

# Republic of the Philippines DEPARTMENT OF EDUCATION CORDILLERA ADMINISTRATIVE REGION

# **DIVISION OF BAGUIO CITY**

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JUL 0 5 2013



### OFFICE MEMORANDUM

No. 10, s. 2018

TO : Assistant Schools Division Superintendent (ASDS)

SGOD Chief Admin. Officer Personnel – HRMO

SUBJECT: Review of DepEd Order no. 97, s. 2011 (Revised Guidelines on the

Allocation and Reclassification of School Heads Positions)

1. Relative to the career development of designated school heads, there will be a review of DepEd Order no. 97, s. 2011 (Revised Guidelines on the Allocation and Reclassification of School Heads Positions) on **July 12, 2018 at 9:00 am** at the **ASDS Office**.

- 2. Agenda are as follows:
  - To review DepEd Order no. 97, s. 2018 (Revised Guidelines on the Allocation and Reclassification of School Heads Positions)
  - To propose the reclassification of School Heads
  - Other PSB Matters
- 3. Participants are the following:
  - Soraya T. Faculo
  - Arthur Tiongan
  - Roberto Gonzales
  - Ma. Louella Moncada
- 4. Attached is DepEd Order no. 97, s. 2011 for your reference/comment to be ready prior to the meeting.
- For information and compliance.

FEDERICO P. MARTIN, EdD, CEdD, CESO V

Schools Division Superintendent



# Republic of the Philippines Department of Education

DepED Complex, Meralco Avenue, Pasig City

DEC 1 6 2011

DepEd ORDER No. 97, s. 2011

### REVISED GUIDELINES ON THE ALLOCATION AND RECLASSIFICATION OF SCHOOL HEAD POSITIONS

Undersecretaries To: **Assistant Secretaries** Bureau Directors Directors of Services, Centers and Heads of Units Regional Directors Schools Division/City Superintendents All Others Concerned

- The National Educators Academy of the Philippines (NEAP) shall administer the qualifying process for interested applicants to Principal I positions. The enclosed Revised Guidelines on the Allocation and Reclassification of School Head **Positions** with the corresponding flowchart of processes guidelines shall be utilized in administering the qualifying process to be conducted by the NEAP in close coordination with the Schools Divisions Offices (DOs) through the Regional Offices (ROs).
- An Advisory shall be issued by the NEAP on the details pertinent to the qualifying process which includes the written examination, and Basic Training Course for Head Teacher I/required accredited training program, as indicated under Item V.B.7 entitled "Basic Policies on Reclassification of School Head Positions." qualifying process and issuance of Certificate of Eligibility to qualified applicants shall be done by the NEAP from January to June 30, 2012, which shall be the regular schedule; hence, it shall be followed every year thereafter.
- 3. The NEAP will coordinate with the ROs regarding the following:
  - a. Applicants for the test;
  - b. Passers of the test:
  - c. Administration of each of these activities; and
  - d. Issuance of the Certificate of Eligibility.
- Requests for allocation and reclassification of school head positions for CY 2012 onwards shall be received and processed by the ROs following the enclosed revised guidelines, unless amended.

- 5. For more information, please contact **Ms. Louisa S. Roberto**, Chief Administrative Officer, Management Division at telephone no.: (02) 633-72-48
- 6. Immediate dissemination of and compliance with this Order is directed.

BR. ARMIN A. LUISTRO FSC

Secretary

Encls.:

As stated

Reference:

None

To be indicated in the <u>Perpetual Index</u> under the following subjects:

OFFICIALS
POLICY
PROMOTION
RULES & REGULATIONS

Madel: <u>DO Guidelines Reclassification of School Head</u> December 12, 2011

# GUIDELINES ON THE ALLOCATION AND RECLASSIFICATION OF SCHOOL HEAD POSITIONS

### I. PURPOSE

These **guidelines** are issued to provide rules and criteria on the allocation of school head positions and promotion of school heads through reclassification of positions.

### II. LEGAL BASIS

The Secretary of Education shall create a promotions board, at the appropriate levels, which shall formulate and implement a system of promotion for schools division supervisors, schools district supervisors, and school heads. Promotion of school heads shall be based on educational qualification, merit and performance rather than on the number of teachers/learning facilitators and learners in the school. (Section 7E, last paragraph, Republic Act 9155, otherwise known as the Governance of Basic Education Act of 2001).

### III. COVERAGE

- 1. These guidelines shall cover:
  - 1.1 Allocation of school head positions for schools division/school district/cluster of schools in the elementary, secondary, integrated, special education, special science and technical-vocational education.
  - 1.2 Promotion of a school head through reclassification of the incumbent's plantilla item, who in a current position has mastered all job elements to the point where he/she meets the requirements of a higher level position, but no vacancy exists in the Personal Services Itemization and Plantilla of Personnel of the division/school.
- 2. The school head positions shall refer to the following plantilla items:
  - 2.1 Head Teacher I to VI (SG 14 to 19)
  - 2.2 Principal I to IV (SG 19 to 22)
- 3. Reclassification of Head Teacher position for secondary schools serving as Academic Department Head is excluded from these guidelines. The said position may only be considered for reclassification if the incumbent shall first assume the responsibilities of a School Head and meets the requirements of the position under these guidelines.

### IV. DEFINITION OF TERMS

- Allocation refers to distribution of plantilla items for school heads in accordance with these guidelines.
- Reclassification refers to the change in the position title requiring the issuance of an appointment with a corresponding increase in rank and salary.
- 3. Cluster of Schools is a group of schools contiguously located and brought together to improve learning outcomes.
- Integrated School is a school that offers a complete basic education (elementary and secondary levels) in one school site with unified instructional programs under one (1) school head.
- 5. **School Head** is a person responsible for the administrative and instructional supervision of the school or cluster of schools.
- Qualification Standards is a statement of the minimum qualifications for a position which shall include education, experience, training and civil service eligibility.
- Merit and Performance refers to the instructional and administrative competencies based on the levels of School-based Management (SBM) practices, including physical and psycho-social fitness of a person.
- Outstanding Accomplishments means exceptional and/or meritorious achievements resulting to the improvement of service delivery and its impact in the school and community.
- 9. **Relevant Experience** means the performance of the duties and functions required for the higher position.
- Relevant Training refers to training on human resource development, management and leadership, research and planning, fiscal management and curriculum and instructional supervision conducted by NEAP and other DepEd accredited service providers.

### V. BASIC POLICIES

### A. On Allocation/Creation of School Head Positions

- Existing school or cluster of schools without school head position shall be provided with Head Teacher or Principal positions.
- 2. The allocation of positions of school head per school or cluster of schools are as follows:
  - 2.1 Head Teacher (HT)

- 2.1.1 One (1) HT I position per school with at least 6 teachers;
- 2.1.2 One (1) <u>HT I</u> position in a cluster of at least 3 schools with an aggregate of at least six (6) teachers; and
- 2.1.3 In case of far-flung areas, a cluster of schools shall be entitled to one (1) HT position as determined by the Schools Division Superintendent.

### 2.2 Principal (P)

- 2.2.1 One (1) P I position for every complete elementary or secondary school with at least nine (9) teachers; and
- 2.2.2 One (1) <u>P I</u> position for every cluster of at least 3 schools with an aggregate of at least nine (9) teachers.
- 2.3 Schools with at least sixty (60) teachers shall be provided with a Head Teacher to assist the School Head. Integrated schools with at least thirty (30) teachers shall be allowed to have a Head Teacher position.
- Clustering of at least three (3) neighboring schools within the schools district which includes primary and multi-grade schools may be allowed, provided there are no other available school heads to handle the schools to be clustered.
- 4. Creation of HT I and P I positions may also be allowed for a certain region/division if it has been determined to have a shortage of school head positions using the criteria stipulated in Items 2 and 3 Paragraph A under Basic Policies.
- Filling-up or creation of additional positions in schools/divisions with excess items of HT and P shall be deferred.
- The Regional Offices shall regulate the utilization of excess items of HT and P among the schools and schools divisions within the Region, through conversion to teaching positions or transfer to other divisions.

### B. On Reclassification of School Head Positions

- Except for HT I and P I, further reclassification of school head positions shall no longer be anchored on the number of teachers but based on merit and performance as indicated in the requirements for the position.
- 2. Reclassification may only be resorted to if there is no available vacant School Head position.

- 3. Further reclassification may only be allowed after three (3) consecutive years of at least Very Satisfactory or two (2) consecutive years of Outstanding performance from the effectivity of the latest appointment.
- 4. The basic requirements for reclassification to the desired school head positions shall be as follows:

Position Title	SG	Education	Experience	Training	Performance Rating
Head Teacher I	14	At least 12 MA units in the fields of administration, supervision, leadership or management	3 years teaching experience and TIC or OIC for at least 1 year	24 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years
Head Teacher II	15	At least 24 MA units in the fields of administration, supervision, leadership or management	HT I for 1 year	24 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years
Head Teacher III	16	At least 36 MA units in the fields of administration, supervision, leadership or management	HT II for 2 years	32 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years
Head Teacher IV	17	Completed Academic Requirements in the fields of administration, supervision, leadership or management	HT III for 2 years	32 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years
Head Teacher V	18	Completed Academic Requirements in the fields of administration, supervision, leadership or management	HT IV for 2 years	40 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 years; or Outstanding for the last 2 consecutive years

Position Title	SG	Education	Experience	Training	Performance Rating
Head Teacher VI	19	Master's degree in the fields of administration, supervision, leadership or management	HT V for 2 years	40 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years
Principal I	19	Master's degree in the fields of administration, supervision, leadership or management	Two (2) years as HT III for elementary; Two (2) years as HT VI for secondary	48 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years
Principal II	20	Master's degree in the fields of administration, supervision, leadership or management plus 6 doctoral units	One (1) year as Principal I	48 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years
Principal III	21	Master's degree in the fields of administration, supervision, leadership or management plus 12 doctoral units	Two (2) years as Principal II	56 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years
Principal IV	22	Master's degree in the fields of administration, supervision, leadership or management plus 24 doctoral units	Two (2) years as Principal III	56 hours of relevant training initiated, sanctioned, approved/recognized by DepEd not used in the immediate previous promotion	At least Very Satisfactory for the last 3 consecutive years; or Outstanding for the last 2 consecutive years

- 5. The required experience of the applicant must be relevant to the position such as designated as Teacher-In-Charge who had served at least one (1) year in public schools.
- 6. An incumbent Head Teacher III in the elementary level supervising at least 9 teachers for at least three (3) years may request for

reclassification of his/her position to Principal I, provided all the requirements stipulated in these guidelines, except the experience, are satisfied.

- Citations/awards granted to the Head Teacher or Principal for outstanding accomplishments such as moving the school to a higher level of SBM practices/accreditation like Brigada Eskwela Awardee and APPES and/or Sterling, etc. shall be given consideration.
- 8. The applicants for Principal I positions shall have:
  - Passed the National Qualifying Examination for Principals (NQEP) and completed the Basic Training Course for School Heads as certified by the National Educators Academy of the Philippines (NEAP);
  - Obtained at least fifty per cent (50%) of the indicators for internal and external stakeholders' as assessed and certified by the Division SBM Task Force (using the SBM assessment tools); and
  - Obtained at least ten (10) points of the Psychosocial Attributes and Personality Traits as assessed and certified by the Division Selection and Promotions Board.
- 9. The applicants for reclassification to HT I-VI and P II-IV positions shall be certified by the NEAP to have attended the required trainings for the desired position. Trainings attended shall be attested as true and correct by the SDS and shall be submitted to the NEAP through the Regional Office.
- Incumbent Principals I, II or III, and passers of the Qualifying Examination for Principals (QEP) are exempted from taking the NQEP. However, the applicant shall attach his/her QEP rating administered by the Region.
- 11. The pertinent documents for submission by the applicant are as follows:
  - a) Justification for the reclassification of position;
  - b) Duly Accomplished Form 212 (Personal Data Sheet):
  - c) Certified, Authenticated and Verified (CAV) Transcript of Records;
  - d) Service Records:
  - e) Performance Rating Sheet for the last three (3) consecutive years;
  - f) Certificates/Proofs of Outstanding Accomplishment;
  - g) Equivalent Records Form for HT positions; Position Description Form for Principal positions
  - h) NEAP Certification as to the result of NQEP taken and Basic Training Course for School Heads attended:
  - SBM Task Force's Certification as to the rating obtained in the internal and external stakeholders' assessment;
  - j) Division Selection and Promotions Board's Certification on the points obtained in the Psychological Attributes and Personality Traits assessment; and
  - j. Enrolment Data (Form 3) in the present school assignment, including the cluster schools handled, if any.

- 12. The Division Office shall also submit the following documents, duly signed by the Schools Division Superintendent to support the reclassification:
  - a. Copy of the latest post-audited Personal Services Itemization and Plantilla of Personnel (PSIPOP) where the item is reflected
  - List of teachers under supervision, with the identification of their respective plantilla item number per latest post-audited PSIPOP
  - Copy of the latest post-audited PSIPOP wherein the names of the teachers under supervision are reflected
  - d. Certification of non-availability of item.
- The school assignment of the candidate school head for reclassification is non-station specific (DepED Order 42 s. 2007) but within the same schools division.
- 14. Exception to Items 8 and 9 above may also be allowed provided the applicant has superior qualifications such as:
  - 14.1 Supervising a school that belongs to top 10 Performing Schools in the region/division/ secondary or elementary level for the last 2 school years based on any three (3) of the following: a) National Achievement Test; b) Completion Rate; c) Cohort Survival Rate; d) Drop Out Rate; or e) those who have achieved the maturity level of School-based Management practice and Level III accreditation.
  - 14.2 Introduced, adopted and/or implemented innovations in curriculum and instruction (i.e. documented Outstanding Accomplishments) certified by the Schools Division Superintendent.
- 15. All requests for reclassification of positions that meet all the requirements must be forwarded and recommended by the Schools Division Superintendent (SDS) to the Regional Office. Processing of requests shall be in the Regional Office for onward recommendation to the DBM Regional Office.

### VI. PROCEDURE

### A. On Allocation of School Head Positions

1. Every start of Budget Preparation Phase of the year, the Division Human Resource Management Officer (HRMO) shall prepare and submit to the Regional Office, through the SDS, the School Head Positions Requirement Analysis, for purposes of determining the required number of Head Teacher I and Principal I positions for creation in the division [i.e. Number of schools including cluster of schools requiring school head positions less the division's existing number of school head positions based on PSIPOP for the Fiscal Year and number of Teacher positions with DBM-approved reclassification to Head Teacher I/II/III and Principal I positions for the year]. It is encouraged that analysis be done before the beginning of the school year.

The Regional HRMO shall validate and consolidate the School Head Positions Requirement Analysis per division, for inclusion in the Budget Proposal of the region for the year.

## B. On Reclassification of School Head Positions

- The applicant shall file his/her request for reclassification, providing therein all relevant information of his/her position to the Personnel Section of the Schools Division Office (duly recommended and endorsed by the District Office for elementary level). The applicant shall submit the original or certified true copies of the documents required under Item V.11. The applicant shall be accountable on the authenticity of the documents submitted.
- 2. The Division HRMO shall perform the initial evaluation as to the completeness and veracity of the submitted documents and qualifications of the applicants, and shall prepare the matrix indicating the qualifications of each applicant.
  - 2.1 Only applications with complete documents under these guidelines may be considered for reclassification.
  - 2.2 Failure of the applicant to provide the complete documents as required within a period set by the SDS may result in the denial of his/her request. The SDS may disqualify an applicant based upon false information in his/her application for reclassification, without prejudice to the filing of an appropriate action against him/her, administrative and/or criminal, as evidence may warrant.
  - 2.3 The SDS may reject the application of any applicant who does not possess the minimum qualifications required for the desired position.
  - 2.4 A letter of notification shall be served by the SDS to the applicants of the action taken on their requests.
- The Division HRMO shall forward the initial evaluation report duly signed by the Division Administrative Officer together with the application for reclassification and the attachments to the SDS.
- 4. The Division Personnel Selection Board shall assist the SDS in the following:
  - 4.1 Conduct thorough interviews of applicants based upon the position description of the job to be reclassified; and
  - 4.2 Prepare a duly signed statement summarizing the result of the process done, attesting to the fact that the applicant/s is/are qualified for reclassification.
- 5. After a thorough review of the qualified applications, the SDS shall then submit his/her recommendation to the DepEd Regional Office for re-evaluation/validation.
- After validation of submitted documents and determination of funding requirements, the Regional Office shall recommend approval of the reclassification to the Regional DBM.

7. The Regional Director shall also inform the recommendees through the SDS of the action taken by the DBM Regional Office on their requests/applications.

### VII. COMPUTATION OF POINTS

- A candidate must obtain at least sixty (60) points to deserve the reclassification. It is advised that an applicant should have earned the minimum point for each criteria set, i.e. criteria on outstanding accomplishment shall have minimum points of 10 points.
- Specific points assigned for each criterion in the rating for Head Teacher/Principal positions, which must be in relation to School-Based Management scale of practice, among others, are as follows:

Criteria	Maximum No. of Points	
Performance Rating	20	
Experience	10	
Outstanding Accomplishments	30	
Education and Training	15	
Potential	10	
Psychosocial Attributes and Personality Traits	15	
TOTAL	100	

### a. PERFORMANCE RATING (20 points)

The average performance rating of the applicant prior to screening should be at least Very Satisfactory for the last 3 consecutive years or Outstanding for the last 2 years. The average of the numerical ratings shall be given points as follows:

Numerical Rating	Points	
9.4 – 10	20	
8.7 - 9.3	16	
8.0 - 8.6	12	
7.3 - 7.9	8	
66 - 72	4	

### b. EXPERIENCE (10 points)

Experience must be relevant to the duties and functions, including the mentoring and coaching experiences, of the position to be reclassified, with every year given a point but not to exceed ten (10) points. Every month of service in excess of one year shall be given a corresponding point.

# c. OUTSTANDING SBM RELATED ACCOMPLISHMENTS (30 points)

### c.1. Outstanding Employee Award (5 points)

Awardee in the school	- 1 pt.
Nomination in the division/awardee in the district	- 2 pts.
Nomination in the region/awardee in the division	- 3 pts.
Nomination in the Department/awardee in the region	- 4 pts.
National awardee	- 5 pts.

### c.2 Innovations (5 points)

Innovations in work plans properly documented, approved by immediate chief and attested by authorized regional/division official, and focused on instructional leadership, educational management and curriculum innovations:

Conceptualized	- 1 pt.
Started the implementation	- 2 pts.
Fully implemented in the school	- 3 pts.
Adopted in the district	- 4 pts.
Adopted in the division	- 5 pts.

### c.3 Research and Development Projects (10 points)

Action research conducted in the school level	- 5 pts.
Full-blown research conducted in the district level	- 7 pts.
Full-blown research conducted in the division level	- 10 pts.

### c.4 Publication/Authorship related to Education or School Improvement (5 points)

Articles published in a journal/newspaper/ magazine of nationwide circulation (per article but not to	
exceed 4 pts)	- 2 pts.
Co-authorship of book (shall be divided by the	
number of authors)	- 4 pts.
Sole authorship of an educational or School-	- 5 pts.
Improvement-related book	

### c.5 Consultant/Resource Speaker in Trainings/Seminars/ Workshops/Symposia (5 points)

- 1 pt.
- 2 pts.
- 3 pts.
- 4 pts.
- 5 pts.

# d. EDUCATION AND TRAINING RELATED TO SBM/LEADERSHIP AND MANAGEMENT - (15 points)

### d.1 Education (10 points)

Complete Academic Requirements for Master's Degree	- 6 pts.
Master's Degree	- 7 pts.
Complete Academic Requirements for Doctoral Degree	- 9 pts
Doctoral Degree	- 10 pts

### d.2 Training (5 points)

Participant in a specialized training - 5 pts. e.g. Scholarship Programs, Short Courses, Study Grants shall be given one (1) point for every month of attendance but not to exceed ten (10) points.

Participant in three (3) or more training activities in each level conducted for at least three (3) days not credited during the last promotions:

District Level	- 1 pt.
Division Level	- 2 pts.
Regional Level	- 3 pts.

Participant in one (1) training conducted for at least three (3) days not credited during the last promotions:

National Level	- 4 pts.
International Level	- 5 pts.

### Chair/Co-chair in a technical/planning committee

District Level	- 1 pt.
Division Level	- 2 pts.
Regional Level	- 3 pts.
National Level	- 4 pts.
International Level	- 5 pts.

### e. POTENTIAL (10 points)

This refers to the capacity and ability of a candidate to assume the duties of the position to be filled up and those of higher level positions.

The Personnel Selection Board/Committee (PSB/C) shall determine the potentials of the candidate based on each of the following components:

### e.1 Communication Skills

- 2 pts.

- Speaks and writes effectively in Filipino and English.
- Capacity to use Information and Communication Technology

### e.2 Ability to Present Ideas

- 2 pts.

Presents well-organized and precise ideas with marked command of the language used.

e.3 Alertness

- 2 pts.

Manifests presence of mind and awareness of the environment

e.4 Judgment

- 2 pts.

Demonstrates sound judgment.

e.5 Transformational Leadership Ability

- 2 pts.

Influences others to do the tasks for him

# f. PSYCHOSOCIAL ATTRIBUTES AND PERSONALITY TRAITS (15 points)

This factor includes human relations, stress tolerance and decisiveness, which would indicate the capability of the candidate to be an asset to the entire system and utilize his/her talents and expertise to the maximum.

### f.1 Human Relations (5 pts.)

- i. Adjusts to the variety of personalities, ranks and informal groups present in the organization (including external groups)
- ii. Internalizes work changes with ease and vigor 1 pt.
- iii. Accepts constructive criticisms objectively whether 1 pt. from his subordinates, peers, superiors or external stakeholders
- iv. Observes proper decorum in relating with superiors, peers and external stakeholders
- v. Takes the initiative to organize work groups, adopt 1 pt. procedures and standards in his own level

### f.2 Decisiveness (5 pts.)

- i. Thinks logically and acts accordingly
   ii. Considers alternatives and recommends solutions
   1 pt.
   1 pt.
- ii. Considers alternatives and recommends solutions when faced with problem situations
- iii. Gives convincing recommendations and suggestions 1 pt.
- iv. Acts quickly and makes the best decision possible 1 pt.
- v. Exercises flexibility 1 pt.

# f.3 Stress Tolerance/Management (5 pts.)

i.	Exercises high degree of tolerance for tension resulting from increasing volume of work, organizational change, environmental conflicts, etc.	- 1 pt.
ii.	Uses coping mechanisms to handle creatively tensions resulting from one's work	- 1 pt.
iii.	Controls negative manifestations of emotions	- 1 pt.
iV.	Performs satisfactorily his/her duties and functions in a tension-laden situation	- 1 pt.
٧.	Channels negative emotions to positive and constructive endeavors	- 1 pt.

### VIII. REPEALING CLAUSE

All rules, regulations and issuances, which are inconsistent with these guidelines are hereby repealed or modified accordingly.

### IX. PENALTY CLAUSE

Violation of any provision of these revised guidelines or parts thereof shall be dealt with accordingly.

### X. EFFECTIVITY

These guidelines shall take effect on January 1, 2012.

BR. ARMIN A. LUISTRO FSC Secretary

# Work Flow Process on Reclassification of Positions

