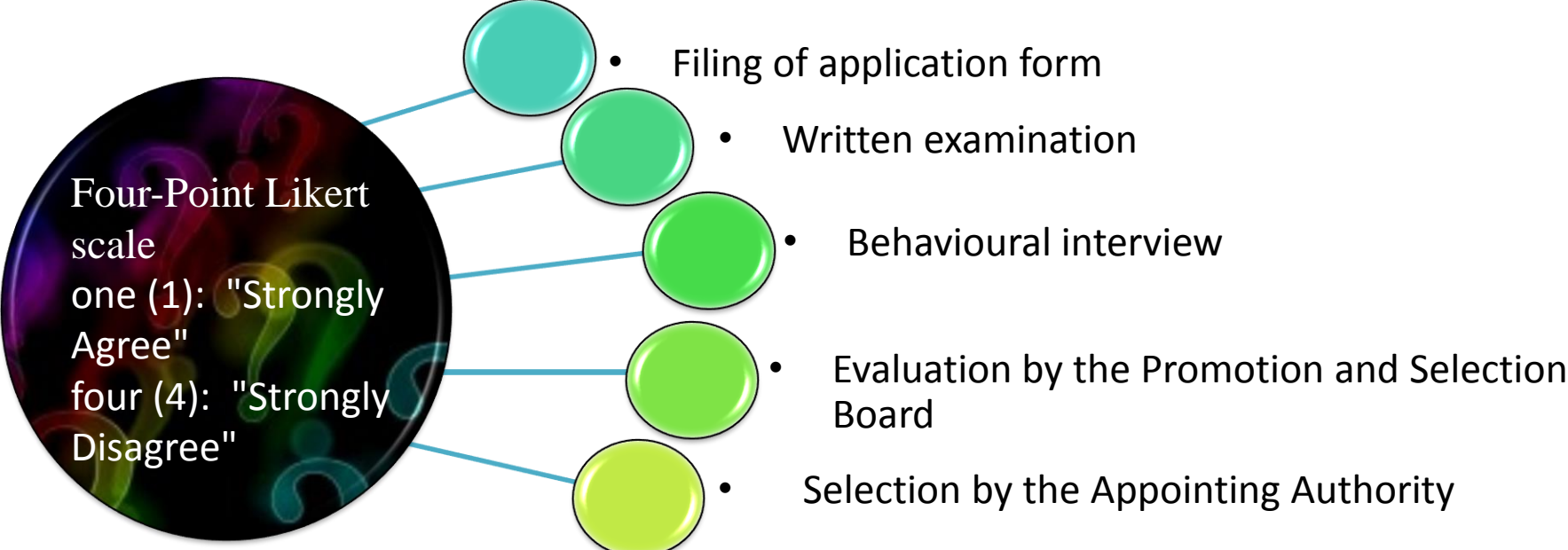
# STATEMENT OF THE PROBLEM

This study is conducted to determine the acceptability of government agencies on ACBRASP during the:

1. Filing of application form
2. Qualifying Examination
3. Behavioural Interview
4. Selection by the appointing authority

# METHODOLOGY

The Descriptive Method was used to evaluate the acceptability of government agencies and their employees to integrate ACBRASP in their recruitment process, in:



Four-Point Likert  
scale  
one (1): "Strongly  
Agree"  
four (4): "Strongly  
Disagree"

- Filing of application form

- Written examination

- Behavioural interview

- Evaluation by the Promotion and Selection Board

- Selection by the Appointing Authority

- This research provides a numerical formulation based on a quantitative approach.
- Survey questionnaires were distributed to respondents individually and by electronic message. The results of the responses were collected and tallied.
- ✓ The researcher has two sources of respondents: (1) official and employees of Local Government Unit of Quezon City, Commission on Higher Education, Commission on Human Rights, and the Philippine Institute of Volcanology and Seismology; and (2) online survey questionnaire on selected government employees. The complete number of respondents who participated is 185.

# RESULTS

## Acceptability of Human Resource Personnel on the Anonymized Competency-Based Recruitment

- ✓ Majority of HR respondents believe that adopting the ACBRASP in their hiring process will ensure that the applicant is evaluated on merit or qualification and not on his/her personal data. They also consider that this process will help them identify the best candidate for the position.
- ✓ The overall assessment on the acceptability of the HRMDO to integrate ACBRASP in their hiring process obtained an "Agree" result with a weighted average of 2.03.

# RESULTS

## Acceptability of Official and Employees on the Anonymized Competency-Based Recruitment

- ✓ The result indicates that the respondents are interested in accepting the process with a weighted mean of 1.75 with a verbal interpretation of "Agree".
- ✓ The respondents affirmed that this new process will provide more opportunities and chances for low-profile and minority candidates to be considered in a position, as the application process ensures fair opportunities and a sustainable, effective public sector's recruitment system, receiving a weighted mean of 1.82 with a verbal interpretation of "Agree".
- ✓ The overall assessment of the respondent's acceptance on the ACBRASP obtained an "Agree" result with a weighted average of 1.79.

# RESULTS

## Acceptability of Official and Employees on the Anonymized Competency-Based Recruitment during Filing of Application Form

- ✓ The respondents agreed that demographic information such as name, age, civil status, sex (gender), religion, school attended and date of birth should not be included in the application form having obtained a weighted mean of 1.99 with a verbal interpretation of "Agree".
- ✓ They also agree that demographic profiles affect the HR assessment when considering the applicant's qualification, receiving a weighted mean of 2.05 with a verbal interpretation "Agree".
- ✓ A verbal interpretation of "Agree" with a weighted mean of 2.38 is provided to the overall evaluation of respondents' acceptance to anonymize the application form.

# RESULTS

## **Acceptability of Official and Employees on the Anonymized Competency-Based Recruitment during Written Examination**

- ✓ The overall evaluation provides a verbal interpretation "Disagree" with a weighted mean of 2.55 on the statement that the applicant's demographic information and photograph should be included in the answer sheet.
- ✓ The findings indicate that the respondents believe that the answer sheet should be anonymized.

# RESULTS

## Acceptability of Official and Employees on the Anonymized Competency-Based Recruitment during Behavioural Interview

- ✓ Most respondents find it crucial to have a face-to-face conversation, they also think that such communication can lead to bias and discrimination as it will affect the view of the interviewer in assessing the applicant's reaction owing to familiarity or personal bias.
- ✓ The overall result received a verbal interpretation of “Agree” with a weighted mean of 2.35. Although respondents consider that the interviewer should be made familiar with demographic information, such as name, age, status, sex and religion, the school name and date of birth, they also consider that such information is not essential when assessing the applicant's response during the interview.

# RESULTS

## **Acceptability of Official and Employees on the Anonymized Competency-Based Recruitment during Selection by the Appointing Authority**

- ✓ The respondents do not agree to disclose demographic information such as name, age, sex, ethnicity, religion, school name and place of birth of the individual to the appointing authority, nor do they believe that such data and pictures are important for assessing the qualification of the applicant..
- ✓ The overall result received a verbal interpretation of “Agree” with a weighted mean of 2.42. The respondents believe that the demographic profile and photograph of the candidate should not be disclosed to the appointing authority as it may influence or affect his/her decision to appoint the candidate for the position. Such a revelation is a feasible source of favoritism, prejudice, and discrimination.

# CONCLUSION AND RECOMMENDATION


**Employment in the public sector should be based on an individual's experience, education, training, eligibility, and competency. Demographic information must not be taken as a condition of the above requirements.**



During qualification assessments, unconscious bias and discrimination usually happen as early as the application form is submitted. HR employees assessing applicants' skills are susceptible to stereotyping, prejudice, bias, discrimination, and favoritism attributed to familiarity or even personal subjectivity.

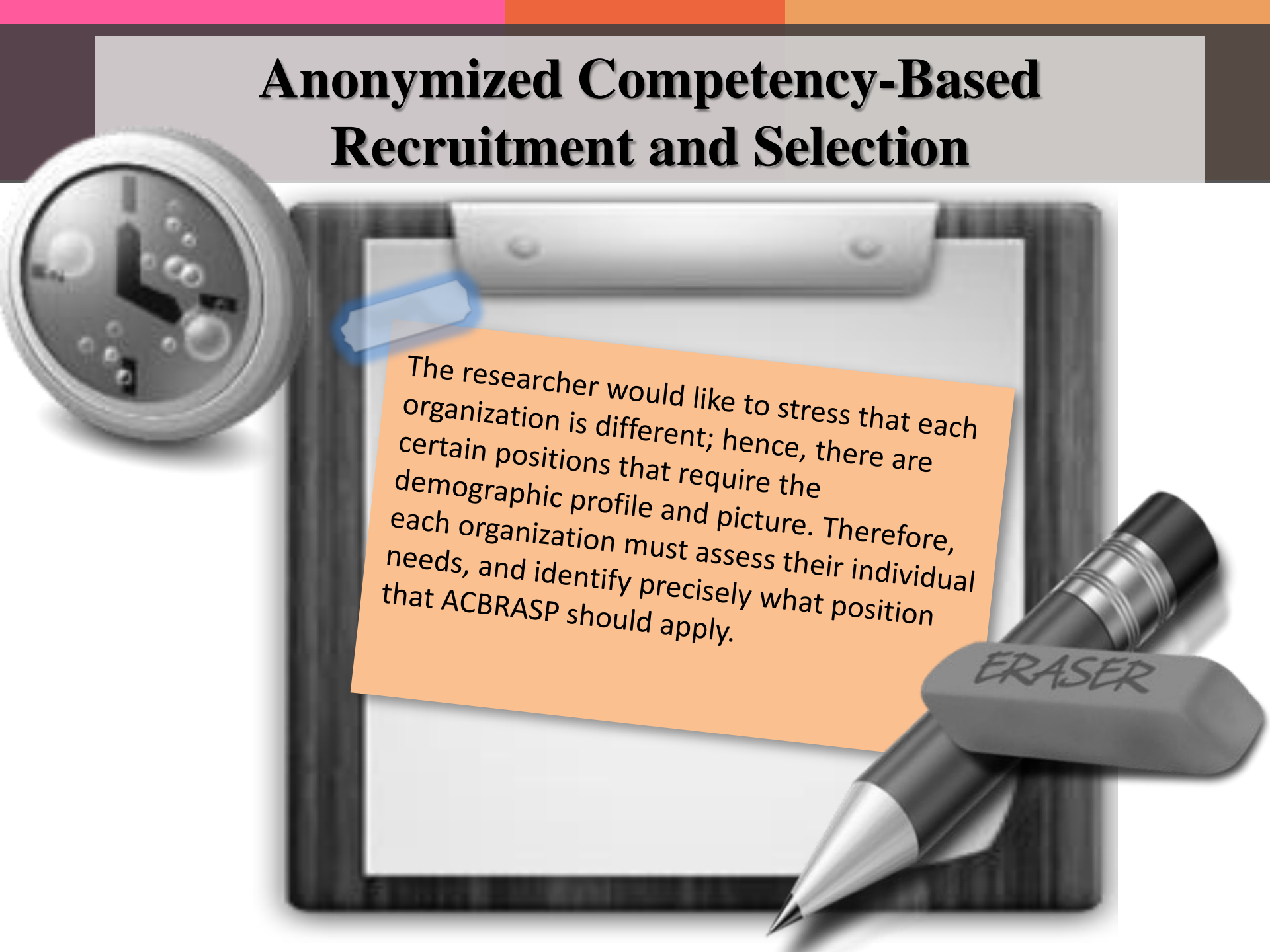


# Anonymized Competency-Based Recruitment and Selection



ACBRASP, if integrated into the hiring process, becomes part of the growing initiative to remove the flawed characteristic of subjective judgment that interferes with recruiting the best candidates for a particular position. It strengthens employment impartiality and integration in the workforce, which can be registered and monitored through the hiring indicators or standards established by the HR department.

# Anonymized Competency-Based Recruitment and Selection

A collage of office supplies. On the left is a round analog clock with a metallic finish. In the center is a black clipboard with a silver clip at the top, holding a white sheet of paper. A blue paperclip is attached to the top left of the paper. An orange sticky note is placed on the paper, containing text. To the right of the clipboard is a black pen with a silver tip and a grey eraser attached to its side. The eraser has the word 'ERASER' written on it in a stylized font.

The researcher would like to stress that each organization is different; hence, there are certain positions that require the demographic profile and picture. Therefore, each organization must assess their individual needs, and identify precisely what position that ACBRASP should apply.

- Results show that the government agencies participated in the present study **expressed** their **interest to adopt** the strategy introduced by the researcher called **Anonymized Competency-Based Recruitment and Selection Process (ACBRASP)**, as it will enable better **neutrality** when assessing prospective employees. The HR Respondents affirmed the belief that ACBRASP will **guarantee the minorities equal opportunities** as they will be assessed on the basis of merit and not on their personal information.
- It, therefore, offers applicants the opportunity to be **evaluated fairly**.
- ACBRASP promotes **equality and sustainability in the recruitment process, ensuring that the rights of the government workforce are protected** by employing and promoting them depending on their abilities, skills, and knowledge that would lead to progressive organizational performance



- The overall findings of the present research provide almost **100% acceptability or “Agree”** answer from the respondents to adopt and implement ACBRASP starting with the submission of the application form, in the conduct of examination, in the behavioural interview and in the selection of the appointing authority.
- This process will **intensify objectivity in recruitment** that will lead to a more inclusive environment which benefits both the organization and its workforce.
- The participants consider that the demographic information and pictures of the applicants are immaterial in the assessment of qualifications. Therefore, an **Applicant Reference Tracking System (ARTS) code** should be assigned to all applicants/candidates to recognize them in the system and to properly place/record their scores in the summary form presented to the appointing authority.



# RECOMMENDATION

The researcher recognizes that ACBRASP does not apply to all positions in the government, depending on the nature of its service/operation. The following should be considered before adopting this new process:

*The ACBRASP is an approach that requires customization for each organization and that there is no one-size-capture-all rubric to observe. The organization should decide the parameters of its application and the objectives to be adopted in order to filter applicants with the greatest potential and value for the organization.*

*The organization should identify positions that require skills/competency in the discharge of their duties. Not all positions should undergo ACBRASP, especially positions such as drivers, civil security personnel, secretaries, and front-line services. The HRMDO should identify these positions and categorize them based on their functions.*

# RECOMMENDATION

The researcher recognizes that ACBRASP does not apply to all positions in the government, depending on the nature of its service/operation. The following should be considered before adopting this new process:

**The identifiable information to be removed from the evaluation of application forms, behavioural examination, and the line-up of interview must be determined. This may include name, sex, address, university attended, civil status, and other identifiable demographic information**

**Organizations must formulate procedures to facilitate the transition from traditional recruitment to the ACBRASP. A pilot test of two/three positions at the first level is suggested, and at least four positions at the second level.**

# RECOMMENDATION

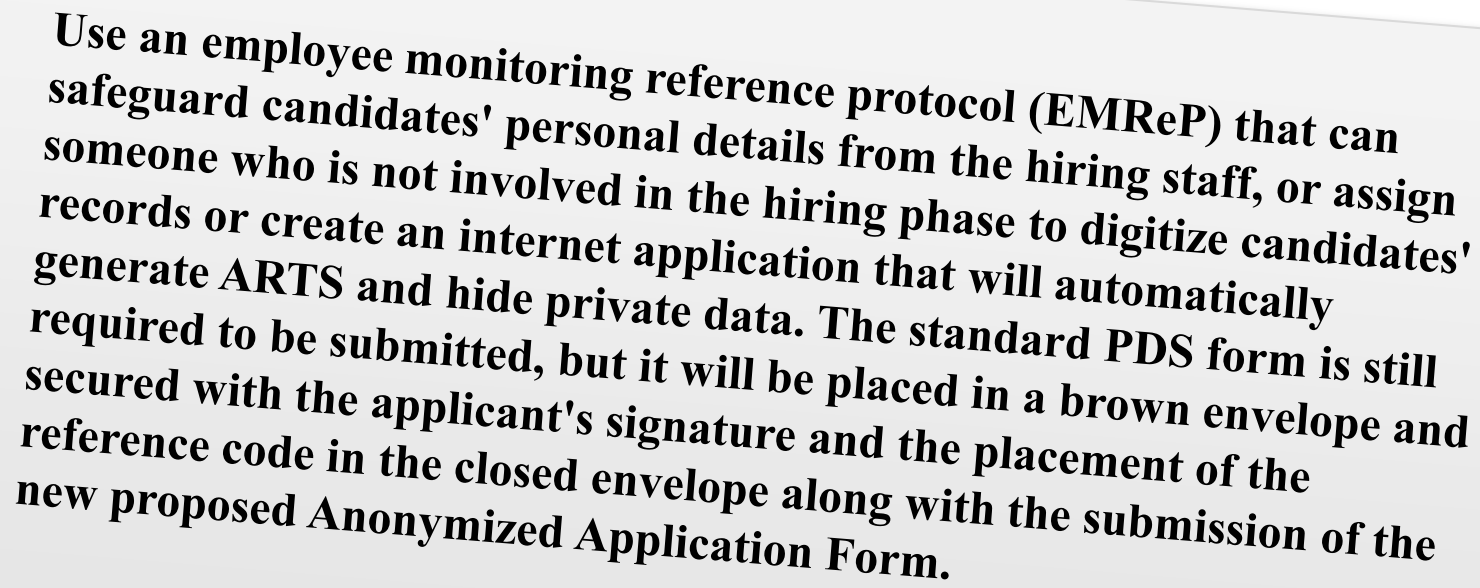
The researcher recognizes that ACBRASP does not apply to all positions in the government, depending on the nature of its service/operation. The following should be considered before adopting this new process:

*Teach staff, especially managers/directors on how to acknowledge and overcome their subconscious preference and bias. Since this is a natural human instinct, it is inevitable, but for leaders and employees, awareness is a key to keeping it to a minimum.*

*The outcome of the ACBRASP pilot test should be recorded in metrics by evaluating the statistical data for screening, testing, interviewing, shortlisting, selection, appointment, and retention of employees before and after.*

# RECOMMENDATION

The researcher recognizes that ACBRASP does not apply to all positions in the government, depending on the nature of its service/operation. The following should be considered before adopting this new process:



**Use an employee monitoring reference protocol (EMReP) that can safeguard candidates' personal details from the hiring staff, or assign someone who is not involved in the hiring phase to digitize candidates' records or create an internet application that will automatically generate ARTS and hide private data. The standard PDS form is still required to be submitted, but it will be placed in a brown envelope and secured with the applicant's signature and the placement of the reference code in the closed envelope along with the submission of the new proposed Anonymized Application Form.**

# RECOMMENDATION

The researcher recognizes that ACBRASP does not apply to all positions in the government, depending on the nature of its service/operation. The following should be considered before adopting this new process:

The organization may also create an **internet software/application** on the agency website where applicants can encode all their information as required in the PDS but will automatically hide the demographic profile during the recruitment process and the system will automatically assign an ARTS code for each applicant. All results will be uploaded to the assigned ARTS code, **no skip-phase** will be allowed, results of different phases will be uploaded and the computer system will not proceed until the final phase, which is the selection of the appointing authority, is completed. Pressing the "complete" key will immediately print the PDS with applicant's picture plus the results of the different processes.

# Anonymized Competency-Based Application Form

CSC ACBRSP Form No. 01, s. 2019

Application Reference Code: \_\_\_\_\_  
 Position Applied for: \_\_\_\_\_

I. Education Level	Degree/Course	Period of Attendance	Highest level/Units Earned (if not graduated)	Year Graduated	Scholarship/Academic Honors Received	
					Year	Amount
Professional/Trade Course						
College						
Graduate Studies						
Post Graduate Studies						

II. Civil Service Eligibility	RATING (if Applicable)	DATE OF EXAMINATION / CONFIRMATION	PLACE OF EXAMINATION / CONFIRMATION	LICENSE (if applicable)	Date of Validity
CAREER SERVICE RA 1080 (BOARD / BAR) UNDER SPECIAL LAWS / CES / CSE / BARANGAY ELIGIBILITY / DRIVER'S LICENSE					

III. Work Experience (Include private employment)		POSITION TITLE (Write in full/ Do not abbreviate)	STATUS OF APPOINTMENT	GOVT SERVICE (Y/N)
From	To			

IV. LEARNING AND DEVELOPMENT (L&D) INTERVENTIONS / TRAINING PROGRAMS ATTENDED				NUMBER OF HOURS	Type of LD (Managerial/ Supervisory/ Technical/etc)	CONDUCTED / SPONSORED BY (Write in full)
TITLE OF LEARNING AND DEVELOPMENT INTERVENTIONS / TRAINING PROGRAMS (Write in full)		INCLUSIVE DATES OF ATTENDANCE (mm-dd-yyyy)				
From	To					

Applicants Right Thumbmark:

After Accomplishing Please sealed and affixed your signature on the sealed area

Name: \_\_\_\_\_  
 Applicants Reference Code: \_\_\_\_\_  
 Date Filed: \_\_\_\_\_

Applicants Right Thumbmark:

Applicants Copy

Name: \_\_\_\_\_  
 Applicants Reference Code: \_\_\_\_\_  
 Date Filed: \_\_\_\_\_

Applicants Right Thumbmark:



# Competency Sheet

## WORK EXPERIENCE SHEET

**Instructions:**

1. Include only the work experiences relevant to the position being applied to.
2. The duration should include start and finish dates, if known, month in abbreviated form, if known, and year in full. For the current position, use the word Present, e.g., 1998 Present. Work experience should be listed from most recent first.

POSITION APPLIED FOR: \_\_\_\_\_

Duration: \_\_\_\_\_

Position: \_\_\_\_\_  
 A. List of Accomplishments and Contributions (if any)

B. Summary of Actual Duties

C. Projects

Name/Title of Project	Nature of the Project	Nature of Participation and Your Duties	Inclusive Date/s

D. Designation

Period		Office Order	Position designated	Dutes and Responsibilities
To	From			

Duration: \_\_\_\_\_

Position: \_\_\_\_\_  
 A. List of Accomplishments and Contributions (if any)

B. Summary of Actual Duties

C. Projects

Name/Title of Project	Nature of the Project	Nature of Participation and	Inclusive Date/s

D. Designation

Period		Office Order	Position designated	Dutes and Responsibilities
To	From			

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

HR Specialist: \_\_\_\_\_

Applicant's Thumbmark

# Anonymized Examination Sheet

**IMPORTANT - please read**  
Please place only an **X** accurately within your chosen box to register marks.  
**DO NOT** use ticks or circles.  
If you make a mistake please erase the mark completely.

Applicant's Reference Code: \_\_\_\_\_  
Date of Examination: \_\_\_\_\_

Score: \_\_\_\_\_

Right Thumbmark

91	A	B	C	D	E	121	A	B	C	D	E	151	A	B	C	D	E
92	A	B	C	D	E	122	A	B	C	D	E	152	A	B	C	D	E
93	A	B	C	D	E	123	A	B	C	D	E	153	A	B	C	D	E
94	A	B	C	D	E	124	A	B	C	D	E	154	A	B	C	D	E
95	A	B	C	D	E	125	A	B	C	D	E	155	A	B	C	D	E
96	A	B	C	D	E	126	A	B	C	D	E	156	A	B	C	D	E
97	A	B	C	D	E	127	A	B	C	D	E	157	A	B	C	D	E
98	A	B	C	D	E	128	A	B	C	D	E	158	A	B	C	D	E
99	A	B	C	D	E	129	A	B	C	D	E	159	A	B	C	D	E
100	A	B	C	D	E	130	A	B	C	D	E	160	A	B	C	D	E
101	A	B	C	D	E	131	A	B	C	D	E	161	A	B	C	D	E
102	A	B	C	D	E	132	A	B	C	D	E	162	A	B	C	D	E
103	A	B	C	D	E	133	A	B	C	D	E	163	A	B	C	D	E
104	A	B	C	D	E	134	A	B	C	D	E	164	A	B	C	D	E
105	A	B	C	D	E	135	A	B	C	D	E	165	A	B	C	D	E
106	A	B	C	D	E	136	A	B	C	D	E	166	A	B	C	D	E
107	A	B	C	D	E	137	A	B	C	D	E	167	A	B	C	D	E
108	A	B	C	D	E	138	A	B	C	D	E	168	A	B	C	D	E
109	A	B	C	D	E	139	A	B	C	D	E	169	A	B	C	D	E
110	A	B	C	D	E	140	A	B	C	D	E	170	A	B	C	D	E
111	A	B	C	D	E	141	A	B	C	D	E	171	A	B	C	D	E
112	A	B	C	D	E	142	A	B	C	D	E	172	A	B	C	D	E
113	A	B	C	D	E	143	A	B	C	D	E	173	A	B	C	D	E
114	A	B	C	D	E	144	A	B	C	D	E	174	A	B	C	D	E
115	A	B	C	D	E	145	A	B	C	D	E	175	A	B	C	D	E
116	A	B	C	D	E	146	A	B	C	D	E	176	A	B	C	D	E
117	A	B	C	D	E	147	A	B	C	D	E	177	A	B	C	D	E
118	A	B	C	D	E	148	A	B	C	D	E	178	A	B	C	D	E
119	A	B	C	D	E	149	A	B	C	D	E	179	A	B	C	D	E
120	A	B	C	D	E	150	A	B	C	D	E	180	A	B	C	D	E

# Selection Form of the Appointing Authority

CSCSLCA Form No. \_\_\_\_\_

*Short-list Candidates for Appointment*

	Rank 1 Applicant's Reference Code No. Position Applied for	Rank 2 Applicant's Reference Code No. Position Applied for	Rank 3 Applicant's Reference Code No. Position Applied for
Scores			
Cognitive Examination			
Behavioral Interview			
Education			
Experiences			
Training			
Eligibility			
Competencies			

Note: See attached Matrix for detailed qualifications

Prepared by: \_\_\_\_\_  
HR Specialist

Reviewed by: \_\_\_\_\_  
Chief, Human Resource Specialist

Endorsed by: \_\_\_\_\_  
PSB Head

Date/Time: \_\_\_\_\_

A close-up photograph of a person's hand holding a small white rectangular sign. The hand is wearing a dark suit jacket. The sign has the text "THANK YOU FOR LISTENING!" written in blue, bold, sans-serif capital letters. The background is a plain, light color.

**THANK YOU  
FOR  
LISTENING!**

Power point design credit to:

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