

**PART II**  
**PERFORMANCE STANDARDS FOR HEADS OF**  
**DELIVERY/SERVICE UNITS (UNIVERSITY OFFICIALS)**

## PART II

# PERFORMANCE STANDARDS FOR HEADS OF DELIVERY/SERVICE UNITS

This Table of Reference for employee performance standards is particularly for heads of delivery units and service units – the Vice Presidents, the Campus Executive Directors, College Deans, and Department Directors. The functions are based on the duties and responsibilities of University Officials as provided in the IFSU Code. This shall be used as reference in the preparation of the Individual Performance Commitment and Review (IPCR) of the University Officials.

Note: CSC Memorandum Circular No. 6, s. 2012, p. 7 (Guidelines on the Establishment of Agency SPMS) provides that, “Unless the work output of a particular duty has been assigned pre-set standards by management, its standards shall be agreed upon by the supervisors and the ratees”. Thus, performance standards for core or support functions performed by employees that are not found in this Table of Reference shall be agreed upon by the supervisor and the employee.

### I. VICE PRESIDENTS

#### A. Common Functions

Function		Performance Measures	Performance Measures/Standards in terms of Quantity, Quality, and Timeliness		
			Quantity	Quality	Timeliness
Managerial	Plan needed programs, projects and activities in line with the university development plan	Submission of Operational Plan on scheduled due date	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before due date 4-1 to 2 days before due date 3-on due date 2-1 to 2 days after due date 1-3 or more days after due date
	Monitor and evaluate implementation of PPAs	Submission of quarterly reports (OPCR) on scheduled due date	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before due date 4-1 to 2 days before due date 3-on due date 2-1 to 2 days after due date 1-3 or more days after due date
	Design and institute a productive working relationship between and among constituents	Activities proposed and implemented with Satisfactory rating from subordinates	5-complete 1-incomplete	Client satisfaction survey rating: 5 – outstanding 4- very satisfactory 3-satisfactory 2-unsatisfactory 1-poor	
	Implement institutional policies, memoranda, orders, rules and regulations	Policies, memo, orders, rules and regulations properly implemented	5-complete 1-incomplete	Supervisor’s rating: 5 – outstanding	

				4- very satisfactory 3-satisfactory 2-unsatisfactory 1-poor	
	Craft/Draft institutional policies, memoranda, orders, rules and regulations to smoothen-out the operation of the university	Submission of draft policy proposal, memo, etc. as needed	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	
	Properly utilize resources for the operations of the division/area of operation	Budget Utilization Rate (obligations)	5-100% of the budget for the rating period 4-80-99% 3-60 – 77% 2-40 – 59% 1-39% and below		
	Coordinate with other divisions for optimum results and impact of PPAs	Submission of proposals or requests prepared by the office/division in coordination with another office or jointly prepared with another office	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	Ensure that the President is well informed on the status of plan implementation, programs, projects, activities, decisions and actions made with respect to the area of operation	Always inform the President on the status of plan implementation, and decisions and actions made as needed/appropriate			5-always 4-most often 3-often times 2-sometimes 1-seldom
Supervisory	Supervise the departments in the area of jurisdiction	OPCR Rating		5-outstanding 4-very satisfactory 3-satisfactory 2-unsatisfactory 1-poor	
	Design and institute measures that will bring about the best from workers, maximize their potentials and be effective and efficient in their assigned tasks				
Routine	Approve/Act on requests, forms, documents, etc. that are clearly within the gamut of jurisdiction of the unit and delegated authority	Approve/Act on requests/forms/documents within 3 days upon receipt	5-complete 1-incomplete		5-within the day of receipt 4- 1 day after receipt 3-2 days after receipt of request/form/document 2-3 days after receipt 1-4 or more days after receipt
	Recommend requests of units under the jurisdiction that involve university resources and support of other units				
	Disseminate minutes and other relevant information from meetings attended to subordinates	Minutes and other relevant information disseminated to subordinates within 5 days after the meeting	5-complete 1-incomplete		5-1 to 2 days after the meeting 4- 3 to 4 days after the meeting 3-5 days after the meeting 2-6 days after the meeting 1-7 or more days after the meeting

	Perform functions as Chairperson/Member of Committee/s (specify) (a) Chairperson	Submission of proposals or endorsement for approval of a decision or action to the President or appropriate authority	5-complete 1-incomplete		5-1 to 2 days after the meeting 4- 3 to 4 days after the meeting 3-5 days after the meeting 2-6 days after the meeting 1-7 or more days after the meeting
	(b) Member	Participation in all the committee meetings/activities called by the Chairperson		5-submitted proposals/recommendations 4-participated actively in the discussions in all the meetings 3-attended all meetings 2-sometimes absent in meetings 1-always absent in meetings	

**B. Unique Functions**

Functions	Area	PPA	Performance Measures	Performance Measures/Standards in terms of Quantity, Quality, and Timeliness		
				Quantity	Quality	Timeliness
Managerial	VP-Admin & Finance (Director for Admin or CAO 1; Director for Finance or CAO 2)	Oversee the fair and speedy investigation and trial of all reported grievances and problems regarding personnel and financial matters	Submission of recommendation to the President for his consideration	5-complete 1-incomplete		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	VP-Admin & Finance (Director for Admin or CAO 1; Director for Finance or CAO 2)	Undertake proactive action on budget preparation, submission of administrative and financial reports, personnel recruitment, selection and training, procurement of supplies and materials and monitoring and evaluation of personnel performance	Submission of pertinent documents: <ul style="list-style-type: none"> <li>Budget proposal</li> <li>Financial reports</li> <li>Reports in relation to Personnel recruitment, selection, etc.</li> <li>Performance monitoring and evaluation report</li> </ul>	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	VPAA	Establish linkages and networks with funding agencies for mutual academic benefits	Submission of proposal/MOU/MOA	5- 130% and above the target 4-115 to 129% of the		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled

				target 3-100 to 114% of the target 2-51 to 99% of the target 1-50% and below		2-1 to 2 days after the schedule 1-3 or more days after the schedule
	VPRDET	Establish linkages and networks with funding agencies for mutual benefits for RDET	Submission of proposal/MOU/MOA	5- 130% and above the target 4-115 to 129% of the target 3-100 to 114% of the target 2-51 to 99% of the target 1-50% and below		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	VPPRG (Director for Planning)	Take the lead in planning, evaluation and monitoring of the university's PPAs geared towards the university's development	Submission of proposals for planning and related activities	5- 130% and above the target 4-115 to 129% of the target 3-100 to 114% of the target 2-51 to 99% of the target 1-50% and below		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	VPPRG (Director for IGP)	Establish linkages and networks with funding agencies for mutual benefits	Submission of proposal/MOU/MOA	5- 130% and above the target 4-115 to 129% of the target 3-100 to 114% of the target 2-51 to 99% of the target 1-50% and below		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Routine	VPAA	Spearhead proper conduct of major activities such as, but not limited to commencement exercises, curriculum review, accreditation, etc.	Submission of report		5 – no written complaints 4 – with 1 or 2 written complaints 3-with 3 or 4 written complaints 2-with 5 or 6 written complaints 1-with 7 or more written complaints	5-1 to 2 days after the meeting 4- 3 to 4 days after the meeting 3-5 days after the meeting 2-6 days after the meeting 1-7 or more days after the meeting

**II. Campus Executive Directors**

Functions		Performance Measures	Performance Measures/Standards in terms of Quantity, Quality, and Timeliness		
			Quantity	Quality	Timeliness
Managerial	<b>Instruction</b> Initiate plans and actions for the upliftment and improvement of the teaching learning process atmosphere;	Submission of Operational Plan on scheduled due date	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before due date 4-1 to 2 days before due date 3-on due date 2-1 to 2 days after due date 1-3 or more days after due date
	Initiate plans and actions for the improvement of the quality of graduates;	Submission of proposals related to improvement of the teaching learning process atmosphere, quality of graduates, quality of services, and development/improvement of curricular programs	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before due date 4-1 to 2 days before due date 3-on due date 2-1 to 2 days after due date 1-3 or more days after due date
	Initiate plans and actions for the improvement of the quality of services received and dispensed by faculty and staff; and				
	Plan the improvement and development of curricular offerings in various colleges/academic units of the Campus.				
	<b>Research</b> Initiate and encourage the conduct of Research and participation of faculty members and students on research activities;	Submission of reports on completed researches of faculty and students	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	Formulate schemes to support and enable faculty and students to conduct quality researches.				
	<b>Extension</b> Initiate and encourage the conduct of extension activities by the Campus. Activities shall serve. Activities shall serve the various stakeholders (i.e. students, employees, farmers, community people, etc.).	Submission of report on extension activities of faculty and students	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	Encourage faculty and students to align teaching and learning process to community or extension services.				
	Tap private, non-government and other government agencies as linkage partners to fulfill the university's mandates.	Submission of report on MOA/ MOU signed with other agencies for extension services	5-complete 1-incomplete		5-3 or more days before the schedule 4- 1 to 2 days before the schedule

					3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	<b>Production</b> Plan for the maximum utilization of available resources to generate income;	Submission of proposals related to improvement of the teaching learning process atmosphere, quality of graduates, quality of services, and development/improvement of curricular programs	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before due date 4-1 to 2 days before due date 3-on due date 2-1 to 2 days after due date 1-3 or more days after due date
	Initiate actions, through legal means, for the acquisition of funds, supplies and equipment from potential donors and benefactors. e.g. establish respective linkage of grant development office/coordinators to consolidate and link effort in fund sourcing	Submission of report on MOA/ MOU signed with other agencies for IGP	5-complete 1-incomplete		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Supervisory	Supervise the various academic, administrative, research and development, and planning and evaluation units of the campus for optimum results;	Submission of OPCR of the Campus quarterly with at least Satisfactory Rating	5-complete 1-incomplete	5-outstanding 4-very satisfactory 3-satisfactory 2-unsatisfactory 1-poor	5-3 or more days before due date 4-1 to 2 days before due date 3-on due date 2-1 to 2 days after due date 1-3 or more days after due date
	Monitor and insure the exercise of academic freedom for the achievement of high quality instruction and learning.	No written complaints relative to faculty members' exercise of academic freedom		5-no written complaints 4-with 1 to 2 written complaints 3-with 3 to 4 written complaints 2-with 5 to 6 written complaints 1-with 7 or more written complaints	
	Provide standard instruments for evaluation of subordinates and to ensure that policies and instructions are properly carried out;	Submission of IPCR reports of subordinates on time	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	Facilitate and maintain a healthy working relationship between and among subordinates and the whole rank and file.	Activities proposed and implemented with Satisfactory rating from subordinates	5-complete 1-incomplete	Client satisfaction survey rating: 5 – outstanding 4- very satisfactory 3-satisfactory 2-unsatisfactory 1-poor	
Routine	Endorse/recommend and or deny endorsement of request emanating from the service units in the	Approve/Act on requests/forms/documents within 3	5-complete 1-incomplete		5-within the day of receipt 4- 1 day after receipt

	Campus after an objective analysis on the issue;	days upon receipt			3-2 days after receipt of request/ form/ document 2-3 days after receipt 1-4 or more days after receipt
	Represent the campus in meetings called for by IFSU and other government agencies and organizations;	Participation in ADCO and other meetings to represent the unit	5-always present 4-present most of the time 3-sometimes absent with notice 2-sometimes absent without notice 1-absent most of the time without prior notice	5-presents proposal/ recommendations 4-always participates actively in discussions 3-participates in discussions most of the time 2- participates in discussion once in a while 1- listens attentively	5-always arrive before time 4-arrives before time, most of the time 3-sometimes arrives before time or always arrives on time 2-sometimes tardy 1-always tardy
	Disseminate minutes and other relevant information from meetings attended to campus personnel.	Minutes and other relevant information disseminated to subordinates within 5 days after the meeting	5-complete 1-incomplete		5-1 to 2 days after the meeting 4- 3 to 4 days after the meeting 3-5 days after the meeting 2-6 days after the meeting 1-7 or more days after the meeting
	Make decisions on matters of immediate concern for effective and efficient clientele satisfaction.	Decided on matters of immediate concern	5-complete 1-incomplete	5-no written complaints 4-with 1 to 2 written complaints 3-with 3 to 4 written complaints 2-with 5 to 6 written complaints 1-with 7 or more written complaints	5-always give decision/act on matters of immediate concerns immediately 4-oftentimes 3-sometimes 2-seldom 1-never

**III. College Deans**

Functions		Performance Measures	Performance Measures/Standards in terms of Quantity, Quality, and Timeliness		
			Quantity	Quality	Timeliness
Implementation of PPAs	Implement functional education programs within their respective college and exercise general supervision of all planned PPAs	Submission of quarterly reports (OPCR) on the set deadline	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule



Personnel development	Determine a list of needed personnel of the college and submits list to the HRMO for proper recruitment and selection; and likewise submit recommendations for promotions and awards of deserving personnel within the College;	Submission of request for needed personnel/recommendations for promotions and awards of deserving personnel within the College as needed.	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	
		Submission of faculty development program on set schedule	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Faculty workload	Assign workload of faculty members and to prepare the schedules and room assignments;	Submission of workload of faculty members, schedules and room assignments on the set deadline	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Learning Resources	Check syllabi to ensure conformity to course content, teaching requirements, sequence and time allotment, teaching methods/strategies and the use of appropriate instructional materials;	Checking of syllabi within 3 days after receipt	5-complete 1-incomplete		5-3 days after receipt 4- 2 days after receipt 3-3 days after receipt 2-4 days after receipt 1-5 or more days after receipt
Monitoring and evaluation	Evaluate teaching performance of faculty and call meetings/conferences to plan on improvement of instruction, research, extension, production and professional development in the college;	Submission of assessed IPCR of faculty members with Individual Development Plan to the HRD	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Procurement of Materials and Equipment	Determine the needs of the college and make the proper requisition for the procurement of supplies, equipment and other facilities;	Submission of APP on set deadline	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	Teach a minimum of two subjects and undertake researches together with his/her faculty to improve instruction and research program;	Note: Refer to PIs under the Table of Reference for Employees			
Proposals	Collate and follow-up annual proposal of the college;	Submission of proposals of the college	5-complete 1-incomplete		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule

College Researches	Initiate and coordinate the preparation of research work of faculty and students;	Submission of reports on completed researches of faculty and students	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Curricular Review and Development	Undertake continuous review of existing academic offering and propose new and needed ones;	Submission of terminal reports for the conduct of curricular review and development activities	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Coordination and Harmonious Working Relationship with Other Colleges/Offices	Coordinate with the other colleges and offices on programs, projects, and activities affecting the university;	Submission of proposals or requests prepared by the office/division in coordination with another office or jointly prepared with another office	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	Design and carry out programs that shall promote harmony among colleges and offices of the university				
	Promote and coordinate activities of faculty and students towards the attainment of the university's vision and mission and the college's goals and objectives;				
	Represent the college in appropriate offices, bodies/units, chairs faculty meetings and causes resolution of conflicts in accordance with established policies and sound management practices.				

**IV. Department Directors**

Function		Performance Measures	Performance Measures/Standards in terms of Quantity, Quality, and Timeliness		
			Quantity	Quality	Timeliness
Managerial	Initiate plans of action for the improvement of the services that their departments offer to their clientele.	Submission of OPCR on the deadline	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before due date 4-1 to 2 days before due date 3-on due date 2-1 to 2 days after due date 1-3 or more days after due date
		Submission of Operational Plans on the deadline	5-complete 1-incomplete	5-no error 4-with 1 error	5-3 or more days before due date 4-1 to 2 days before due date

				3-with 2 errors 2-with 3 errors 1-with 4 errors	3-on due date 2-1 to 2 days after due date 1-3 or more days after due date
	Undertake through proper coordination appropriate actions designed to broaden or widen the sphere of influence or scope of operation of the unit.	Submission of proposals or requests prepared by the office/division in coordination with another office or jointly prepared with another office	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
	Manage the human, financial and technological resources of the department for the successful fulfillment of its expected functions;	Submission of request/s on personnel need, promotion/ advancement of staff as needed	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	
		Budget Utilization Rate (obligations)	5-100% of the budget for the rating period 4-80-99% 3-60 – 77% 2-40 – 59% 1-39% and below		
		Submission of APP on set deadline	5-complete 1-incomplete	5-no error 4-with 1 error 3-with 2 errors 2-with 3 errors 1-with 4 errors	5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Supervisory	Lead, manage and supervise personnel under the department for optimum productivity.	OPCR rating of the office/unit		5-outstanding 4-very satisfactory 3-satisfactory 2-unsatisfactory 1-poor	
	Regularly try to improve the efficiency and effectiveness of the personnel in the department	Submission of proposals/requests to conduct/facilitate activities or reports on the initiative to improve personnel work efficiency and effectiveness in the department	5- 130% and above the target 4-115 to 129% of the target 3-100 to 114% of the target 2-51 to 99% of the target 1-50% and below		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled 2-1 to 2 days after the schedule 1-3 or more days after the schedule
Routine	Evaluate the needs of the department, remedy solutions of problems and forward requests for approval of activities, programs and projects of the department.	Submission of recommendations on issues/problems observed in the department	5- 130% and above the target 4-115 to 129% of the target		5-3 or more days before the schedule 4- 1 to 2 days before the schedule 3-on due date as scheduled

			3-100 to 114% of the target 2-51 to 99% of the target 1-50% and below		2-1 to 2 days after the schedule 1-3 or more days after the schedule
	Sign forms and report of subordinates.	Signing of/ Acting upon forms and report of subordinates within 3 days upon receipt	5-complete 1-incomplete		5-immediately to within the day of receipt 4- 1 day after receipt 3- 2 days after receipt 2-3 days after receipt 1-4 or more days after receipt
	Represent the unit in the ADCO and other meetings called for by IFSU and other government agencies and organizations	Participation in ADCO and other meetings to represent the unit	5-always present 4-present most of the time 3-sometimes absent with notice 2-sometimes absent without notice 1-absent most of the time without prior notice	5-presents proposal/ recommendations 4-always participates actively in discussions 3-participates in discussions most of the time 2- participates in discussion once in a while 1- listens attentively	5-always arrive before time 4-arrives before time, most of the time 3-sometimes arrives before time or always arrives on time 2-sometimes tardy 1-always tardy
	Disseminate minutes and other relevant information from meetings attended.	Informing subordinates of relevant information from meetings attended 5 days after the meeting	5-complete 1-incomplete		5-1 to 2 days after the meeting 4-3 to 4 days after the meeting 3-5 days after the meeting 2-6 days after the meeting 1-7 or more days after the meeting