

COLLABORATING AND NETWORKING

Establishing and maintaining helpful working arrangements with internal and/or external individuals, groups and institutions which have an interest in, or have an impact on the completion of work assignments or success of DSWD programs. This may involve negotiating for resources, deliverables, and delivery times, and balancing one's own needs and the needs of other parties.

Level 1 Basic

Delivers on his own commitments as a contribution to the team; Shares ideas and relevant information with colleagues

Demonstrates tact and diplomacy in dealing with others

Explains the scope of responsibility, deliverables, time schedule and costs involved in activities/undertakings where the partners are involved

Identifies key stakeholders and considers different sensitivities and varying interests among partner groups/institutions when addressing operational concerns

Level 2 Intermediate

Identifies and reaches out to individuals and groups (stakeholders) who will contribute to completion of own work assignments or who will be affected by activities/undertaking of the agency

Uses effective team processes (i.e., brainstorming & consensus building) to explore ideas and to arrive at decisions

Seeks inputs and recommendations of partners on how the desired outputs can be met. Establishes working norms such as resource sharing and coordination procedures

Acts on / Recommends needed action that will address operational concerns in an effective and timely manner, mindful of different sensitivities and interests

Level 3 Advanced

Initiates communication with cross functional units/departments and/or secondary stakeholder groups when buy-in is necessary to achieve needed results

Maintains rapport and harmonious working relationships with existing contacts in partner organizations (civil society groups, academe, religious and spiritual groups, NGOs, LGUs) by collaborating with them in key decisions made with respect to expected outputs

Identifies internal and external politics that impact performance and/or implementation of programs/projects and takes action within designated authority to manage issues. Uses rational strategies and emotional appeal to align parties to the agency's social reform agenda

Identifies and secures the needed support for the approval and implementation of the social development agenda and of Field Office budgets, programs, and projects

Level 4 Expert

Actively consults with and integrates partners' perspectives and inputs in developing intervention strategies for the assigned sector

Conducts strategic discussions with internal and external stakeholders to elicit feedback, sustain support to and promote engagement in the Department's initiatives, as well as push for consensus towards decisions that are beneficial both for the Department and the stakeholders

Taps the sponsorship and intervention of equally influential individuals or institutions when managing highly complex administrative or political issues

Develops an influence and communication strategy for instilling a sense of ownership to stakeholders who wield strong influence over program implementation

CREATING AN ENVIRONMENT FOR LEARNING AND GROWTH

Creating an environment wherein employees are motivated to learn and develop to maximize their full potential. Developing the ability of others to perform and contribute to the organization by providing continuous feedback on performance as well as opportunities to learn through formal and informal methods. Providing the necessary policies, systems, working mechanisms that will allow for contribution of ideas, the management of learning and knowledge, as well as individual and team growth.

Level 1 **Basic**

Understands the different strengths and weaknesses of one's team members, and uses this understanding to delegate simple work tasks

Gives timely and specific feedback to each individual to improve performance and clarify learning and development areas

Uses coaching and/or mentoring techniques to develop the potential of others in an environment of trust

Level 2 **Intermediate**

Recognizes and identifies staff potential and discusses with each one, their development needs and plans, aspirations, and career opportunities

Develops an individual development plan for each staff member

Implements within one's team a coaching and mentoring system that operates in an environment of trust and mutual desire for development

Level 3 **Advanced**

Provides staff with opportunities to take on challenging assignments so as to acquire progressively higher levels of knowledge and skills

Identifies key development areas within one's unit or bureau, and recommends the necessary next steps to address those

Implements within the unit or bureau a development program that will seek to improve staff performance and career advancement

Level 4 **Expert**

Builds DSWD's skills and capability aligned with organizational needs, including those of stakeholders

Encourages organizational learning and continuous improvement in DSWD through openness to new ideas and perspectives

Promotes a learning culture, committed to continuous development through learning sessions, development plans, and training

ENGAGING AND INSPIRING TEAMS

Harnessing the energies and commitment of those they lead towards the achievement of agency and individual goals and organizational excellence.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
<p>Demonstrates a clear understanding of own unit goals and communicates those to team members. Refers to the mandate of the unit to underscore the need to deliver results</p>	<p>Identifies performance milestones, tracks the team's progress and provides mid-course recognition/encouragement, as the case may be</p>	<p>Identifies and implements strategies for effective allocation of work among units/bureaus in order to achieve the Department's strategic thrusts and priorities</p>	<p>Creates and articulates a vision for the group/department that generates excitement & enthusiasm</p>
<p>Manages and resolves conflict and disagreements in a constructive and timely manner</p>	<p>Provides venue for discussion of team concerns, especially those which threaten team cohesion such as interpersonal conflicts, and sees to their speedy and effective resolution</p>	<p>Encourages creative tension and differences of opinion in order to generate better ideas and solutions</p>	<p>Instills a culture of open discussion that promotes the healthy exchange of differing opinions</p>
<p>Expresses confidence in the team's ability and encourages team members to exert their best</p>	<p>Shows trust in the team by consulting them on decisions affecting their work</p>	<p>Allows team members autonomy in fulfilling work assignments</p>	<p>Challenges the team to higher levels of performance by giving increasingly complex assignments or a stretch goal</p>
<p>Praises high-performing team members</p>	<p>Celebrates the team's achievements, but recognizes exemplary performance of specific individuals</p>	<p>Implements a formal rewarding scheme linked to concrete performance metrics</p>	<p>Supports/recommends a rewards system that clearly links rewards to performance metrics, and which encourages stretch performance and excellence</p>

FACILITATING CHANGE AND INNOVATION

Being open to new ideas, challenging conventions and accepted practices; employing one's creativity to continuously improve work processes that will lead to better ways to deliver services. Providing the enabling environment and mechanisms to implement and sustain desired change to deliver services.

Level 1 Basic

Demonstrates willingness to change position or perception based on new information or contrary evidence

Shows openness to out-of-the-box thinking and innovative ideas from staff

Helps others understand the key issues driving the need to implement new policies, systems, procedures, and other change initiatives

Routinely examines process/systems workflow in own unit and initiates effort to simplify or streamline

Recognizes one's own struggle in coping with change, and seeks the support of others to overcome it

Level 2 Intermediate

Learns continuously to ensure that technical skills are kept up-to-date and new methods/technologies that help improve work can be utilized

Develops and adopts innovative, flexible and adaptable solutions to work-related problems or challenges, taking into consideration relevant rules and regulations

Communicates to employees and stakeholders the compelling reasons for organization-wide change initiatives, extolling its benefits and the costs of ignoring it

Uses inputs from implementation level activities to identify which innovations are best for timely application within the work group

Identifies the factors and reasons for inability of staff to be engaged in change initiatives

Level 3 Advanced

Keeps track of new trends in the technological, socio-economic and political landscapes

Challenges conventional standards, systems and procedures, modifies current or adapts new ways to better meet the needs of the agency

Provides venues for discussion and the sharing of ideas concerning change initiatives in order to promote understanding and engagement

Allows for the translation of new ideas into programs and projects or their customization by providing appropriate resources

Provides needed support to work group so they can cope better with major change or crisis

Level 4 Expert

Incorporates good practices from local and international experiences in social welfare and social protection in developing policies and guidelines

Publicly supports and adapts to major/fundamental changes, standards, systems and procedures to improve public service

Promotes a culture of agility, continuous improvement and innovation

Develops policies to support change initiatives

Identifies and promotes behavioral/cultural shifts needed to support change initiatives

PLANNING AND ORGANIZING

Defining tasks and milestones to achieve objectives, mobilizing resources, coordinating activities/tasks, and taking steps to ensure efficient implementation of activities while ensuring the optimal use of resources to meet those objectives.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
<p>Establishes individual work targets, clarifies objectives to meet short term requirements and formulates specific plans/activities to achieve results</p>	<p>Establishes and aligns individual and group work goals to meet short to medium term requirements of own work group in relation to other work groups</p>	<p>Establishes and synchronizes multiple group work objectives to meet medium to long term requirements of the different work groups of DSWD</p>	<p>Establishes strategic directions and imperatives to which all goals and objectives are aligned, to bring about desired outcomes</p>
<p>Executes tasks in a manner that supports immediate unit/bureau operational goals</p>	<p>Executes tasks in a manner that supports the attainment of own unit/bureau's and related units/bureaus' tactical goals</p>	<p>Reviews and manages operations in a manner that supports the attainment of tactical goals of the different DSWD units/bureaus in alignment with DSWD's strategic direction</p>	<p>Evaluates DSWD's environment and its desired state of affairs and defines critical success factors, establishes critical processes in carrying out the vision, and preparing, modifying and reviewing contingency strategies</p>
<p>Sets and communicates priorities for tasks and activities in order of importance</p>	<p>Coordinates and monitors the day-to-day work and activities of one's team to ensure that activities and processes of different groups are coordinated and accomplished as expected</p>	<p>Periodically coordinates, monitors and evaluates the work and activities of one's unit/bureau to ensure that activities and processes are aligned</p>	<p>Ensures that systems are in place to effectively monitor and evaluate progress of programs and activities</p>
<p>Utilizes resources according to an approved work/program/project plan and in accordance with set guidelines</p>	<p>Administers Department resources in a manner that effectively responds to needs of beneficiaries and clients as well as complies with statutory requirements</p>	<p>Applies performance management, budget tracking, and other resource management systems to monitor optimum use of resources</p>	<p>Sets policies and guidelines on the judicious use of resources</p>
<p>Enforces economy measures to ensure efficiency of resource use within one's team</p>	<p>Identifies and proposes areas for greater control and/or the application of economy measures</p>	<p>Recommends economy measures for the use of resources or enhancements to resource management systems within one's own unit/bureau</p>	<p>Formalizes the implementation of economy measures and resource management systems by creating Department-wide policies</p>

PROBLEM SOLVING AND DECISION-MAKING

Resolving issues or deviations from plans or proper procedures and exercising good judgment through fact-based analysis, and selecting the most appropriate course of action to produce positive results.

Level 1 Basic

Acknowledges a problem and deals with it; does not ignore or hide it

Solves simple, routine work-related problems using established procedures or past experience, or with guidance from superior

Actively sources needed information from internal and external sources to define the problem

Makes simple decisions based on pre-defined options using clear criteria, rules and procedures; Knows when to refer an issue or to consult supervisors for resolution

Independently solves problems within defined job parameters, responsibilities and expectations; makes decisions that are within the bounds of his/her authority; takes responsibility for decisions and accepts accountability for results

Level 2 Intermediate

Analyzes a problem and breaks it down into small components using simple analytical tools

Examines an issue from multiple angles and seeks workable solutions; presents various alternatives

Recognizes simple interrelationship of issues and tests validity of assumptions and conclusions

Recognizes complex connections between different aspects of the problem to surface cause and effect relationships

Holds consultation meetings with individuals and institutions which may be involved, to gather first hand info and to listen to their perspectives about the issue

Level 3 Advanced

Assesses the validity and urgency of issues/problems against the impact on the deliverables of his/her team, and directs others to take action accordingly

Investigates to dig deeper into issues in order to establish root cause/s. Develops/recommends solutions that address the root cause of the problem to prevent recurrence

Recognizes symptoms of an emerging problem and takes action to avert it

Makes decisions by weighing a range of factors, some of which are partially defined and entail investigation

Identifies risks and/or potential problems and comes up with a Contingency Plan to mitigate these

Level 4 Expert

Acts quickly when the issue/problem at hand poses a threat to the agency's goals or to its image

Formulates innovative solutions to complex problems; thinks "out-of-the-box" when analyzing and proposing alternative solutions

Coaches others in the use of analytical tools and problem-solving techniques to facilitate organizational learning

Identifies patterns, trends and connections across events to uncover new dimensions to problems and solutions. Balances competing priorities when making decisions, weighing factors such as costs, time, impact on morale of people and efficiency

Acts as a seasoned adviser, providing independent opinion on complex problems and novel initiatives

THINKING STRATEGICALLY AND SYSTEMICALLY

Formulating broad and long-term plans for the agency, and ensuring that own actions and those of others are aligned with priorities; keeping oneself informed of broad agency concerns, national issues which have impact on the agency, as well as emerging trends in social protection and development that may redefine strategy.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
<p>Recognizes the role and contribution of different offices/groups in DSWD to the achievement of objectives</p> <p>Keeps self updated on local and national events and developments (laws passed, Court decisions, the political dynamics within and between LGUs and the central government, CSOs, lobbyists, etc) that may impact work processes</p> <p>Performs tasks based on an understanding of his/her unit's role in the overall structure of DSWD and how it contributes to the achievement of DSWD's strategic objectives</p>	<p>Supervises unit/office with a focus on long-term solutions and strategies, bearing in mind the interrelationships of units within the agency</p> <p>Develops and aligns the objectives of the unit with DSWD's mission and vision</p> <p>Keeps track of new trends in the technological, socio-economic and political landscapes</p> <p>Advocates/installs a mechanism for aligning operational plans to the strategy and priorities of the agency</p>	<p>Anchors the setting of periodic Unit milestones to the short term and long-term targets of the agency. Guides and directs others on how to align their plans with the agency's long-term vision</p> <p>Analyzes the long-term or broad implications of new developments and makes plans/recommendations as to how s/he, the unit or the agency can respond positively to these</p> <p>Recommends new approaches when available and known strategies are not effective</p>	<p>Participates in the development of the vision and strategy for DSWD with inputs derived from informed observation</p> <p>Consults with social development constituencies representing a broad range of perspectives and interests when crafting social development-related strategies or policies</p> <p>Integrates national and global events, developments and trends that affect the social development process and analyzes their implications on the strategy and thrusts of the agency</p> <p>Develops a holistic framework and policies upon which all initiatives under the division/program are anchored</p>