

ADOPTION ADVOCACY

Educates others on the program-related laws, policies and guidelines; Advances legal adoption and foster care for the disadvantaged, abandoned and neglected children to provide them with their own family to nurture and care for them.

Level 1 Basic

Knows basic laws and regulations on legal adoption and foster care, its objectives, purpose, and procedures of application

Explains clearly the laws and processes on legal adoption and foster care and its importance for children's welfare (and society/community)

Searches for and coordinates regularly with potential networks to advocate legal adoption and foster care

Level 2 Intermediate

Applies knowledge of child/youth laws, rights and welfare, (children custody, women and the family code and laws) in advocating legal adoption and foster care

Conducts orientations and workshops and facilitates discussion about legal adoption and foster care with various concerned groups

Uses information, communication and education (IEC) in promoting the program

Uses analysis of data along cases of adoption and foster care and presents success stories to advocate the program, particularly to potential PAPs

Level 3 Advanced

Provides technical assistance on legal adoption and foster care to Child Caring/Placing Agencies

Reviews and/or provides recommendations on provisions of policies/rules concerning adoption or foster care

Advocates policies on legal adoption by regular conducts of forum, seminar, radio/tv guesting to recruit prospective adoptive parents (PAPs)

Promotes child rights to a family and follows through with other initiatives

Level 4 Expert

Responds to issues and concerns about the program

Protects primarily the concern for child welfare in legal adoption cases

Influences families to be interested in legal adoption or to adopt a child; Negotiates for the sake of the child to PAPs or partners regarding any concerns

Develops information, communication and education materials (ICE) to promote the program

ADVOCACY-BASED PROGRAM MANAGEMENT

Develops, implements and manages programs forwarding a specific advocacy; Assures that programs are in line with the social welfare and development thrusts of the Department.

Level 1 Basic

Knows program goals and objectives pertaining to the advancement of the advocacy

Demonstrates basic awareness of primary stakeholder needs

Knows DSWD's core partners pertinent to one's area of advocacy

Abides by DSWD's program implementation guidelines in performing tasks assigned by the program leader

Level 2 Intermediate

Communicates program goals and objectives to one's team and all other relevant stakeholders

Demonstrates an in-depth awareness of primary stakeholder needs vis-à-vis their current socioeconomic conditions

Demonstrates familiarity with major local policies relevant to one's area of advocacy

Assures that DSWD's program implementation guidelines and social protection framework are followed by the team when performing respective tasks

Level 3 Advanced

Ensures that the relevant knowledge and technology is transferred to partner institutions and involved committees

Benchmarks against best practices in local and international policies and programs pertinent to one's area of advocacy

Provides feedback on implementation plan documents (work plan, risk and communication plans, financial plans, etc.) of projects under one's program, assuring their alignment to the overall program strategy

Creates implementation guidelines internal to one's own program, abiding by DSWD's general implementation guidelines and social protection framework

Level 4 Expert

Acts as a subject matter expert in one's area of advocacy

Champions one's advocacy to fellow members of DSWD and its core partners

Directs the development of a long-term, overall program strategy that addresses the major needs of one's stakeholders, and aligns with DSWD's social welfare and development strategy

Uses knowledge of best practices in local and international advocacy policies and programs to improve the implementation of one's own program

Adopts a regular review mechanism to assess the overall performance of the program/project against service delivery targets, and identifies mechanisms/strategies to keep performance on track

BUDGET MANAGEMENT

Installs and adheres to public financial management standards and protocols, in line with general accounting principles and practices, in the budgeting and utilization of funds for intra-Department and community-based project implementation.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
<p>Demonstrates knowledge of basic accounting principles</p> <p>Abides by local public financial management policies and procedures</p> <p>Demonstrates awareness of funds allotted for specific projects</p>	<p>Prepares documents related to budget planning and management, in compliance with local public financial management protocols</p> <p>Ensures that fund utilization in implementing unit's own projects complies with local public financial management policies and protocols</p> <p>Monitors and evaluates the utilization of funds in smaller-scale DSWD programs</p>	<p>Possesses mastery of local public financial management policies</p> <p>Researches on local and international best practices in public financial management</p> <p>Ensures that various units within DSWD comply to local public financial management policies</p> <p>Educates team members and communities on the proper utilization of funds within the context of project implementation</p>	<p>Acts as a subject matter expert on public financial management</p> <p>Applies local and international best practices in public financial management to improve existing financial protocols in the implementation of DSWD's projects and programs</p> <p>Possesses mastery of local and international public financial management policies</p> <p>Champions public financial management reforms within DSWD and its key partners</p> <p>Monitors and evaluates the utilization of funds in large-scale DSWD programs</p>

CASE COUNSELING

Ability to help facilitate for client's decision-making on adoption or for his/her betterment.

Level 1 Basic

Listens empathically to clients stories/problems

Assesses client's situation based on his/her documents and data gathering

Counsels parents who surrender their child for adoption on their roles, bearing in mind their capacity to raise the child

Affirms/Motivates verbally clients on their strengths and encourages them to be better in handling their situation

Supports clients by empathizing, showing genuine concern and always respecting the dignity of the individual

Uses self-help methods to encourage the person for his/her own development and empowerment

Keeps the confidentiality of the client's case

Level 2 Intermediate

Helps parents make a decision whether to surrender their child or not according to their status and capacity to rear a child

Determines options with his/her evaluation of the case to present those to the parents to gauge their capability to raise the child

Assesses without judging his/her clients using analytical approaches/theories in counseling

Does not impose his/her views on clients when they are not ready for the action/recommendation concerning an issue

Level 3 Advanced

Facilitates discussion/ counseling to PAPs regarding child/youth behaviors and how to handle certain behaviors

Coaches partners on how to counsel clients/PAPs

Elicits suggestions from the client on how s/he wants to progress with his/her situation

Motivates, capacitates and enables clients to identify solutions to problems with his/her guidance

Level 4 Expert

Infers patterns of behaviors among clients and determines the most effective interventions and counseling techniques to use in different cases

Designs mechanism/procedures on how to counsel clients according to the study and analysis of various cases and patterns of behaviors among clients

Sets policies and standards regarding counseling of clients or PAPs

CAREER DEVELOPMENT

Demonstrating knowledge of, adhering to, and improving DSWD's internal practices and government-wide policies (e.g., CSC, DBM) related to career development.

Level 1 Basic

Demonstrates basic awareness of different mandates and structures of various DSWD OBSUs

Demonstrates familiarity with fundamental organizational development interventions such as diagnosis, change management, competency development, team-building, job coaching and career counseling, among others

Level 2 Intermediate

Analyzes the job specifications and competency requirements of non-technical and lower-level positions vis-à-vis their unit/bureau mandates

Facilitates the administration of competency assessment across various DSWD OBSUs

Designs and rolls out individual and/or small-scale team interventions such as team-building, job coaching, career counseling and process consultation, among others

Level 3 Advanced

Analyzes the job specifications and competency requirements of technical and higher-level positions vis-à-vis their unit/bureau mandates

Coaches line managers on how to analyze and use competency assessment results to develop individual development plans for supervised incumbents

Designs and rolls out large-scale and/or organization-wide interventions such as diagnosis, competency development, organizational restructuring and succession management, among others

Level 4 Expert

Installs a system by which DSWD OBSUs can map out succession and/or career paths for key positions

Provides direction to the design of interventions by creating strategies and eliciting sponsorship from key stakeholders

CASE MANAGEMENT / CASE ANALYSIS

Ability to render assistance in implementing planned interventions for services or alternatives to meet the needs of Pantawid beneficiaries.

Level 1 **Basic**

Routinely picks-up indicators of situations requiring case management like non-compliance and absences of beneficiaries in Pantawid activities

Regularly takes the mandated steps to validate information indicating the need for case management

Refers to rules and procedures when endorsing cases for case management

Level 2 **Intermediate**

Evaluates compliance verification data to determine beneficiaries requiring case management

Explains the procedures and provides appropriate information to beneficiaries requiring case management interventions

Discusses cases and appropriate protocols and interventions with appropriate focal person/case manager when endorsing cases for simple case management and seeks advice on unfamiliar cases

Level 3 **Advanced**

Integrates compliance verification data to determine extent of beneficiaries requiring case management

Evaluates protocols and case management interventions, seeking trends and effectiveness of interventions as input in enhancing case management processes

Discusses cases and seeks out feedback to determine appropriate protocols and interventions on case management involving different issues and levels of complexity

Provides technical assistance to other focal persons on case management to ensure uniformity and appropriateness of approaches

Level 4 **Expert**

Integrates compliance verification and case management data to establish trends on cases requiring case management interventions and developing appropriate mechanisms for determining case interventions

Develops mechanisms (forum, meetings, focus group discussions) to align case management procedures and formulation of interventions to ensure responsiveness and timely case management services

CASE NETWORKING AND LINKAGES

Building and maintaining effective and beneficial working relationships and partnerships with educational institutions, potential business partners, government, media, professional associations, client groups, stakeholders, and intermediaries and leverages these contacts.

Level 1 **Basic**

Knows where to seek support for planned interventions for clients

Communicates effectively to partners and different individuals within and outside DSWD

Shares/ exchanges help/ assistance with partners for the client's welfare

Level 2 **Intermediate**

Refers clients to services or resources they need which are not available in DSWD

Establishes linkages with hospitals, police, LGUs, agencies, media, schools, business partners to respond to client's needs through constant working relationships

Extends time and assistance to partners/stakeholders when needed

Level 3 **Advanced**

Influences others and potential partners to provide assistance to the client

Willing to assist partners along social work, adoption and foster care, in time of need

Extends extra time and assistance to partners when needed as a resource person

Level 4 **Expert**

Shares automatic exchange of professional support/assistance with partners along social protection for their organization

Develops harmonious working relationships with partners and networks by regularly setting and attending meetings/consultations with them

Installs mechanisms on effective networking and partnerships

CASE NETWORKING AND LINKAGES

Building and maintaining effective and beneficial working relationships and partnerships with educational institutions, potential business partners, government, media, professional associations, client groups, stakeholders, and intermediaries and leverages. these contacts.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
<p>Knows where to seek support for planned interventions for clients</p> <p>Communicates effectively to partners and different individuals within and outside DSWD</p> <p>Explains clearly legal adoption and foster care to others and to potential partners</p>	<p>Refers clients to services or resources they need which are not available in DSWD</p> <p>Establishes linkages with hospitals, police, LGUs, agencies, media, schools, business partners to respond to client's needs through constant working relationships</p>	<p>Influences others and potential partners to provide assistance to the client</p> <p>Willing to assist partners along social work, adoption and foster care, in time of need</p> <p>Extends time and assistance to partners/stakeholders when needed</p> <p>Shares/ exchanges help/ assistance with partners for the client's welfare</p>	<p>Shares automatic exchange of professional support/assistance with partners along social protection for their organization</p> <p>Develops harmonious working relationship with partners and networks by regularly setting and attending meetings/consultations with them</p> <p>Extends extra time and assistance to partners when needed as a resource person</p> <p>Installs mechanisms on effective networking and partnership</p>

CASE WRITING

Ability to present the case of the client in a systematic documentation and technical writing skill based on the data gathered in the interview of client and collateral informants

Level 1 Basic

Knows and uses the required format and content for writing social case study report of a child and the home study report of PAP

Seeks, identifies and is able to distinguish reference materials that will be used as basis for one's written document

Has good technical writing skills for simple pro-forma communication

Presents clearly in writing the data gathered about the client, the analysis and recommendation for the client

Level 2 Intermediate

Knows and uses appropriate vocabulary, correct order in sentence formulation to achieve cohesion in the composition of a report

Writes with fluency and clarity the social case study report or home study report with completeness of information and substance including recommendations/ interventions in the case

Edits, reviews, and ensures that right inputs and recommendations are captured in the case study report and home study report

Solicits feedback from those able to judge the appropriateness of the case study report and home study report

Level 3 Advanced

Coaches/teaches others and partners on how to write the case study report and home study report

Justifies case findings with the corresponding recommendations/ interventions identified, citing relevant laws, policies and social theories/approaches

Level 4 Expert

Designs (and sets standards on the) form/template and content of the case study and home study report

Can compose written studies of cases adhering to relevant research standards

Undertakes in-depth study to develop policy guidelines for social case study report and home study report

Keeps people informed about the developments in organizational goals, strategies and performance through written documentation

COMMUNITY ORGANIZING

Enrolling and engaging community members who stand to benefit from the programs and services of the agency to volunteer and/or to actively participate in activities & processes that respond to their needs towards lasting and sustainable development.

Level 1 Basic

Takes steps to gain the buy-in of community officials and the community members on the programs being implemented in their communities

Identifies the community members who can fulfill the various roles required to implement programs/services and persuades them to perform volunteer work

Drums up attendance of beneficiaries and other community stakeholders to prescribed meetings or activities

Integrates self positively with the community/ies and with barangay local government units to create a helpful climate. Demonstrates gender and cultural sensitivity in relating with community members and officials

Establishes links with representatives of on-the-ground partner institutions and enlists their support and participation. Informs them on their roles, their contribution to the success of the programs/activities, and the standards that have to be met.

Level 2 Intermediate

Taps the influence of formal and/or informal leaders in the community when compliance, commitment and/or support among volunteers and other stakeholders slows down or is withheld

Initiates activities that aim to enhance cooperation and collaboration among community members, volunteers and local government officials

Resolves conflicts on roles and responsibilities that threatens community engagement

Is prompt and alert in evaluating the quality of participation and involvement of volunteers & local government officials, identifies barriers as well as issues/problems and takes action to address these within scope of authority provided

Apprises the volunteers on their roles, duties and responsibilities, and conducts or arranges capacity building sessions to develop their leadership and role-specific skills

Level 3 Advanced

Gauges the readiness of community and municipal officials in embracing the CEAC platform, and develops strategies to gain their support and buy-in

Actively engages the municipal local government unit, CSOs, and other stakeholders to bridge access of communities to institutions or those who are either entrusted with the responsibility for basic services delivery or who have the capacity to assist communities realize their plans

Facilitates resolution of conflicts of interest between the community groups and the municipal officials

Mentors volunteers and builds capacities to organize and to articulate and exercise their rights to participate in making decisions that affect their welfare

Promotes and mentors the community groups in observing the use of consultative and facilitative techniques in conducting prescribed activities and decision making

Level 4 Expert

Engages with LGUs, inter-agency partners, CSOs and other stakeholders at the provincial and regional levels for purposes of technical assistance, resource augmentation and conflict resolution for needs or issues along "social processes" that require provincial or regional intervention

Guides the implementation teams in adopting national strategies in CO to the contexts, needs, opportunities and challenges of the target municipalities

Designs implementation modalities to adapt CDD work to various contexts. Prepares and disseminates guidance notes to operationalize policies

Profiles the power dynamics in the community/ies and enlists the support of key influencers who are in formal roles as well as those looked up to as informal leaders

Consolidates learnings on community organizing and makes knowledge products available to other DSWD units and other relevant stakeholders

Provides training, coaching and other learning experiences to the municipal field implementation teams to build their competencies to carry out CO work

COUNSELING

Listens and knows the problems of clients, and provides them psychosocial support that is appropriate to their needs.

Level 1 Basic

Assesses client's situation based on his/her documents and data gathering

Supports clients by empathizing, showing genuine concern and ways respecting the dignity of the individual

Keeps the confidentiality of the client's case

Uses self-help methods to encourage the person for his/her own development and empowerment

Level 2 Intermediate

Does not impose his/her views on clients when they are not ready for the action/recommendation concerning an issue

Affirms/motivates clients on their strengths and encourages them to be better in handling their situation

Assesses without judging his/her clients using analytical approaches/ theories in counseling

Motivates, capacitates and enables clients to identify solutions to problems with his/her guidance

Level 3 Advanced

Facilitates discussion/counseling to PAPs regarding client issues and how to handle certain behaviors

Coaches partners on how to counsel clients/PAPs

Elicits suggestions from the client on how s/he wants to progress with his/her situation

Level 4 Expert

Sets policies and standards regarding counseling of clients or PAPs

Designs mechanism/procedures on how to counsel clients according to the study and analysis of various cases and patterns of behaviors among clients

Infers patterns of behaviors among clients and determines the most effective interventions and counseling techniques to use in different cases

COMMUNITY ORGANIZING

Enrolling and engaging community members who stand to benefit from the programs and services of the agency to volunteer and/or to actively participate in activities & processes that respond to their needs towards lasting and sustainable development.

Level 1 Basic

Takes steps to gain the buy-in of community officials and the community members on the programs being implemented in their communities

Drums up attendance of beneficiaries and other community stakeholders to prescribed meetings or activities

Integrates self positively with the community/ies and with barangay local government units to create a helpful climate. Demonstrates gender and cultural sensitivity in relating with community members and officials

Identifies the community members who can fulfill the various roles required to implement programs/services and persuades them to perform volunteer work

Apprises the volunteers on their roles, duties and responsibilities, and conducts or arranges capacity building sessions to develop their leadership and role-specific skills

Establishes links with representatives of on-the-ground partner institutions and enlists their support and participation. Informs them on their roles, their contribution to the success of the programs/activities, and the standards that have to be met

Level 2 Intermediate

Profiles the power dynamics in the community/ies and enlists the support of key influencers who are in formal roles as well as those looked up to as informal leaders

Initiates activities that aim to enhance cooperation and collaboration among community members, volunteers and local government officials

Resolves conflicts on roles and responsibilities that threatens community engagement
Analyzes the readiness of community leaders in undertaking

Is prompt and alert in evaluating the quality of participation and involvement of volunteers & local government officials, identifies barriers as well as issues/problems and takes action to address these within scope of authority provided

Taps the influence of formal and/or informal leaders in the community when compliance, commitment and/or support among volunteers and other stakeholders slows down or is withheld

Appeals to the higher ideals of the community groups, officials and other stakeholders to maintain morale in the face of obstacles or difficulties

Level 3 Advanced

Gauges the readiness of community and municipal officials in embracing the CEAC platform, and develops strategies to gain their support and buy-in.

Mentors volunteers and builds capacities to organize and to articulate and exercise their rights to participate in making decisions that affect their welfare

Promotes and mentors the community groups in observing the use of consultative and facilitative techniques in conducting prescribed activities and decision making

Actively engages the municipal local government: unit, CSOs, and other stakeholders to bridge access of communities to institutions or those who are either entrusted with the responsibility for basic services delivery or who have the capacity to assist communities realize their plans

Facilitates resolution of conflicts of interest between the community groups and the municipal officials

Level 4 Expert

Provides training, coaching and other learning experiences to the municipal field implementation teams to build their competencies to carry out CO work

Engages with LGUs, inter-agency partners, CSOs and other stakeholders at the provincial and regional levels for purposes of technical assistance, resource augmentation and conflict resolution for needs or issues along "social processes" that require provincial or regional intervention

Designs implementation modalities to adapt CDD work to various contexts. Prepares and disseminates guidance notes to operationalize policies

Consolidates learnings on community organizing and makes knowledge products available to other DSWD units and other relevant stakeholders

Guides the implementation teams in adopting national strategies in CO to the contexts, needs, opportunities and challenges of the target municipalities

DEVELOPING INSTITUTIONAL CAPABILITIES

Sharing and teaching of knowledge, expertise, lessons learned, new approaches and trends in the project M&E implementation by effectively providing technical assistance, proposing trainings, sharing of materials and act as resource person in trainings to enhance the capabilities of the team in the organization and improve overall performance of external and internal implementation partners including field and partner agency counterparts.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
<p>Talks with co-workers and field counterparts to relay information and knowledge to better understand, gain new learning to refine their jobs</p>	<p>Shares knowledge with co-workers who need help when asked or when the need to share was requested</p>	<p>Takes every available opportunity to transfer his/her knowledge to co-workers even without being requested</p>	<p>Conceptualizes and proposes training agenda that would enhance the capabilities of team members and other stakeholders to improve performance and overall M&E implementation</p>
<p>Recognizes the value in sharing relevant information that would benefit co-workers</p>	<p>Provides feedback to lower-level team members on tasks he/she can do well to improve performance</p>	<p>Provides feedback to team members, even peers and more senior co-workers, on tasks he/she can do well to improve overall team performance</p>	<p>Formulates/develops training packages that would capacitate internal and external partners along M&E</p>
<p>Accepts instructions and encouragement from supervisors to provide information/ knowledge on a topic that would be of interest to the broader functional group</p>	<p>Seeks out opportunities to learn and share new information/ knowledge on topics that would be of interest to the team and project partners that contributes to the improvement of processes and program implementation</p>	<p>Coaches others in a constructive and positive way so that they can absorb information and learn quickly</p>	<p>Reviews and enhances M&E training materials to ensure they are up-to-date and user-friendly</p>
<p>Collects valuable information/ knowledge materials (i.e., books, documents, lecture notes, etc.) files them where others will can have access to them</p>	<p>Reviews reports of subordinates, field counterparts and provides inputs and recommendations in the form of memoranda</p>	<p>Conducts training sessions with co-workers and field partners when he/she has gained new information/ knowledge on a topic that would be of interest to the broader functional group</p>	<p>Facilitates conduct of FGD with volunteers, field counterparts and stakeholders to discuss issues and concerns relative to M&E and come up with agreements</p>
<p>Compiles and shares lessons learned, best practices and experiences in the field for adaptation of other field offices</p>	<p>Answers queries from subordinates, field counterparts, volunteers and stakeholders regarding M&E</p>	<p>Provides feedback to all team members, even peers and more senior co-workers, on areas they need to improve upon</p>	

EMPLOYEE RELATIONS

Demonstrating knowledge of, adhering to, and improving DSWD's internal practices and government-wide policies (e.g., CSC) related to disciplinary cases and the grievance machinery to address this

Level 1 **Basic**

Maintains a record of administrative cases and coordinates requests with line managers to assure that feedback among aggrieved parties are addressed

Establishes proper communication with co-employees and superiors (e.g. to interact, inform and update).

Monitors and reports disciplinary and administrative action cases, and refers them to the corresponding authority

Level 2 **Intermediate**

Conducts regular evaluation of disciplinary and administrative cases to identify appropriate action

Bridges communication between line managers and employees, ensuring transparency and fairness are maintained in handling administrative cases, and that issues are raised and settled to maintain good relation and trust of members

Investigates and recommends appropriate disciplinary action for reported cases and infractions.

Level 3 **Advanced**

Formulates policy guidelines for the institutionalization of disciplinary policies and coaches line managers on the proper implementation of these policies

Reviews and recommends enhancements to existing disciplinary policy guidelines based on previous experience in delivering disciplinary action

Level 4 **Expert**

Acts and Sets direction in the implementation of systems and procedures in Grievance Machinery

Approves proposals and approves and implements appropriate disciplinary action, while also acting and setting direction in the implementation of systems and procedures in Employee Discipline

EMPLOYEE WELFARE

Demonstrating knowledge of, adhering to, and improving DSWD's internal practices and government-wide policies (e.g., CSC) related to health management and employee wellness and the various programs that address this

Level 1 **Basic**

Implements current wellness programs (medical and dental services, employee counseling, among others), and dissemination of information on such programs

Demonstrates understanding of current and possible health and wellness programs of DSWD

Level 2 **Intermediate**

Monitors implementation of current employee wellness programs

Implements employee wellness activities (such as but not limited to sports activities, health activities, etc), soliciting issues and suggestions and identifies solutions to identified issues.

Level 3 **Advanced**

Reviews and Recommends policies, proposals and enhancements on the DSWD's health management and wellness programs

Revisits current policies as well as Designs proposals on the DSWD's employee wellness programs

Level 4 **Expert**

Approves policies, proposals and enhancements on the Department's employee wellness programs

Sets directions in the implementation of approved systems and programs

ENGINEERING EXPERTISE

Possessing up-to-date professional knowledge and skills in a field of engineering relevant to the competent evaluation, design and implementation of community-based projects, which involve civil, electrical or mechanical works.

Level 1 Basic

Knows basic engineering concepts, principles and practices involved in the design, development, review, permitting, construction, maintenance, operations, or repair of, projects/sites and their potential environmental and safety impact

Maintains records on list of qualified suppliers, construction materials pricelists, survey of labor costs in the assigned area

Knows where to source materials required at the quality and cost specified

Has a record of available equipment from existing infra projects in the area and has established contacts with those who can authorize use

Knows the relevant codes and regulations required in infra or environmental projects

Level 2 Intermediate

A licensed civil engineer or a licensed engineer in other fields who has the general knowledge to oversee the design, development and construction of simple infra projects

Evaluates technical feasibility of proposed sub-project and can adequately perform environmental screening

Identifies the potential as well as evident geo-hazards in the assigned area and renders a decision on feasibility of a sub-project

Ensures work being done is compliant to codes and regulations

Monitors implementation of the community procurement plan and environmental management plan of all on-going sub-projects in the assigned area

Level 3 Advanced

Possesses an expert level of understanding of engineering concepts, practices, and theories used in the engineering specialty area and thus can provide technical advice and assistance to the community volunteers, community hired engineer in the preparation of the engineering plans, detailed cost estimates and program of work for proposed community sub-projects

Ensures that the Project technical guidelines, cost parameters, and environmental and social safeguards guidelines are being followed

Provides technical advice and assistance to the community volunteers in the preparation of the environmental management plan, procurement plan, planned community procurement packaging in preparation for the community's request for fund release and sub-project implementation

Level 4 Expert

Can engage experts in other areas of engineering, in a discussion about the feasibility of a project and/or in developing project design, or technical problem solving on sub-projects

Deftly integrates principles from other engineering disciplines to address complex technical issues

Approves complex or novel engineering/technical designs and/or program / project specifications of other engineers to meet desired compliance with engineering principles, standards, codes, designs and statutes

Renders a decision on conflicting design constraints

Looked up to by other professionals in the same field, for his expert opinion

GENERAL HUMAN RESOURCE EXPERTISE

Demonstrates knowledge of and adheres to DSWD's internal practices and government-wide policies (e.g., CSC, DBM) related to employment and personnel services.

Level 1 Basic

Abides by internal human resource policies of DSWD

Demonstrates some familiarity with human resource policies from external government agencies (e.g., CSC, DBM)

Demonstrates awareness of general human resource management and development concepts

Level 2 Intermediate

Implements internal human resource policies within one's own unit, with some supervision

Abides by human resource policies from external government agencies (e.g., CSC, DBM)

Seeks out information on best practices in human resource management and development from the private and public sectors, and recommends interventions to improve the delivery of human resource services within DSWD

Level 3 Advanced

Ensures the efficient and correct implementation of internal and external human resource policies within one's own unit and other DSWD units

Encourages other units to actively support the programs and initiatives of DSWD's human resource cluster

Uses information on best practices in human resource management and development to implement interventions that will contribute to more efficient and effective delivery of human resource services

Level 4 Expert

Acts as a subject matter expert in human resource management and development

Suggests ways to improve the implementation of DSWD's human resource policies and programs, in accordance with external human resource policies

Facilitates the development of human resource strategies that complement the overall organizational goals of DSWD

GRIEVANCE MANAGEMENT

Exercising thorough investigative skills and good judgment to provide an appropriate resolution or objective decision to complaints/issues raised by beneficiaries and other stakeholders about the programs or services of the agency.

Level 1 Basic

Acknowledges the complaining party and listens attentively to the complaint. Puts forward an open, non-defensive, helpful stance and gives space for the other person to express himself

Maintains calmness when confronted with complainants who are upset or angry. Does not take criticisms about the agency personally

Uses knowledge on program rules, guidelines and procedures in differentiating between an inquiry, complaint or grievance

Provides immediate recourse to concerns such as those which require correct information, clarification of procedures/instructions, inadequate documentary requirements, etc.

Reviews documents presented and/or asks routine questions to understand the complaint; to determine its complexity/urgency, and the appropriate office/emp/oyo to whom it should be directed. Escalates complaints following proper endorsement procedures

Verifies with the complaining party if his/her concerns have been addressed

Level 2 Intermediate

Asks questions to clarify and/or to gather relevant data to understand the issue at hand. Reviews document/report presented and checks readily available sources of info to verify the issues

Establishes the remedy that complainant/s wish to achieve

Assesses the complaints and determines the next step to be undertaken. Weighs data gathered and identifies appropriate level to resolve the case

Acts on complaints that are readily verifiable or which require simple routine solutions, following established policies & procedures

If the issue/complaint will need to go through due process, clearly explains to involved parties the procedures that will be undertaken, the documents needed, as well as the estimated time to provide a resolution

Observes fairness & objectivity and exercises confidentiality when handling concerns and related documents

Level 3 Advanced

Establishes the facts about a grievance using different data gathering methods such as interview, observation, documents/records review from party/ies involved and others who have significant knowledge and are allowed to provide comments. Keeps written record of evidence that is provided orally

Gives the complainant/s an opportunity to comment on contrary information or claims from another source

Prepares detailed and accurate report supported by evidences from party/ies involved covering all aspects of the issue (whole story). Ensures that evidence/s are relevant and logically capable of supporting the findings, not on guesswork, preconceptions, suspicion or questionable assumptions

Makes a recommendation/renders a decision based on comprehensive review of facts, rules, practices, & contentions. Abides by agency and/or program policies and procedures in grievance management

Presents the remedy/recommended action to the party/es involved, explaining how these can address the grievance/issue raised

Level 4 Expert

Draws out options or points of negotiation when the remedy/ies the parties seek can not be granted

Considers the impact of the decision or proposed remedy on the position of the agency or wide-range impact to the programs, and ensures that these are not compromised

Seeks a win-win resolution to issues when party/ies involved stick to their positions

Engages other institutions in the process, when deemed necessary to resolve issues/grievance

Monitors actions taken until completely addressed or resolved. Keeps all those involved abreast of the latest updates on the actions taken

Draws learning from the issues/complaints and either addresses issues/gaps or recommends policy enhancement that perpetuate grievances and implements pro-active course of action

GROUP FACILITATION

Using knowledge of group dynamics and processes to effectively provide appropriate structure and environment for achieving over-all goal of interactions like training solving problems or accomplishing tasks or reaching consensus.

Level 1 Basic

Communicates the course plan, objectives, processes and roles based on specified guidelines to clarify expectations from the group interaction (e.g. training, meeting, etc.)

Opens sessions positively and introduces self cheerfully to establish rapport

Gives simple and clear instructions to encourage participation and build on participants' individual confidence

Uses agenda, training /activity time table to keep process on track and moving forward within agreed time

Careful in dissolving personal biases and refrains from providing strong opinions to encourage participation and smooth flow of discussions

Uses guidelines in handling dissenting opinions and resolving issues when faced with common concern areas and seeks advice for unfamiliar concerns

Level 2 Intermediate

Presents agenda, objectives clearly to attain agreements on roles, group processes and ground rules

Uses different techniques in introducing members of the group to each other and establishing rapport

Listens attentively, uses , paraphrasing, questions and probing in clarifying points and simplifying complex concepts, ideas and issues with the participants and in ensuring effective traffic of discussions

Consciously paces activities, discussions in such a way that participants are given equitable turns to participate while ensuring that process goals are attained at prescribed time

Use facts and avoids personal bias in dealing with conflict situations and handles disruptions discreetly

Listens, questions and summarizes group outputs to ensure clarifications

Level 3 Advanced

Uses creative ways in presenting agenda, objectives to generate buy-in on roles, processes and ground rules, and to effectively manage the tasks and process goals of the interaction

Evaluates conciseness of environment and suits it to the objectives of the interaction, needs and characteristics of participants

Listens to and observes participants and adopts appropriate facilitation "mode", depth, timing when intervening on content or processes

Interprets and confirms participants' verbal and non-verbal communication to identify those who need clarification and feedback and uses appropriate techniques to probe/expand the discussion or limit/sogue to succeeding topics/issues

Uses fact, humor and acts firm but understanding when managing disruptive behavior

Directs questions appropriately and create opportunities for learners to contribute to the discussion

Level 4 Expert

Evaluates the quality of group dynamic and its impact on the attainment of over-all learning objective

Demonstrates the ability to make mid-program adjustments when extraordinary circumstances occur and still deliver the learning session effectively

Demonstrates sensitivity to emotional dynamics of group and adjusts communication and actions to ensure smooth interaction

Coaches/mentors others on how to communicate observations/conclusions/perceptions to facilitate assimilation of feedback

Evaluates how facilitators are able to pick up cues and group moods to enhance group facilitation skills

Develops standards, guidelines and evaluation of group facilitation

GROUP FACILITATION

Using knowledge of group dynamics and processes to effectively provide appropriate structure and environment for achieving over-all goal of interactions like training solving problems or accomplishing tasks or reaching consensus.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
<p>Communicates the course plan, objectives, processes and roles based on specified guidelines to clarify expectations from the group interaction (e.g. training, meeting, etc.)</p>	<p>Presents agenda, objectives clearly to attain agreements on roles, group processes and ground rules</p>	<p>Uses creative ways in presenting agenda, objectives to generate buy in on roles, processes and ground rules, and to effectively manage the tasks and process goals of the interaction</p>	<p>Evaluates the quality of group dynamic and its impact on the attainment of over-all learning objective</p>
<p>Opens sessions positively and introduces self cheerfully to establish rapport</p> <p>Gives simple and clear instructions to encourage participation and build on participants' individual confidence</p>	<p>Uses different techniques in introducing members of the group to each other and establishing rapport</p> <p>Listens attentively, uses, paraphrasing, questions and probing in clarifying points and simplifying complex concepts, ideas and issues with the participants and in ensuring effective traffic of discussions</p>	<p>Evaluates conduciveness of environment and suits it to the objectives of the interaction, needs and characteristics of participants</p> <p>Listens to and observes participants and adopts appropriate facilitation "mode", depth, timing when intervening on content or processes</p>	<p>Demonstrates the ability to make mid-program adjustments when extraordinary circumstances occur and still deliver the learning session effectively</p> <p>Demonstrates sensitivity to emotional dynamics of group and adjusts communication and actions to ensure smooth interaction</p>
<p>Uses agenda, training /activity timetable to keep process on track and moving forward within agreed time</p> <p>Careful in displaying personal biases and refrains from providing strong opinions to encourage participation and smooth flow of discussions</p>	<p>Consciously paces activities, discussions in such a way that participants are given equitable turns to participate while ensuring that process goals are attained at prescribed time</p> <p>Uses facts and avoids personal bias in dealing with conflict situations and handles disruptions discreetly</p>	<p>Interprets and confirms participant's verbal and non-verbal communication to identify those who need clarification and feedback and use appropriate techniques to probe/expand the discussion or limit/segue to succeeding topics/issues</p>	<p>Coaches/mentors others on how to communicate observations/conclusions/perceptions to facilitate assimilation of feedback allowing client interpretation to be expressed – "reflector role"</p>
<p>Uses guidelines in handling dissenting opinions and resolving issues when faced with common concern areas and seeks advice for unfamiliar concerns</p>	<p>Listens, questions and summarizes group outputs to ensure clarifications</p>	<p>Uses tact, humor and acts firm but understanding when managing disruptive behavior</p> <p>Directs questions appropriately and create opportunities for learners to contribute to the discussion</p>	<p>Evaluates how facilitators are able to pick up cues and group moods to enhance group facilitation skills</p> <p>Develops standards, guidelines and evaluation of group facilitation</p>

OFFICE MANAGEMENT & SECRETARIAT SERVICES

Setting and abiding by administrative processes internal to one's unit. Providing administrative support to one's unit by coordinating meeting logistics, documenting meetings, archiving and organizing files, and arranging for certain transactions.

Level 1 Basic

Knows and follows administrative protocols within one's own unit

Takes note of important details of a meeting to create simple documents such as minutes or summaries of agreements

Follows up meeting attendees on agreed-upon next steps, as per the minutes or summary of agreements

Maintains orderly and complete documentary requirements of DSWD related information in a file

Demonstrates awareness of documents needed for specific reports or transactions

Level 2 Intermediate

Encourages other employees within one's own unit to follow internal administrative protocols

Maintains the archive of all documents pertinent to one's own unit

Processes administrative transactions (e.g., travel processing) involving interface with stakeholders outside DSWD

Maintains an updated databank system of DSWD-related information which includes materials related to the work of the unit

Easily monitors the status and progress of information through the database system

Level 3 Advanced

Establishes and enforces administrative protocols within one's own unit

Organizes and ensures orderly and easy-to-use archive of all documents pertinent to one's own unit

Ensures that all administrative transactions of one's own unit are accomplished in a timely manner

Suggests ways on how the database can be further improved

Generates reports and simple analysis of requested information through the database system

Level 4 Expert

Creates policies and procedures in order to improve administrative protocols within one's own unit

Champions the implementation of systems to ensure excellent documentation

Suggests ways to improve administrative protocols within one's own unit, such that they become more efficient

Develops a systematic and organized filing system for records management for all information related to work of own unit

Champions improvements in the way data and records are managed

PERFORMANCE MANAGEMENT

Demonstrates knowledge of, adhering to, and improving DSWD's internal practices and government-wide policies (e.g., CSC, DBM) related to performance management.

Level 1 **Basic**

Demonstrates complete and accurate understanding of DSWD's performance management process

Collates performance management forms and creates simple summary reports

Level 2 **Intermediate**

Implements the performance management process of DSWD

Performs simple analysis on performance management results and works with concerned HRDB incumbents on the dissemination of the results

Level 3 **Advanced**

Ensures the efficiency and timeliness of the performance management process of DSWD

Analyzes performance management results and works with concerned stakeholders for appropriate rewarding schemes and improvement initiatives

Level 4 **Expert**

Constantly reviews the performance management process of DSWD and ensures it is benchmarked with best practices in private / other government agencies

Champions the conduct and implementation of the strategic performance management system and performance governance system

RECRUITMENT AND PLACEMENT

Demonstrates knowledge of and adheres to DSWD's internal practices and government-wide policies (e.g., CSC, DBM) related to recruitment, placement, and selection.

Level 1 Basic

Demonstrates familiarity with the different components of a competency-based job description

Demonstrates knowledge of government recruitment forms, systems and policies prescribed by CSC

Sources applicants through traditional recruitment channels - e.g., bulletin boards, website advertisements

Coordinates the implementation of onboarding activities based on a pre-set program

Level 2 Intermediate

Creates competency-based job descriptions aligned with the tasks, outputs and required competencies by consulting with stakeholders and the corresponding supervisor

Processes applications in compliance with prescribed CSC protocols

Sources applicants through non-traditional recruitment channels, as deemed fit. Uses information such as age bracket or experience level to identify the most suitable recruitment channel (e.g., JobStreet, LinkedIn, social networks)

Creates onboarding materials that are aligned with the prescribed program design

Level 3 Advanced

Conducts competency-based interviews to determine an applicant's fit with the required competencies of a position

Coaches other members of one's team on CSC recruitment protocols

Forecasts the manpower needs of one's bureau/unit based on anticipated activities and budget constraints

Designs onboarding program and activities for DSWD new hires that is consistent with DSWD's strategic thrust, core values, core competencies and leadership brand

Level 4 Expert

Coaches others on how to conduct a competency-based interview, and how to assess an applicant's competencies

Suggests and implements ways to streamline DSWD's recruitment process within the bounds of CSC policies and standards

Establishes a consistent recruitment brand that is suited to one's target talent pool, in accordance with DSWD's core values, core competencies and leadership brand

Seeks out feedback on the existing onboarding program, and uses that feedback to suggest possible improvements

RESEARCH SKILLS

Searching for trends, news, and best practices within one's field; Keeping up to date on the trends in one's area of research and applies it to one's work.

Level 1 **Basic**

Demonstrates awareness of the simple terms and concepts in one's field of research / advocacy

Level 2 **Intermediate**

Researches regularly and keeps up to date information with the developments and new advancements on research in one's field of research / advocacy

Level 3 **Advanced**

Researches to understand and anticipate where emerging research trends can adequately support business needs and processes

Level 4 **Expert**

Acts as a subject matter expert in one's field of research / advocacy

Ensures best practices are implemented in DSWD based on emerging research trends

Creates position papers, official documents, and research studies based on a sound understanding and analysis of research trends

SOCIAL MEDIA MANAGEMENT

Uses various social media platforms to engage and obtain feedback from stakeholders, and disseminate information about the events, policies, and programs of DSWD

Level 1 **Basic**

Knows how to post and share content through popular social media platforms (e.g. Twitter, Facebook, etc)

Keeps up to date with trends in social media

Responds to simple client feedback made through social media

Level 2 **Intermediate**

Constantly updates social media pages with relevant links and content

Maintains consistently branded content across popular social media platforms (e.g. Twitter, Facebook, etc)

Escalates complicated client feedback to concerned parties within DSWD or to its affiliated partners

Level 3 **Advanced**

Develops short term social media campaigns for specific DSWD programs

Actively solicits feedback from clients following DSWD's social media pages

Collaborates with DSWD's communications cluster to develop a unified branding strategy for the agency

Level 4 **Expert**

Develops sustained, consistently branded social media campaigns for interconnected DSWD programs

Suggests ways to improve existing social media campaigns

Collaborates with involved units to improve the services of DSWD in response to client feedback

Uses social media analytics to increase the reach of DSWD's social media pages through various search engine optimization techniques

VERBAL COMMUNICATION

Demonstrating the ability to verbally convey a message, information and ideas clearly and concisely to a target audience using a variety of media and language that suits their needs and characteristics.

Level 1 Basic

Speaks clearly and uses language and tone that is understood by the target audience

Presents and conducts self in a decent and credible manner observing generally acceptable standards of grooming

Addresses queries and asks questions to check if objectives of presentation are achieved

Summarizes key points of the presentation and answers questions and concerns raised by the audience to clarify and emphasize points

Level 2 Intermediate

Pronounces words correctly and uses suitable grammar and syntax when speaking to target audience

Presents and conducts self in a credible and approachable manner and establishes rapport with participants easily

Encourages questions and uses different questioning techniques to determine if objectives of presentation are achieved

Makes meaningful transitions from one topic or activity to the next and uses verbal and linkage/synthesis techniques to emphasize salient points of presentation

Level 3 Advanced

Uses appropriate words, adjusts volume, pace, tone, and inflection of voice and language to suit the target audience's number, needs, characteristics, and capabilities

Uses a variety of media and presentation aids like examples, illustrations to creative phrasing, analogies, quotations, rhetorical questions, and comparing and contrasting concepts to enhance learning and understanding

Purposely uses verbal and non-verbal communication that is free of bias (e.g. sexual, racial, religious, cultural, and age) to promote audience engagement

Organizes key concepts and covers key points clearly and concisely, simplifies complex concepts, ideas and information using verbal enhancers that more fully communicate and explain essential concepts and information

Level 4 Expert

Evaluates use of language, tone, grammar and general message delivery during presentations to provide guidelines in ensuring that language and tone used are suitable to target audience

Adjusts presentation methods and use of language to achieve the optimal level of productive interaction considering the capabilities of target audience

Guides the direction of the discussion, and enhances trainees' understanding of the content and concepts based on the feedback of trainees

Develops procedures, guidelines and training materials to enhance and evaluate presentation skills of others

WRITTEN COMMUNICATION

Communicating ideas, facts and quantitative data in written form, with intent to inform, persuade or cause to take action, using appropriate grammar and following correct syntax, sentence and document structure.

Level 1 Basic

Writes routine and simple correspondence/communications (i.e., memos, simple reports) using a template

Gathers, consolidates and summarizes data/info that will supplement the report. Validates data/information on accuracy and consistency

Self-edits words, numbers, letters, sentences, including capitalization, lower case, punctuation, phonetic notation

Level 2 Intermediate

Writes formal correspondences and reports for higher level management and similar external audience, correctly conveying the intended message and ensuring proper grammar and structure

Anticipates the data/information needed by the recipient and capture these on the report

Documents and articulates policies, processes and procedures accurately, and in a tone and language that the intended users can follow

Level 3 Advanced

Prepares grammatically and structurally proper and articulate complex written compositions such as project updates involving the analysis of various inter-related data/ activities/ issues

Directs content and flow in the generation of reports

Develops written communication materials which meet the information requirements of the DSWD, its partner institutions, beneficiaries of its programs/services and other stakeholders

Level 4 Expert

Prepares technical documents such as concept papers and project proposals in a style that captures the interest of and persuades its intended audience to commit sizeable resources

Articulates the central argument or purpose of the paper/proposal and provides strongly related supporting points and appropriate evidence. Appeals to both the intellect and emotions

Performs final evaluation of written report/document to align content to the agency policies & guidelines and thrust and direction of the program

PRESENTATION SKILLS

Demonstrates the ability to convey a message, information and ideas clearly and concisely to a target audience using a variety of media and language that suits their needs and characteristics.

Level 1 Basic

Speaks clearly and uses language and tone that is understood by the target audience

Presents and conducts self in a decent and credible manner observing generally acceptable standards of grooming

Uses prescribed media and methods of conveying the message, presenting information and ideas to target audience, and avoiding unnecessary body movements and adlibs

Addresses queries and ask questions to check if objectives of presentation are achieved

Level 2 Intermediate

Pronounces words correctly and uses suitable grammar and syntax when speaking to target audience

Presents and conducts self in a credible and approachable manner and establishes rapport with participants easily

Generally attempts to use different media and presentation techniques to sustain the interest and maintain participation of target audience

Encourages questions and uses different questioning techniques to determine if objectives of presentation are achieved

Summarizes key points of the presentation and answers questions and concerns raised by the audience to clarify and emphasize points

Level 3 Advanced

Uses appropriate words, adjusts volume, pace, tone, and inflection of voice language to suit the target audience's number, needs, characteristics, and capabilities

Presents and conducts self credibly and dresses as appropriate to the target audience, type of training or activity and coaches others on behaving appropriately

Uses a variety of techniques (Icebreakers, SLE's, Name Games) to establish rapport and elicit target audience participation

Uses a variety of media and presentation aids like examples, illustrations to creative phrasing, analogies, quotations, rhetorical questions, and comparing and contrasting concepts to enhance learning and understanding

Purposely uses verbal and non-verbal communication that is free of bias (e.g. sexual, racial, religious, cultural, and age) to promote audience engagement

Organizes key concepts and covers key points clearly and concisely, simplifies complex concepts, ideas and information using verbal enhancers that more fully communicate and explain essential concepts and information

Makes meaningful transitions from one topic or activity to the next and uses verbal and linkage/synthesis techniques to emphasize salient points of presentation

Level 4 Expert

Evaluates use of language, tone, grammar and general message delivery during presentations to provide guidelines in ensuring that language and tone used are suitable to target audience

Uses summarization, bridging, and segue techniques appropriately and maintains continuity between sections of the presentation and mentors others to do the same

Adjusts presentation methods and use of language to achieve the optimal level of productive interaction considering the capabilities of target audience

Guides the direction of the discussion, and enhances trainees' understanding of the content and concepts based on the feedback of trainees

Enhances, substitutes or creates media as appropriate to the needs of the trainees

Develops procedures, guidelines and training materials to enhance and evaluate presentation skills of others

PROCESS MANAGEMENT

Developing, formulating & reviewing for enhancement processes, policies and procedures which govern the execution of tasks, activities, or projects, in order to ensure work is accomplished and required results are delivered effectively and efficiently. Adopting measures to drive compliance, and being proactive in responding to opportunities for improving/streamlining based on experience, feedback, emerging technologies and new direction.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
<p>Follows established policies and prescribed processes and procedures in own area of work</p> <p>Studies the manual of the projects involved in to familiarize self on existing policies/ guidelines to be able to respond to questions from beneficiaries, colleagues and partners in the field</p> <p>Assists and/or gives guidance to beneficiaries on how to comply with requirements</p> <p>Explains the immediate and long term consequences of non-compliance</p> <p>Reviews documents submitted to check completeness and compliance to policies and standard procedures, identifies errors or inadequacies and advises the other party on how to comply</p> <p>Demonstrates the proper way of filling-up the forms</p> <p>Gives feedback to supervisor on difficulties encountered in following established processes and procedures</p>	<p>Educates and provides technical assistance to field colleagues, partners and other stakeholders on the program procedures and the importance of complying</p> <p>Explains the rationale for policies and procedures vis-à-vis program objectives and the overall mandate of DSWD</p> <p>Thinks of practical ways to improve the process in accomplishing the task at hand or suggests how forms/procedures can be simplified</p> <p>Coaches on-the-ground partners on how to check correctness of data and completeness of documents against requirements. Points out choke points and provides guidance on how to overcome them</p> <p>Reminds co-workers about the proper accomplishment and retrieval of forms</p> <p>Spots difficulties, confusion and issues emanating from the absence of clear procedures or policies and elevates this to the supervisor</p> <p>Audits reports and documents and performs field spot checking to assess compliance rate and to identify problems</p>	<p>Establishes clear, well-defined processes and procedures in own area of responsibility consistent with broad project policies and processes</p> <p>Suggests innovations to the existing project processes and procedures in order to address gaps in the implementation and delivery of results</p> <p>Validates feedback about limitations in the existing processes, procedures, forms and recommends measures to correct or improve</p> <p>Proposes documentation of unwritten policies or development of procedures where none exists, as basis for addressing problems in the field or to alleviate issues/difficulties</p> <p>Develops training and communication materials and methodologies aimed at educating colleagues, field partners and beneficiaries on project processes, procedures and policies</p> <p>Identifies developmental and competency needs of the staff to ensure effectiveness in delivering the required process of work</p>	<p>Formulates project policies and implementation processes and procedures consistent with project objectives and relevant government rules</p> <p>Develops a Project Operations Manual which serves as a reference for others</p> <p>Benchmarks locally and internationally with similar projects to identify best practices and to learn from experiences, and integrates these in the formulation of processes and procedures</p> <p>Applies process analysis techniques and similar scientific tools when designing processes and formulating procedures</p> <p>Integrates use of applicable technologies (communications, computing, web, etc.) and other technology-supported processes whenever practical</p>

PROGRAM MANAGEMENT

Monitoring and coordinating the implementation of plans, policies, tasks and activities of programs & projects being undertaken by the agency, and taking action to meet quality and performance goals.

Level 1 Basic

Oversees implementation of on-the-ground activities and is on hand to address issues/concerns

Analyzes Accomplishment /Progress Reports to identify gaps and discrepancies vis-à-vis the Work and Financial Plan

Complies with established procedures in addressing gaps and/or escalates these to the next level authority when prescribed remedies are inadequate

Meets with on-the-ground employees to secure feedback on issues and concerns in the implementation of activities

Secures/organizes resources and/or disseminates information needed by on-the-ground employees and partners following established procedures

Arranges for technical assistance to on-the-ground employees on how to deliver quality services

Level 2 Intermediate

Sets up a visible monitoring system to track the area/cluster progress against specific program/project performance metrics and other measures

Conducts regular meetings with on-the-ground employees and partner institutions to discuss program/project status, and to surface issues that have to be managed

Adopts ways to cope with inadequacies on resources to ensure quality services are still delivered on time. Recommends to the next level authority ways to augment resources

Checks compliance of on the ground partner institutions to agreed deliverables or counterpart work/other commitments as per MOA, and dialogues with them to agree how this can be addressed

Explores alternative solutions to issues and concerns, which hinder progress of plans/activities, outside of prescribed remedies. Taps the help/intercession of higher authorities and/or external parties, including LGUs

Level 3 Advanced

Monitors compliance to the program/project Regional Work and Financial Plan by requiring field teams to provide regular update on the status of resources and activities conducted

Regularly meets area supervisors to discuss accomplishments against program/project performance metrics and to facilitate action planning for keeping performance on track

Evaluates the impact of the activities in the area/region by conducting spot check with beneficiary groups

Checks functionality of other councils that plays significant role in program implementation. Dialogues with them to clarify expected deliverables, assess performance and agree on action plans for moving forward

Develops a case for securing additional resources beyond the approved budget/allocation to higher level bosses, and/or taps latent sources outside the agency, in order correct lagging performance or to fast-track delivery of outputs as needed

Liaises with LGUs to promote the program and gain their support

Acts as the program/project champion in the region of area assignment, representing the interests of the program/project in all local venues (local conferences, local councils, local media, etc)

Level 4 Expert

Develops the overall policy framework and the implementation strategy for program/project, integrating its implementation with other existing programs of the agency

Stands ready to update plans and implementation mechanisms to align with new government policy direction, sponsor requirements, and with lessons learned

Sets up national level program/project monitoring system that compares progress against baseline performance targets

Adopts a regular review mechanism to assess the overall performance of the program/project against service delivery targets, and identifies mechanisms/strategies to keep performance on track. Addresses program/project concerns at the national level

Assesses if emerging concerns or underlying reason on gaps/discrepancies in the implementation are by reason of policy gaps, and consequently reviews/revises policy to keep in step with current realities

Acts as the program/project champion within the organization and with external stakeholders, representing the interests of the program/project in national venues (Philippine Congress, national and international fora, national moia, etc)

Dialogues with the appropriate authorities in partner institutions to press for compliance to MOA undertakings

PROJECT MANAGEMENT

The extent to which one is able to effectively manage the various aspects of a project in order to achieve its objectives or to produce its intended outcomes within a specified period, while ensuring optimum use of resources.

Level 1 Basic

Effectively provides pre, during and post event admin and logistics support to projects such as coordinating venue arrangements with suppliers, disseminating invites, following up attendance, preparing documents and materials, etc.

Coordinates/liaises with project management/implementing units to facilitate submission of required project reports

Able to submit monitoring reports on the status of simple projects using prescribed forms, on time and with the detail specified

Manages project data/info in an organized manner by maintaining a project data base

Knows the project deliverables and design plan as contained in basic project documents even though performing a support role

Uses a calendar and to-do lists as a self-management and monitoring aid

When given assignments that have a defined output and deadline, can work unsupervised to complete those on time, with the resources provided and at the quality expected. Performs own coordination with involved parties

Level 2 Intermediate

Able to deliver required outputs of relatively simple projects or special assignments whose success relies mostly on own input and initiative although input from a few entities are required

Correctly identifies the project's/assignment's resource requirements (manpower, time, equipment, materials, etc) and individuals/units involved or whose inputs are required and secures these from the superior or office from whom the special assignment came from (originating office)

Clearly explains the participation/contribution of other parties, including standards that have to be met such as deadlines and quality specification

Uses tools such as a Gantt chart/Project Schedule to manage activities

While performing own work, checks on the progress and coordinates with involved parties to ensure that deadlines are met

Regularly updates, in writing, the originating office on the status of the project and alerts them on issues and their impact on deliverables

Takes action to address setbacks/problems to ensure completion of project/assignment and expected outputs are delivered within standards

Level 3 Advanced

Prepares a Work Plan using appropriate processes such as Work Breakdown Structure & Network Diagram, for a major component of a complex project over which s/he has accountability for results. Aligns these with overall project objectives and TOR

Prepares a resource plan, financial plan, and quality plan for the project component

Identifies metrics, standards of performance, critical success factors and key indicators to monitor and assess results and puts in place a system to track performance against these. Communicates these to individuals/offices involved

Puts in place fiscal control, resource management and quality control mechanisms. Keeps a tight watch on performance against cost, quality and time, and acts promptly and judiciously to meet the standards

Assists with removing barriers and/or resolves issues that are impeding the progress of project team members

Develops procedures and establishes a system such as a project database and project reporting mechanisms, for meeting the information and communication needs of stakeholders

Identifies the risks and prepares a Risk Mitigation Plan. Recognizes and/or takes action when a project plan needs to be revised given changing or unexpected circumstances

Prepares periodic evaluation/assessment reports on the performance of projects as per TOR

Coaches others on Project Management for small scale projects

Level 4 Expert

Scores time up front defining the implementation on strategy in line with the project scope and TOR

Develops the roadmap for the project guided by concepts in Project Lifecycle management, Logical Framework and similar project management approaches

Develops the following plans: project plan, resource plan, financial plan, quality plan, acceptance plan and communications plan

Defines project organizational structure, implementation arrangements, and operational systems/procedures

Liaises with funding agencies, project consultants and concerned implementing offices/units to facilitate operations planning

Prepares the necessary orders/circulars/memoranda to formalize and disseminate project implementation arrangements

Maintains an awareness of potential high-risk practices and situations, and appropriately identifies, responds and alerts others to risks and issues as they develop

Evaluates performance by reviewing progress toward goals and operational plans and makes adjustments as needed

Provides on-going project updates to key stakeholders

Identifies lessons learned/good practices from project that can be disseminated. Formulates/recommends policies, approaches and strategies for improving the management

Mentors others on Project Management for large scale/major projects

RECORDS MANAGEMENT

Organizing and maintaining of records and case folders for proper documentation and reference.

Level 1 **Basic**

Maintains orderly and complete documentary requirements of clients in a case folder

Files hard copy and e-copy in the database system of records, which are easy to retrieve

Level 2 **Intermediate**

Maintains an updated databank system of case folders which include the clients' profile, date received, status of the case, recommendations and actions taken

Easily monitor the status and progress of cases through the database system

Level 3 **Advanced**

Generates report and simple analysis of all the cases through the database system

Makes systematic and organized filing system for records management of all case folders

Level 4 **Expert**

Develops a databank system to systematically monitor all cases handled by the Office

REPORT WRITING

Ability to have a handle on the intricacies of ideas and information, and translate it into simple and comprehensible words; Effectively communicating updates and issues capturing all essential details of the project.

Level 1 Basic

Uses correct grammar, sentence structure, and style in writing reports

Follows the standard format in report writing

Validates accuracy and consistency of data gathered prior to inclusion in the report

Level 2 Intermediate

Presents appropriate and complete information in a clear and concise manner

Organizes subject matter and data in a logical and progressive manner to ensure that reports are complete, comprehensive and easy to understand

Captures both qualitative and quantitative data in the report

Looks for essential details on the activity conducted and as required

Highlights results, not merely activities

Consolidates and summarizes data that will supplement the report

Level 3 Advanced

Presents analysis of information presented and able to identify appropriate follow thru actions

Captures the efforts exerted and strategies adopted to achieve desired turnout/results

Indicates all information that will facilitate better understanding of the gaps / issues / recommendations presented in the report

Anticipates the data/information needed by the management/recipient and capture these on the report

Aligns content of the report to the agency policies / guidelines and thrust and direction of the program

Level 4 Expert

Reviews content of report and determine necessary changes or improvement

Gives inputs prior to the finalization of report

Performs final evaluation on comprehensiveness of the report, by proof reading to ensure modification or enhancement on content was made

Gives a sense of mutual accountability in reviewing the content of report

Calls the attention of those involved in reviewing documents when discrepancy is spotted

WRITTEN COMMUNICATION

Communicating ideas, facts and quantitative data in written form, with intent to inform, persuade or cause to take action, using appropriate grammar and following correct syntax, sentence and document structure.

Level 1 Basic

Writes routine and simple correspondence/communications (i.e., minutes, simple memos) using a template

Writes an expanded range of goodwill messages (i.e., thanks, apologies, congratulations, get-well wishes, goodwill, and sympathy), following standard formats

Observes correct grammar and structure

Presents appropriate, complete, and correct information/data, sourced from reliable sources (i.e. directories, schedules, notices, instructions)

Level 2 Intermediate

Writes formal correspondences for higher level management and similar external audience, correctly conveying the intended message

Writes reports following a standard format, to describe situations and/or to report information that is routine, but may occasionally involve unique data and/or circumstances (i.e., project/activity updates, etc).

Gathers, consolidates and summarizes data/info that will supplement the report. Validates data/information accuracy and consistency

Captures both qualitative and quantitative data in the report; performs correct analysis on information presented

Accurately quotes, paraphrases and summarizes resources

Documents and articulates policies, processes and procedures accurately, and in a tone and language that the intended users can follow

Self-edits words, numbers, letters, sentences, including capitalization, lower case, punctuation, phonetic notation

Level 3 Advanced

Prepares grammatically and structurally proper and articulate complex written compositions such as project updates involving the analysis of various interrelated data/ activities/ issues

Organizes content to ensure logical flow of information and/or ideas. Uses appropriate transitions between major points

Anticipates the data/information needed by the recipient and capture these on the report

Provides strong and logical evidence to back up observations, conclusions and/or recommendations

Develops written communication materials which meet the information requirements of the DSGWD, its partner institutions, beneficiaries of its programs/services and other stakeholders

Reviews and edits written work of lower-level personnel. Guides and coaches others on how to improve their work to conform with established standards

Level 4 Expert

Prepares technical documents such as concept papers and project proposals in a style that captures the interest of and persuades its intended audience to commit sizeable resources

Articulates the central argument or purpose of the paper/proposal and provides strongly related supporting points and appropriate evidence. Appeals to both the intellect and emotions

Chooses a communication vehicle and adjusts content & style to strategically influence and/or gain support of target audience

Performs final evaluation of written report/document to align content to the agency policies & guidelines and thrust and direction of the program