





Provincial Government of Aklan

# Strategic Human Resource Development Plan

for Road-Related Departments  
2014 - 2016



Australian Government  
Department of Foreign Affairs and Trade

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PAHRODF  
PHILIPPINE AUSTRALIA  
HUMAN RESOURCE AND  
ORGANISATIONAL DEVELOPMENT  
FACILITY





Republic of the Philippines

**PROVINCE OF AKLAN**

Kalibo, Aklan

**The PROVINCIAL GOVERNMENT'S STRATEGIC HUMAN RESOURCE  
DEVELOPMENT PLAN FOR ROAD-RELATED DEPARTMENTS 2014 - 2016**

proposed by the PG Aklan HRD Core Team  
and presented to me on 22 November 2013  
is hereby approved.

**Hon. FLORENCIO T. MIRAFLORES**

Governor

Provincial Government of Aklan

Signed in the presence of:

**ELLEN TOLENTINO**

Provincial Government Department Head

Provincial Human Resource Management Office





Republic of the Philippines

**PROVINCE OF AKLAN**

Kalibo, Aklan

**FLORENCIO T. MIRAFLORES**

*Provincial Governor*

November 22, 2013

## **M E S S A G E**

The provincial government has finally produced our Provincial Government's Strategic Human Resource Development Plan for Road-Related Departments 2014-2016 – thanks to the PHRMO Team, PGA's HR Core Team, and Department heads and key staff who laboured over the past months under the technical assistance of the Philippines-Australia Human Resource and Organisational Development Facility (PAHRODF).

The Province of Aklan is grateful to the Australian Government whose grant through its Department of Foreign Affairs and Trade (DFAT) Australian Aid program made this possible.

This document is of utmost importance because it provides a blueprint for the development and management of our Provincial government's Human Resources for the next three (3) years. This will increase the capacity of the Provincial Government of Aklan (PGA) workforce to deliver road services. It translates one of the established strategic goals on Human Resource Development – that is, "Develop and implement a three-year strategic HRD Plan," into specific programs that will be implemented at the operational level.

**FLORENCIO T. MIRAFLORES**

*Provincial Governor*



# Executive Summary

The Provincial Government of Aklan's (PGA) Strategic Human Resource Development (HRD) Plan for Road-Related Departments (RRDs) serves as a blueprint for the implementation of strategic learning and development interventions to enhance competencies of employees and increase PGA capacity in delivering effective and efficient road services. It is a section of the provincial government's plan for developing its human resources to enhance their performance in their current and future jobs.

Prior to the development of this plan, there was no HRD Plan to address competency needs of the PGA employees; participation in learning and development activities was not guided by a purposive Training and Development plan; there was no mechanism to monitor transfer of learning or improvement in performance after the training; and departmental budget for training was mainly based on estimates from prior years in the absence of a plan. The Strategic HRD Plan addresses these issues by aligning efforts to enhance competencies of employees with established PGA development priorities, laying out a long-term plan for employee development activities, and ensuring that learning is applied in the workplace, thereby optimising training investment and signalling the shift to a more strategic approach to human resource development.

To support the change vision of "PHRMO as a strategic partner in achieving PGA's Sustainable Local Road Management (SLRM) Reform Agenda through its leadership in building and enhancing competencies of employees to deliver road services", representatives of 12 road-related departments (RRDs) that comprise the HR Core Team underwent training and coaching to engage in a strategic planning process. This involved: Establishing the PGA HR Strategic Directions; Assessing and Prioritising Competency Gaps; Identifying HRD Interventions; and Planning for HRD Plan Implementation. Plans were developed along the five key reform areas (KRAs) of Sustainable Local Road Management (SLRM), namely: (1) Sustainable Road Maintenance, (2) Transparent and Accountable Budget Expenditure Management, (3) Fully Functioning Internal Control and Internal Audit Services, (4) Transparent and Effective Procurement Process, and (5) Human Resource Management and Development. It covers a period of three years – from 2014 to 2016.

## **The PGA HR Strategic Directions**

The Strategic HRD Plan is anchored on the PGA HR Vision of a "community of competent, dedicated, values-oriented, progressive, and client-centered employees, delivering excellent service." It focuses on the strategic goal of establishing a "learning and development system that addresses priority competency gaps." As the plan aims to strengthen performance in sustainable local road management, the analysis of competencies was guided by priorities of the SLRM and the PGA road reform agenda.



## Prioritised Competency Gaps and HRD Interventions

An assessment of competencies yielded the following results:

- **Core Competencies.** These are competencies that need to be demonstrated at all levels in the organization. The competency which has the highest self-assessed score was environment friendliness (3.51) while the lowest was operational expertise (3.11). The respondents rated themselves as being generally competent in the other competencies, namely quality service, stewardship, teamwork, innovativeness, integrity and gender-responsiveness.
- **Leadership Competencies.** The respondents reported adequate competencies in exemplifying integrity, demonstrating personal effectiveness, solving problems and making decisions, delivering service excellence, partnering and networking, speaking effectively, building commitment, directing and managing change, managing performance, and developing people. On the other hand, gaps were indicated in championing and applying innovation, and planning and delivering. Other competencies that need to be developed and strengthened are managing information, writing effectively, and thinking strategically.
- **Functional Competencies.** In terms of competencies that are specific to particular departments or types of job, the assessment showed gaps in the areas of:
  - Strategic Management. Weaknesses were noted in formulating the updating of the Provincial Road Network Development Plan (PRNDP), Annual Investment Plan (AIP), and Human Resource Management (HRM) Plan. Competencies in stakeholder engagement, monitoring and evaluation, and harmonising the planning and budgeting processes also need to be enhanced.
  - Installing/Enhancing systems and processes. There is a need to build and strengthen competencies in organising committees, implementing internal control (IC) systems, and installing systems for monitoring and evaluation (M&E), procurement, human resource management development (HRD), staff performance management, recruitment, selections and promotion (RSP), and rewards and recognition. Organisational review and redesign that is needed to enhance organisational and staff performance can also be accomplished upon acquisition of required competencies.
  - Communicating effectively. Gaps were identified in developing and delivering presentations and orientations, facilitating discussions and coaching sessions, writing technical reports, developing manuals, and implementing awareness campaigns. There is also a noted weakness in communicating persuasively to influence decision-makers.
  - Applying Technology. Competencies for accessing and using the Philippine Government Electronic Procurement System (PHILGEPS), e-Procurement System, e-Budget System, Human Resource Management Information System (HRMIS), and Net-R9 Net-R3 with baseline correction (to generate GIS information) need to be developed.
  - Project Management. Weaknesses in writing detailed project proposals, supervising project implementation, and formulating M&E plans for projects

need to be addressed. Difficulties were also noted in undertaking preventive maintenance and properly operating construction equipment.

- Environmental Management. Gaps were identified in mainstreaming Disaster Risk Reduction-Climate Change Adaptation (DRR-CCA) and conducting Environmental Impact Assessment (EIA) in the design of road projects.
- Financial Management. There is a need to strengthen competencies in revenue generation and cash management. Specifically, competency gaps include formulating policies and guidelines for revenue generation; maximising PGA revenue-generating potential; conducting real property assessment and updating the Statements of Fair Market Value (SFMV); maintaining and marketing assets; formulating business plans for economic enterprise projects; planning and strategizing to maximise the earning potential of PGA from all sources (taxes, local enterprises, tourism and consumer products, etc.); and analysing and maximising local tax revenue. Improved financial performance can also be achieved if competencies for plan-based budget preparation, utilisation and monitoring can be improved.

To address these gaps, a total of 44 interventions will be implemented for RRDs over the next three years – 2014 to 2016.

For 2014, a total of 18 interventions will be implemented, requiring an investment amounting to Two Million Two Hundred Twelve Thousand and Two Hundred Pesos (P 2,212,200). Planned interventions include:

1. Annual Investment Planning
2. Business Planning
3. Cash Management and Its ICS for Collecting & Disbursing Officers
4. Developing and delivering a Training/Orientation Module on RA 9184 for BAC Stakeholders
5. Development of Competency Models (for 3 remaining RRDs)
6. Enhancing the Procurement Process Management (RA 9184)
7. Enterprise Asset Management Planning
8. Environmental Management Planning, including orientation on Environmental Impact Assessment (EIA)
9. Equipment Maintenance and Operation
10. Flowcharting and Risk Assessment Workshop on ICS for IA Focal Persons
11. Harmonizing the Planning and Budgeting Processes
12. Implementation of Road Safety Awareness Campaign, including development of IEC materials
13. Installing a Strategic Performance Management System (SPMS)
14. PGA Organisational Review and Redesign
15. PGA Values Orientation
16. Strengthening Learning and Development policies, systems and processes

17. Technical Writing and Manual Development for IA Focal Persons
18. Updating of Real Property Valuation

For year 2 (2015), 18 interventions will be conducted along the five KRAs. These include:

1. Advanced Course on Internal Control System for APIAO Staff
2. Competency-based RSP System Development and Installation
3. Developing Coaching Skills (focus on internal control)
4. Developing Coaching Skills (focused on Traffic Data Collection and Recording)
5. Enhancing PGA Revenue Generation Strategies
6. Adopting Good Practices on Revenue Generation and Cash Management
7. Fraud Audit Investigation/Fact Finding
8. Mainstreaming Disaster Risk Reduction-Climate Change Adaptation
9. Monitoring and Budgeting of Learning and Development Interventions
10. Orientation on HRMIS Application
11. Planning and Conducting Orientations
12. Preparation and Evaluation of Appointments
13. Presentation and Facilitation Skills Enhancement
14. Process Documentation and Technical Writing
15. Process Documentation for BAC Secretariat
16. Project Management
17. Strengthening Stakeholder Engagement
18. Updating the Provincial Road Network Development Plan (PRNDP)

In the final year of implementation, eight activities will be implemented. These are:

1. Action Planning for the Infrastructure Committee
2. e-Budget End-User Training
3. Management Audit
4. Orientation on eProcurement
5. Orientation on PHILGEPS
6. Performance-Based Rewards and Recognition System Development
7. Presentation and Facilitation Skills Enhancement
8. Updating of the Strategic HRMD Plan

Education programs have also been proposed. Thirteen (13) courses will target 37 participants from RRDs along the following fields of study.

- Engineering Project Management
- Information System Development
- Financial Management
- Local Government Taxation
- Public Administration
- Procurement
- Monitoring and Evaluation of Training
- Performance Appraisal and Rewards System
- Technical Writing

### **HRD Plan Implementation**

PHRMO and RRD-process owners will implement these interventions within 2014 using funds that have been allocated from their department budgets. A mix of methodologies has been considered including workplace coaching, mentoring, shadowing, field visits, learning sessions, training, seminars, benchmarking, and workshops.

Corresponding plans for monitoring and evaluating the HRD interventions have also been formulated. Indicators of performance at the level of participants' reaction, learning, application, and desired results have been defined to serve as measure of the effectiveness of the HRD intervention.

The HRD Plan also defines specific roles and responsibilities in plan implementation among concerned departments with the Learning and Development (L&D) Division of PHRMO to take the lead in ensuring that planned activities are completed, including monitoring of milestones and accomplishments. The HR Core Team will perform an active role in supporting the newly established L&D Division in planning and executing HRD interventions.

Success in the implementation and sustainability of strategic HRD, however, depends largely on the full support of PGA Management, investment in developing the capacity of PHRMO in setting up learning and development systems in the PGA, and provision of mechanisms to ensure that everyone in the organization is engaged in the change effort.

The next important step for the HR Core Team is to replicate the planning process in developing the HRD plan for the rest of the PGA departments. This way, the PGA will be able to fully benefit from the implementation of strategic HRD that aims to ensure that employees build and strengthen competencies which will enable them to make substantial contributions to the achievement of the PGA vision and strategic goals.



# TABLE OF CONTENTS

## Table of Contents

EXECUTIVE SUMMARY .....	I
TABLE OF CONTENTS .....	VII
DEFINITION OF TERMS AND ACRONYMS .....	1
OBJECTIVES OF THE HRD PLAN .....	7
PROVINCIAL GOVERNMENT OF AKLAN STRATEGIC DIRECTIONS.....	13
HUMAN RESOURCE DEVELOPMENT SITUATIONER .....	19
HRD PRIORITIES FOR CY 2014 .....	35
ANNEX 1: LIST OF COMPLETED AND ONGOING HRD INTERVENTIONS IN SLRM KEY REFORM AREAS .....	53
ANNEX 2: COMPETENCY MODELS, ASSESSMENT TOOLS AND ASSESSMENT DATA.....	61
ANNEX 3: PROGRESS OF RRDs IN PURSUING DESIRED RESULTS IN SLRM KRAs, PRIORITISED COMPETENCY GAPS, PROPOSED HRD INTERVENTIONS IMPLEMENTATION PLANS AND MONITORING AND EVALUATION PLAN .	69
ANNEX 4: LIST AND DEFINITION OF PRIORITISED COMPETENCIES IN THE SLRM KEY REFORM AREAS .....	173
ANNEX 5: HRD IMPLEMENTATION PLAN 2014.....	179
ANNEX 6: CHANGE MANAGEMENT PLAN.....	189



# DEFINITION OF TERMS AND ACRONYMS

AIP	Annual Investment Plan
AKENRO	Aklan Environment and Natural Resources Office
AO	Administrative Officer
APGAO	Aklan Provincial Government Association of Administrative Officers
APIAO	Aklan Provincial Internal Audit Office
APP	Annual Procurement Plan
BAC	Bids and Awards Committee
BLGF6	Bureau of Local Government Finance for Region 6
CapDev	Capacity Development
COA	Commission on Audit
CSC	Civil Service Commission
CY	Calendar Year
DBM	Department of Budget and Management
DED	Detailed Engineering Design
DENR	Department of Environment and Natural Resources
DILG	Department of the Interior and Local Government
DOF	Department of Finance
DPWH	Department of Public Works and Highways
EBATAP	Economic Enterprise, Budget, Treasurer and Planning
e-Budget	Electronic Budget System
EEDD	Economic Enterprise Development Department
EEDD CDQS	Economic Enterprise Development Department Construction Development and Quarrying Service
EIA	Environmental Impact Assessment



ELA	Executive Legislative Agenda
EMP	Environmental Management Plan
eNGAS	Electronic New Government Accounting System
e-Procurement	Electronic Procurement
e-SRE	Electronic Statement of Receipts and Expenditure
FGD	Focus Group Discussion
GAD	Gender and Development
GIS	Geographic Information System
GPS	Global Positioning System
GPRA	Government Procurement Reform Act
GSIS	Government Security Insurance System
HR	Human Resources
HR/OD	Human Resource Organisational Development
HRD	Human Resources Development
HRIS	Human Resource Information System
HRMDP	Human Resource Management and Development Plan
HRMIS	Human Resource Management Information System
ICS	Internal Control System
IEC	Information and Education Campaign
INP	Integrated Notice Publication
IRA	Internal Revenue Allotment
IRR	Implementing Rules and Regulations
KRA	Key Reform Area
KSA	Knowledge, Skills and Attitudes
L&D	Learning and Development
LCE	Local Chief Executive

LDRRMF	Local Disaster Risk Reduction Management Fund
LGC	Local Government Code
LGU	Local Government Unit
M&E	Monitoring and Evaluation
MBO	Municipal Budget Officer
MIS	Management Information System
IRR	Implementing Rules and Regulations
MMR	Maternal Mortality Ratio
MOA	Memorandum of Agreement
MPS	Mean Percentage Score
MTO	Municipal Treasurer Officer
NEDA	National Economic and Development Authority
NGO	Non-Governmental Organisation
OA	Organisational Assessment
OIC	Officer-in-Charge
PAccO	Provincial Accountant's Office
PAHRODF	Philippines-Australia Human Resource and Organisational Development Facility
PAssO	Provincial Assessor's Office
PBO	Provincial Budget Office
PDC	Provincial Development Council
PDF	Portable Document Format
PDIP	Provincial Development Investment Program
PDPFP	Provincial Development and Physical Framework Plan
PEO	Provincial Engineer's Office
PFM	Public Finance Management
PG	Provincial Government

PGA	Provincial Government of Aklan
PGADH	Provincial Government Assistant Department Head
PGDH	Provincial Government Department Head
PGO	Provincial Governors Office
PGSO	Provincial General Services Office
PHALTRA	Philippine Association of Local Treasurers
PhilGEPS	Philippine Government Electronic Procurement System
PhilHealth	Philippine Health Insurance Corporation
PHRMO	Provincial Human Resources Management Office
PLGU	Provincial Local Government Unit
PMDS	Performance Management Development System
PPA	Programs, Projects, Activities
PPDO	Provincial Planning and Development Office
PPMC	Provincial Project Monitoring Committee
PPMP	Project Procurement Management Plan
PRMF	Provincial Roads Management Facility
PRNDP	Provincial Road Network Development Plan
PRNDS	Provincial Road Network Development Strategy
PRSPMR	Provincial Road Sector Planning and Management Review
PTO	Provincial Treasurer's Office
QGIS	Quantum Geographical Information System
RA	Republic Act
REAP	Re-Entry Action Plan
RevGen	Revenue Generation
ROE	Return on Expectation
ROI	Return on Investment

RP	Resource Person
RPT	Real Property Tax
RRD	Road-Related Department
RROW	Road Right of Way
RSP	Recruitment, Selection, and Promotion
SAAOB	Statement of Appropriations, Allotments, and Obligations
SAP	Sustainability Action Plan
SFMP	Strategic Financial Management Plan
SLRF	Special Local Road Fund
SLRM	Strategic Local Road Management
SMV	Schedule of Market Values
SP	Sangguniang Panlalawigan
SPMS	Strategic Performance Management System
SSI	Staff and Skills Inventory
SUG	Seriousness, Urgency, and Growth potential
T&D	Training and Development
TA	Technical Assistance
TO	Table of Organisation
TWG	Technical Working Group



# OBJECTIVES OF THE HRD PLAN

- The Human Resource Development (HRD) Plan for Road-Related Departments (RRDs) provides a blueprint for the implementation of strategic learning and development interventions to increase the capacity of the Provincial Government of Aklan (PGA) workforce to deliver road services.<sup>1</sup> It translates one of the established strategic goals on Human Resource Development – that is, “Develop and implement a three-year strategic HRD Plan,” into specific programs that will be implemented at the operational level.
- Although focused primarily on HRD, the Plan supports the achievement of strategic goals in other HR areas by building competencies needed to successfully develop and/or install HRM systems and processes such as recruitment, selection, and promotion (RSP); strategic performance management system (SPMS); learning and development (L&D); and Rewards and Incentives. Hence, achievement of HR goals that are aligned with the PGA vision for its human resources will likewise be facilitated.
- The approval of this Plan documents PGA’s commitment to developing people and its operationalisation through a strategic approach. The expressed support of the Local Chief Executive (LCE) and *Sangguniang Panlalawigan* (SP) ensures access to critical resources, financial or otherwise for its implementation.

## PGA Strategic HRD Goal:

**A LEARNING AND DEVELOPMENT SYSTEM THAT ADDRESSES PRIORITY COMPETENCY GAPS**

## Strategies:

1. Develop a learning and development system, including policies, structure and processes
2. Develop and implement a three-year strategic HRD Plan
3. Create and capacitate the HRD Core Team and pool of trainers
4. Conduct learning needs assessment of employees
5. Design and implement appropriate HRD interventions

## General Objective

The Human Resource Development (HRD) Plan for Road-Related Departments (RRDs) 2013 – 2016 aims to ensure that planning and implementation of learning and development interventions for road-related departments and offices respond to competencies required to enable employees to contribute to the achievement of the Sustainable Local Road Management (SLRM) agenda of the province.

<sup>1</sup> Provincial Road Management Facility (PRMF), PRMF Results Chain

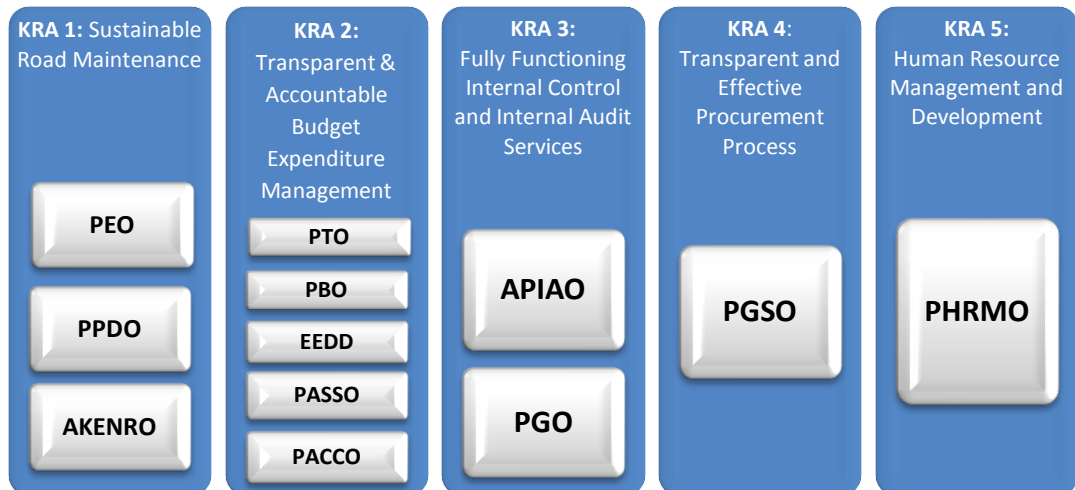
## Specific Objectives

Specifically, the Plan aims to realize the following objectives:

- To pin down priority competency development needs of the PGA to bridge performance gaps in SLRM Key Reform Areas (KRAs);
- To identify appropriate learning and development interventions and targeted participants;
- To indicate support requirements for plan implementation and corresponding sources of these resources;
- To establish tools and methods for monitoring and evaluating the effectiveness of interventions in achieving set objectives and desired outcomes; and
- To identify steps that will be taken to effectively manage changes that will be introduced in implementing the plan.

## SCOPE OF THE PLAN

The Human Resource Development Plan was developed to support the implementation of the SLRM reform agenda. As such, it focuses on the 12 road-related departments of the Provincial Government of Aklan that include the following:



The Plan covers a period of three years – from 2014 to 2016. Its target users include:

- Provincial Human Resource Management Office (PHRMO) that is primarily responsible for implementing, monitoring, evaluating, and updating the Plan;
- Administrative Officers (AOs) of the different RRDs who perform HRD functions within their respective departments;
- Provincial Planning and Development Office (PPDO) that consolidates, monitors, and evaluates all plans of the provincial government;
- Provincial Budget Office (PBO) responsible for ensuring that budget disbursements are aligned with established HRD priorities of the provincial government; and
- Local Chief Executive who sets directions through the Executive Legislative Agenda (ELA) as overall HR Manager of the LGU.



## METHODOLOGY

The Plan was developed by the PGA HR Core Team composed of selected staff of the 12 road-related departments. A competency-based approach was used to ensure that identified learning and development interventions are aligned with priorities of the road reform agenda, and respond to actual competency gaps. The participative and iterative process that was adopted in formulating the document involved key stakeholders in HRD at the organisational and department levels.

The following phases were undertaken to produce the components of the Plan.

- **Establishing the PGA HR Strategic Directions.** A strategic planning exercise was conducted involving the management of RRDs and members of the HR Core Team to clarify and validate organisational anchors – the PGA vision and philosophy for human resources. HR goals and strategies for 2014–2016 were also formulated based on an assessment of the strengths and weaknesses of the current HR systems in the provincial government.
- **Assessing and Prioritising Competency Gaps.** An analysis of the performance of the RRDs vis-à-vis the objectives and desired outcomes of the Sustainable Local Road Management (SLRM) reform agenda generated data on competency gaps that need to be addressed to improve performance in areas of deficiencies. These gaps were prioritised based on their seriousness, urgency, and growth potential.
- **Identifying HRD Interventions.** Appropriate learning and development interventions to address competency gaps were identified. Learning objectives and desired outcomes were formulated. Positions and offices of target participants were also specified. Required resources were estimated and sources of funds for implementing planned interventions were indicated.
- **Planning for HRD Plan Implementation.** Supporting plans that will facilitate the successful implementation of the strategic HRD approach were drawn up. The Change Management Plan that was developed outlines strategies and action steps in managing the transition, communicating organisational changes, and anticipating risks related to the shift to strategic management of HRD in the PGA.

In all these activities, planners ensured internal consistency. Vertical alignment focuses on the line of sight from the overarching PGA HR strategic directions to its translation to HRD priorities at the departmental level. On the other hand, horizontal alignment established how HRD complements other human resource management systems, particularly by enhancing/building competencies needed in their development and installation.

## LIMITATIONS OF THE PLAN

Despite the diligence of the planners, some conditions and challenges posed limitations on the validity and comprehensiveness of this document. These were the following:

### **Coverage**

The strategic HRD planning activity was conducted in support of the Provincial Road Management Facility (PRMF) project being implemented in the Provincial Government of Aklan. As such, it focused on the learning and development requirements of the 12 road-related departments that are being capacitated by the intervention. Therefore, the Plan did not capture competency gaps and HRD requirements of other departments in the provincial government.

Therefore, this plan needs to be expanded to other departments to cover the entire PGA HRD Plan for 2013-2016. The Learning and Development Division of PHRMO will take the lead in the annual updating activity.

### **Comprehensiveness**

Planning was based on an analysis of information that was available and accessible to the HR Core Team. Performance and competency gap assessment relied largely on anecdotal data, including job holders' and supervisors' observations and feedback. Validation sessions with Department Heads, Assistant Department Heads and supervisors were conducted to check the soundness of data.

- There is limited documentation of performance discrepancies. Monitoring and evaluation (M&E) reports mainly consolidate accomplishments reported by PGA departments but do not present information about underperformance against set objective and indicators.
- Competency models that are needed to develop tools that would assess individual competencies are still being developed and were not yet available at the time of planning. Hence, gap analysis was confined to assessment of performance at the department level which served as basis for identifying competency gaps of RRDs that need to be addressed by appropriate HRD interventions.

Although planners are confident about the validity of the data presented in this Plan, it can be refined further by incorporating more comprehensive data to validate identified competency gaps and corresponding learning and development needs.

Moreover, the 2008-2013 Provincial Development Physical Framework Plan (PDPFP) was used to guide the development of the plan. Hence, corresponding updates would have to be incorporated upon the development of the PDPFP for the next planning cycle.



# PROVINCIAL GOVERNMENT OF AKLAN

## STRATEGIC DIRECTIONS

- Responsiveness is key to the successful planning of learning and development interventions that significantly contribute to the achievement of overall strategic goals of the organisation. The HRD Plan for the PGA Road- Related Departments (RRDs) seeks to address critical competency gaps by aligning its priorities with that of the Provincial Government and its road reform agenda.

### THE PG AKLAN STRATEGIC DIRECTIONS

The Provincial Development and Physical Framework Plan (PDPFP) 2008 – 2013 of the Province of Aklan defines the vision for the province and defines one of the its elements as “having competent and professional personnel” – considered as a critical ingredient to a progressive and decent local leadership and governance. This underscores human resource development as one of the priorities of the provincial government.

#### PGA VISION

*“A progressive province where its empowered citizens live amidst a well-anchored vibrant economy where agro-eco tourism developments are globally competitive, gender-responsive, environment-friendly, equitable, self-sufficient, and sustainable.”*

### Human Resource Strategic Directions

In June 2013, then PGA Governor Carlito S. Marquez approved the PGA Human Resource (HR) Strategic Directions, thereby reiterating the value of human resources as the most important resource of the provincial government. Current governor, Florencio T. Miraflores affirmed these directions when presented to him in August 2013.

#### PGA HR VISION

*The Provincial Government of Aklan’s human resources are a community of competent, dedicated, values-oriented, progressive, and client-centered employees, delivering excellent service.*

The PGA vision statement articulates the desired state of its workforce by 2016 and describes how its employees would by then be “competent, dedicated, values-oriented, progressive and client-centered.”It guides the development of human resource management and development (HRMD) systems, policies, plans and programs that are geared towards achieving this desired state and supporting employee performance in pursuing strategic organisational goals.

The strong focus on human resource development is further reiterated in the HR Philosophy that states that:

*“The Provincial Government of Aklan believes in **empowering and nurturing its human resources to optimise their potentials and realise their aspirations to provide excellent service.**”*

The provision of purposive and sustained developmental opportunities to enhance competencies and leadership skills is identified as one of the manifestations of this guiding principle.

Corresponding long-term goals and strategies were formulated for the priority HR systems of:

- Rewards, recognition and benefits;
- Performance management;
- Human resource development;
- Recruitment, selection and promotion; and
- Employee discipline.

In the area of Human Resource Development (HRD), the strategic goal for 2014 – 2016 is:

“A learning and development system that addresses priority competency gaps”

Towards this end, the strategies that will be implemented are:

- Develop a learning and development system, including policies, structure, and processes;
- Develop and implement a three-year strategic HRD Plan;
- Create and capacitate the HRD Core Team and pool of trainers;
- Conduct learning needs assessment of employees; and
- Design and implement appropriate HRD interventions.

## DEVELOPMENT OBJECTIVES AND STRATEGIES

PGA's purpose is expressed in its mission statement that specifies the focus of its work in local development to realise the vision of the provincial government.

This mission has been translated into action through the PGA PDPFP 2008 – 2013 that established the province's key development issues, goals, objectives and targets based on an analysis of the existing conditions in the province. Three major objectives and corresponding strategies were formulated to address priority issues and problems. The Executive and Legislative Agenda (ELA) 2010 – 2013 affirmed these priorities.

- **To reduce poverty incidence**, the provincial government is focused on increasing the yields and quality of major agri-aqua commodities; promoting environmental protection, enhancement and conservation of natural resources; reducing disaster risk in hazardous areas; increasing livelihood opportunities; and improving infrastructure support facilities.
- **To increase life expectancy equal to or better than the national level** by promoting public health and safety; reducing mortality due to communicable and chronic diseases; and lowering maternal mortality ratio (MMR) and infant mortality rate (IMR) to meet Millennium Development Goals (MDG) target in the municipalities of Banga, Batan, Balete, Kalibo, and Makato.
- **To achieve or exceed the national standard of performance of learners**, the strategies are to improve school facilities, materials, and teacher-student ratio; improve nutritional status of school children; and enhance teachers' capabilities.

### PGA MISSION

- ☞ Preservation and enrichment of culture
  - ☞ Promotion of health and safety
- ☞ Enhancement of the right of the people to a balanced ecology
  - ☞ Encouragement and support to the development of appropriate and self-reliant, scientific and technological capabilities
- ☞ Improvement of public morals
- ☞ Enhancement of economic prosperity and social justice
- ☞ Promotion of full employment among the residents
- ☞ Maintenance of peace and order
- ☞ Preservation of the comfort and convenience of the Aklanons

To meet the challenges of achieving these objectives, the PGA's development efforts focus on the twin thrusts of agricultural modernization and tourism. Increased revenue from agricultural products and tourist arrivals could significantly strengthen the provincial government's capacity to improve its infrastructure and implement programs that will provide for the basic needs and uplift the quality of life of its constituents.

# ROAD REFORM AGENDA

The Province of Aklan recognises the importance of developing and maintaining a provincial road network in boosting the development of the province and producing important social benefits. Poor road network constrains mobility, significantly raises vehicle operating costs, increases accident rates and their associated human and property costs, and aggravates isolation, poverty, poor health, and illiteracy in rural communities.<sup>2</sup> The fair condition of almost 60% of provincial roads, which are infrastructure support in the realisation of PGA's strategic directions, should be sustained by improving road planning and maintenance capacities and competencies.

## Provincial Road Network Development Strategy (PRNDS)

The PGA Provincial Road Network Strategy (PRNDS) defines strategic directions for the development and management of the province's road network. It lays the groundwork for the formulation of a more detailed Provincial Road Network Development Plan (PRNDP) that supports the development strategy contained in the PDPFP 2008 – 2013. With assistance from the Provincial Road Management Facility (PRMF) of the Australian Aid, the Provincial Government of Aklan crafted, for the first time, its PRNDS and PRNDP for 2013-2017.

The PRNDP is a five-year plan that responds to the concerns of the PDPFP's Transportation, Access and Circulation Sector and outlines the overall directions and specific investments of the province in road network development. It presents a vision of the desired state of the province's provincial road network and establishes the strategic purpose of the Plan. These are:

### PRNDP VISION

*Well-maintained provincial roads, safe and accessible by all.*

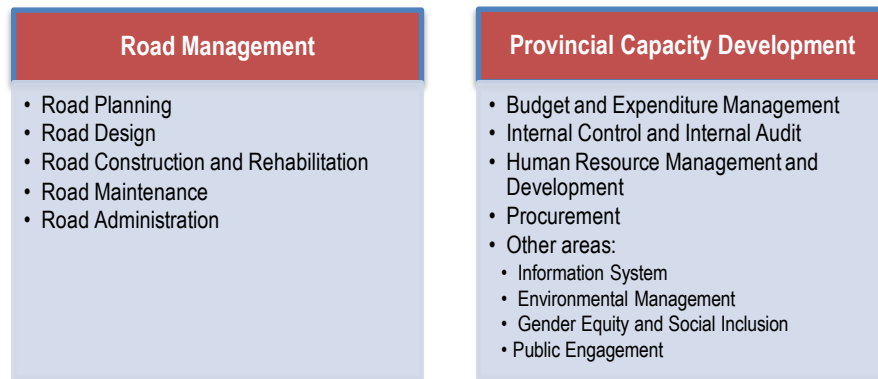
### PRNDP MISSION

*To enhance local road network to support the sustainability of economic and social gains achieved through vibrant tourism-related activities, indigenous industries, agro-fisheries production.*

It also identifies road-related programs, projects, and activities (PPAs) that will be implemented with funding support from internal and external sources. The PPAs are organised into two major components: Road Management and Provincial Capacity Development. Specific capacity areas are identified under each component as follows:

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<sup>2</sup> PGA Office of the Provincial Engineer, Aklan Road Reform Agenda (PowerPoint Presentation), 2013

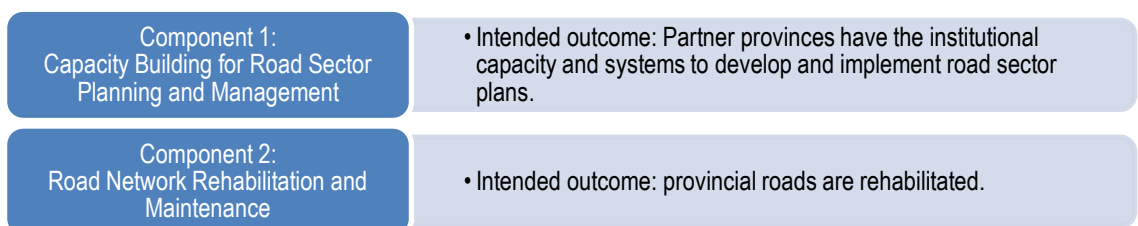


The PRNDP examined performance and capacity gaps along the identified capacity areas. It is noteworthy that Human Resource Management and Development (HRMD) is considered as an area that can cater to the capacity development needs of both components. As expressed in the PRNDS 2013 – 2017 one of the strategies of the PLGU is to maintain a complement of competent workforce for the sustainable road development and management.<sup>3</sup>

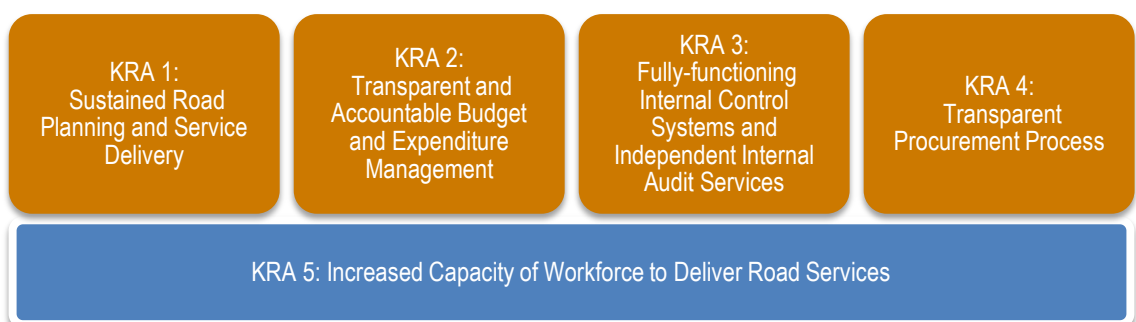
### Reform Areas on Sustainable Local Road Management (SLRM)

The SLRM is a priority program of the LGU supported by the Australian Department of Foreign Affairs and Trade in cooperation with the Department of the Interior and Local Government (DILG) through the Provincial Road Management Facility (PRMF). Along this, a number of interventions have been provided to strengthen the capacity of LGU on the SLRM.

The SLRM covers two (2) components:



Consistent with targeted capacity areas of PRNDP, interventions are being conducted in the following key reform areas:



<sup>3</sup>Provincial Road Management Facility (PRMF), Provincial Road Network Development Strategy (PRNDS) 2012 – 2016, 2012



KRA 5 cuts across all the reform areas and seeks to build capacities not only of the Provincial Engineering Office that takes the lead in the PLGU's road sector, but those of other provincial offices which provide planning, budgeting, financial management and other technical support services for road sector planning and management.<sup>4</sup> Hence, the HRD plan identifies and addresses competency gaps that have been identified in offices involved in delivering the road sector reform agenda.

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<sup>4</sup>PRMF Facility Design Document, 2008

# HUMAN RESOURCE DEVELOPMENT SITUATIONER

- Planning was undertaken within the context of current HRD practices, supporting policies, and completed activities of the provincial government. An assessment gathered information on gains from previous training and development interventions, factors that facilitated and hindered implementation of planned activities, and lessons learned from implementation and participation in HRD initiatives. This input to planning helped define conditions that will facilitate successful implementation of planned interventions to build and enhance employee competencies and organizational capacities to deliver road services.

## HUMAN RESOURCE DEVELOPMENT IN PGA

The human resource management function was first established in the PGA as a Human Resource (HR) Division under the Office of the Provincial Government. In 1995, during the term of then and now Governor Florencio T. Miraflores, the division was elevated to a department and renamed Provincial Human Resource and Management Office (PHRMO). It was given the responsibility of preparing appointment papers, maintaining employee records, coordinating with the Civil Service Commission on personnel-related matters, and performing other HR administrative functions— a role that it has been performing to date.

The basic HRD activities of training and development are delegated to PGA departments with Department Heads taking the task of identifying the training programs and deciding on participants.

Currently, the HRD function in the PGA is performed as follows:

- There are no set processes for determining competency gaps that need to be closed for employees to successfully perform jobs. PGA has yet to adopt competency-based human resource management systems and therefore, has not yet developed competency models that guide employee profiling and assessment of training needs. As a result, there are many instances where participants who need training are not selected to attend while those who are chosen attend programs that are not aligned with their job.
- PHRMO has limited capacity to effectively and efficiently design, implement, monitor, and evaluate training and development interventions. Although it has recently established a Training and Development (T&D) Division within PHRMO, it is understaffed (2 staff) and has limited experience and competency in developing customised learning interventions and managing training providers that may be tapped for learning activities. Most training and development activities in PGA in the past and at present are provided by government oversight agencies like CSC, DBM, NEDA, and professional organisations.

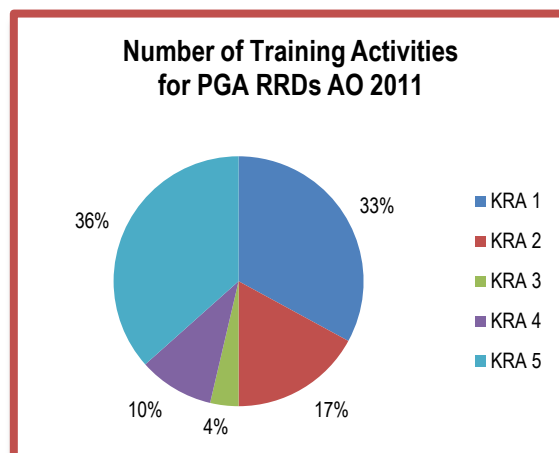
- Aside from funding participation of staff in public seminars, departments also utilise allocated training budget to conduct orientation seminars on new issuances, policies and guidelines that are relevant to their work. This is done by engaging experts who design and deliver the content of the seminar.
- Transfer of learning is not monitored. There is no mechanism that ensures that desired improvements in performance after training are clearly established and measured.
- Funds are allocated for training in the annual budget of PGA departments. However, amounts are based on estimates from prior years and are not supported by a clear plan for implementation of training interventions for the period covered.

This prevailing situation indicates that like all other HR functions in PGA, HRD remains transactional – with learning and development activities largely driven by training opportunities from oversight agencies; and selection of participants for compliance instead of purposively closing competency gaps. However, PHRMO is now shifting to a strategic role by creating Learning and Development Division and organising a Human Resource Core Team to formulate and implement a purposive and strategic plan for developing its people.

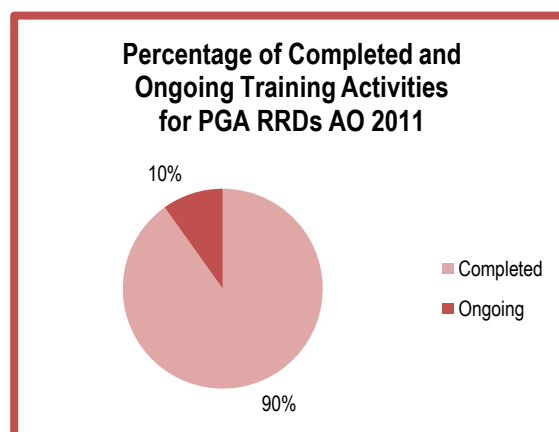
By aligning strategies for building and enhancing competencies with priorities of the provincial government (specifically the road sector in this case), the contribution of HRD to the achievement of PGA's development objectives can be more clearly established. Consequently, there is greater opportunity for PHRMO to realise its potential to be PGA's strategic partner in realising its vision and achieving its long-term goals.

## Implementation of HRD Interventions

Since 2011, a total of 81 training activities have been attended by employees of the road-related departments of the PGA. Of these, 27 or 33% is in the area Road Management (KRA 1); 14 or 17% is in Budget and Expenditure Management (KRA 2); 3 or 4% is in Internal Control and Audit (KRA 3); 8 or 10% is in Procurement (KRA 4); and 30 or 36% is in Human Resource Management and Development (KRA 5).



Out of these interventions, 73 or 90% has been completed while 8 or 10% is still ongoing. These training activities cover the period 2011 to date and include mandatory programs conducted by oversight and national government agencies, public offerings of private training providers, development programs of PGA departments for their staff, and comprehensive HRD interventions provided by the Department of Foreign Affairs and Trade-Australian Aid through PRMF and PAHRODF.



## Completed Interventions

Major learning and development activities were conducted to set the stage for the introduction of reforms and implementation of capacity development initiatives for the road sector. The development of the Staff and Skills Inventory (SSI) provided information about the PGA staff complement and their competencies which served as a basis for determining organisational development and human resource development needs. A strategic approach to the road infrastructure development was initiated with the formulation of the PGA Provincial Road Network Development Plan (PRNDP), a five-year plan that outlines the overall directions and specific investments of the province in road network development.

Learning and development activities in HRMD benefited all RRDs such as Change Management Plan and Human Resource Development Plan formulation. Cross-cutting concerns such as Gender and Development and Disaster Risk Reduction and Management (DRRM) were also addressed by orienting learners on its application to their work. Presentation and facilitation skills were also developed, resulting in higher level of confidence among the HR Core Team members to conduct consultation activities, even with PGA management. The province is also a recipient of Australia Development Award scholarship grants in areas of Human Resource Management and

Development, Financial Management, Project Management, Audit Management, Urban Planning, Sustainable Tourism Management, and Gender and Development.

Leadership development interventions conducted for RRD Heads focused on building competencies of RRD Heads to lead change efforts. The roles and functions of PGA top managers as catalysts for change and human resource development were clarified during a Change Management Workshop. Following this intervention, the RRDs developed their department's Change Management Plan that contains change initiatives, and strategies for managing resistance and risks, and broadening support for change.

Other completed interventions aimed to improve the capacity of the different RRDs to be able to effectively and efficiently discharge their functions.

- **Road Management.** Interventions generally focused on enhancing the competencies of trained employees in road network development planning, core roads prioritization and selection, road safety management, detailed engineering design, road data generation using latest technologies (Road Inventory, Traffic Survey, Geographic Information System –GIS, and Global Positioning System– GPS), disaster risk reduction management, road maintenance strategy formulation, and cost estimate preparation, among others.

Through these interventions, participants gained increased awareness of gender-sensitivity, social inclusion, and environmental and cultural issues that need to be considered in road network development plans. Application of knowledge and skills gained in these interventions is apparent among the staff of the Provincial Engineering Office (PEO), Provincial Planning and Development Office (PPDO), and Aklan Environment and Natural Resources Office (AKENRO) who are now able to adopt newly-established systems and processes, mobilize structures, develop policies, collaboratively source for funds and other related efforts and gradually integrate these in their day-to-day operations.

- **Budget and Expenditure Management.** The Provincial Budget Office (PBO) attended monthly and yearly budget conventions/conferences and seminars organised by national and oversight agencies to improve financial management among provincial local government units (PLGUs), specifically on budgeting for GAD, enhancing revenue generation, applying guidelines in administering government employee benefits, among others. Interventions included formulation of the Quantum Geographical Information System (QGIS) and Strategic Financial Management Plan (SFMP).

Attendance in these activities have translated to improved efficiency on the job in terms of proper allocation of GAD budget, establishment of GIS and implementing the tax mapping of three (3) municipalities using the GIS, and development of the first SFMP that enhanced the revenue generation capacity of the province, among others.

- **Internal Control and Audit.** Being a newly established office, interventions conducted for the Aklan Provincial Internal Audit Office (APIAO) focused mainly in setting up the office, establishing internal audit systems and rolling them out to the RRDs. These include orientation sessions on the internal control system (ICS), internal control and internal auditing practices, and risk assessment.

After this series of interventions, APIAO was established as a PGA department and has assisted the RRDs in designing ICSs to improve efficiency in operations and resource utilisation. It is worth noting that findings and recommendations drawn from APIAO's audit report indicated improvements in the road maintenance system of the PEO.

- **Procurement.** Enhancing the effectiveness of the procurement process entails interventions for the PGA Bids and Awards Committee (BAC), its support units (Technical Working Group – TWG and Secretariat), and external suppliers and buyers. Hence, completed learning activities included training and benchmarking on procurement, e-BAC filing system, PHILGEPS, among others.

As a result of these activities, BAC members and suppliers were familiarised with the RA 9184 (The Government Procurement Reform Act) and its Implementing Rules and Regulations (IRR), including amendments. Bidding information have also been disseminated through the e-BAC Filing System and accessed by prospective bidders. A database of accredited suppliers, distributors, and contractors is also being populated.

- **Human Resource Management and Development.** Since the inception of the program funded by the Australian Department of Foreign Affairs and Trade in PGA, PHRMO has availed of various interventions that assisted the office in establishing and performing its strategic role in pursuing Aklan's development agenda. Among them, the development of SSI, installation of Human Resource Management Information System (HRMIS) and the assistance in PHRMO's Change Management are the most significant ones.

SSI initiated the capacity building program on HRD by generating data that profiled the 12 RRDs to assess gaps in knowledge, skills and attitudes (KSAs). It also provided inputs needed in the establishment of the HRMIS. Computerisation of manualised HR business processes (e.g. data profiling, leave management, time and attendance) to the HRMIS is a major step towards the desired transformation of PHRMO from transactional to strategic HRMD.

In addition to keeping participants updated on laws, policies, and methods in achieving local and national goals, the interaction with co-participants from other local government units (LGUs) during programs offered by national and oversight agencies also provided opportunities to share good practices that can be adopted to improve their delivery of services.

## On-going Interventions

As of the time of writing of this plan, there are four interventions that have yet to be completed. These are:

- **Competency Modelling for PEO Technical Positions.** In August 2013, a survey on job dimensions among randomly-selected PEO personnel representing four levels (managerial, supervisory, non-supervisory, trades and arts) was conducted. This will be used as basis in the development of competency models for PEO technical positions. Additionally, it will provide assessment data that will inform future capacity development plans.
- **Coaching on Preparation of Detailed Engineering Design (DED).** The coaching between PRMF-Manila Office and PEO-Aklan on the DED for the completion of the rehabilitation of Malinao-Madalag provincial road started in July 2013 and is currently ongoing. This is in line with the implementation of Rehabilitation and Minor Improvement (RMI) of provincial gravel roads, a new approach being taken by PRMF in its development assistance.
- **Human Resource Development Planning for RRDs.** The PGA HR Core Team is currently in the process of finalising a three-year strategic HRD Plan for the 12 RRDs. In the process, the roles of PHRMO, its L&D Division, and other critical internal and external stakeholders in plan implementation are being clarified.
- **Competency Modelling for RRD Positions.** PAHRODF is providing technical assistance in developing competency models for identified RRD technical positions. The next stage in Competency Modelling will be initiated by PHRMO and will cover remaining positions in PGA. The CSC competency models will be adopted for leadership positions.

## Insights from Implementation of HRD Interventions

Lessons learned in the implementation of and participation in orientations, seminars, training and coaching activities can best be harnessed if applied in the planning and execution of strategic HRD interventions for the PGA.

Following are the factors identified by the HR Core Team as having affected the smooth implementation of HRD interventions and the transfer of learning on the job:

Facilitating Factors	Hindering Factors
<ul style="list-style-type: none"> <li>• Support from PGA top management</li> <li>• Support of AusAID through PRMF and HRODF</li> <li>• PGA budget allocation</li> <li>• Commitment and active participation of learners</li> <li>• Guidance of competent external experts</li> <li>• Established supporting systems (e.g., HRMIS, PHILGEPS)</li> <li>• Multi-sectoral engagement and consultation</li> <li>• Conducive training venue</li> <li>• Engaging training methods</li> <li>• Good practices that can be adopted at work (e.g., conduct of debriefing sessions)</li> <li>• Accommodation of benchmarking sites</li> </ul>	<ul style="list-style-type: none"> <li>• Unsustained participation in training activities leading to inability to fully benefit from training intervention</li> <li>• Conflicting schedules of some participants</li> <li>• Assignment of untrained staff to produce outputs</li> <li>• Multi-taking that renders application of learning challenging among participants who attend different interventions</li> <li>• Understaffed offices that makes it difficult to pull out employees from work to attend training</li> <li>• Absence of a pool of trainers to assist in conducting in-house training</li> <li>• Learning curve transferring learning on new systems to the workplace</li> </ul>

Having identified these factors, the following insights that were generated were considered in formulating the HRD Plan:

- Top level sponsorship of the HRD plan is critical for its successful implementation. Sustained support from both executive and legislative offices is needed to effect change.
- Donor organisations may be tapped to augment limited PGA resources for competency and capacity development.
- The participation of multi-sectoral representatives contributes to more extensive discussions and facilitate acceptance of outputs.
- Teamwork and commitment among participants are essential in producing desired outputs of HRD interventions.
- New systems could initiate change and innovations in the PLGU but can pose challenges for learners, especially if they do not have requisite competencies (e.g., HRMIS).
- Participants should be given an opportunity to apply their learning and competencies developed in training to the workplace. Related to this, a process should be put in place for harnessing good practices introduced during workshops and benchmarking and their potential application on-the-job.
- Training investment is optimised if participants are selected based on competency needs and expected application of learning on-the-job. For example, members of technical working group who will be involved in actual planning need to be prepared for the task and prioritised in training.



- Absorptive capacity is another consideration in selecting participants. Attendance in multiple concurrent HRD interventions will make it difficult for learners to optimise the learning experience.
- Training could have been maximised only if appropriate scheduling, adequate time, conducive learning environment, sufficient training materials and equipment, and follow-up coaching sessions are provided.
- A pool of internal experts can effectively provide the technical support needed by PHRMO L&D in planning and delivering learning interventions.
- Monitoring and evaluation of HRD interventions is a critical process in HRD.

## Assessment of Competencies

The objective of the HRD Plan is to ensure that planned learning and development interventions are aligned with the development priorities of the PGA and address competency gaps that hamper performance of jobs, thereby limiting the contribution of employees to the achievement of the PGA strategic goals.

The following section discusses gaps in the RRD's performance against performance indicators that were established to ascertain whether desired SLRM results are being attained. Performance discrepancies were assessed to determine core, leadership, and functional competency gaps.

Competencies are defined as observable, determinable and vital knowledge, skills and attitudes that are essential for the successful performance of a job. These are demonstrated through key behaviours that can be improved through training and development.

## Core Competencies

Core Competencies are competencies that need to be demonstrated at all levels in the organisation. These to a large extent are reflective of the core values of the organisation and define the behaviour that is expected of all employees of the organisation. *Definitions of the core competencies can be found in Annex 2.*

A total of 112 employees from all levels of the 12 RRDs represented and participated in the survey that was conducted to generate the core competency profile of the PGA. This comprises 11% of the PGA population. Of this number, 50 (45%) are male and 62 (55%) are females. In terms of position, 34 (30%) are managers, 21 (18%) are technical staff, 52 (46%) are administrative staff, and 10 (9%) are support staff. In terms of length of service, 20 (17%) have tenure of more than 30 years, 19 (16%) have 21 – 30 years, 18 (16%) have 11 – 20 years, 49 (43%) have 1-10 years and 9 (8%) have been with PGA for less than 1 year.



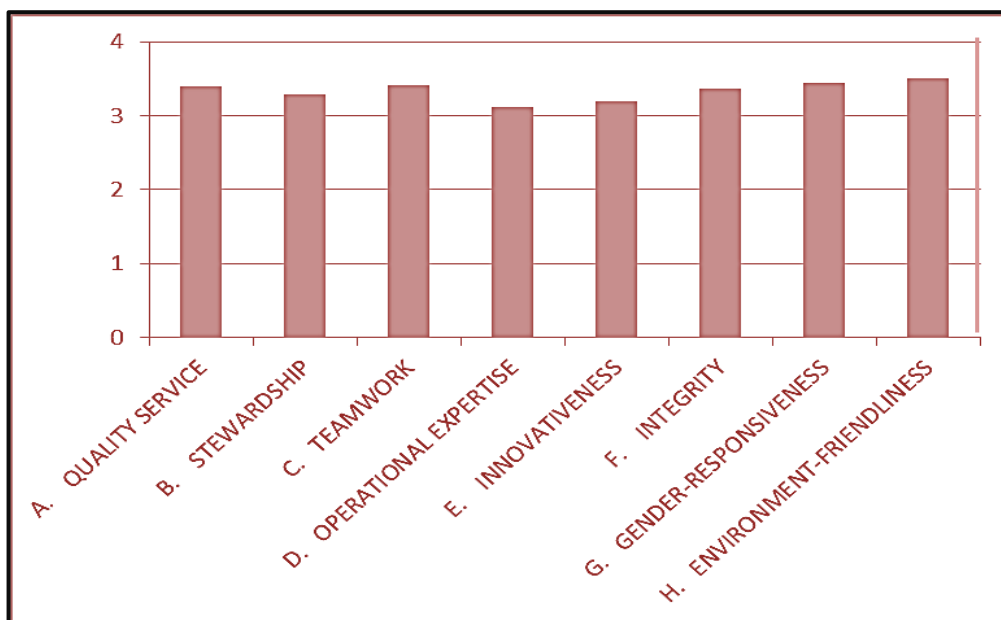
PGA Core Competencies

Rating	Description
1 (Undeveloped)	Does not demonstrate the behaviour
2 (Novice)	Demonstrates the behavior or practices at certain times and with assistance or supervision
3 (Proficient)	Demonstrates the behavior or practices most of the time and with minimal assistance or supervision
4 (Master)	Demonstrates the behavior or practices consistently over time without supervision

A 4-point scale was used for respondents to evaluate their level of competency in the self-assessment that was conducted.

In general, the respondents assessed themselves to have adequate competencies in all the identified core competencies

with mean scores ranging from 3.11 to 3.51 – all within the range described as “Demonstrates the behaviour or practices most of the time and with minimal assistance or supervision.” The competency which has the highest self-assessed score was environment friendliness (3.51) while the lowest was operational expertise (3.11). The respondents rated themselves as being generally competent in the other competencies, namely quality service, stewardship, teamwork, innovativeness, integrity, and gender-responsiveness. The summary of assessment appears below.



Summary of Core Competency Assessment

While there are no assessed gaps in core competencies, PGA recognises the importance of focusing on culture building to ensure that PGA core values are embedded in all PLGU practices. A developmental intervention will be designed to reorient the PGA staff and promote behaviours that demonstrate the PGA core competencies.

*The assessment tool that was used appears in Annex 2.*

## Leadership Competencies

The Leadership Competency Models set by the Civil Service Commission (CSC) were adopted in the development of PGA leadership competency models. Standards of leadership competency were established in a workshop attended by Department Heads and Assistant Department Heads and are captured in competency models developed for these positions (see Annex 2).

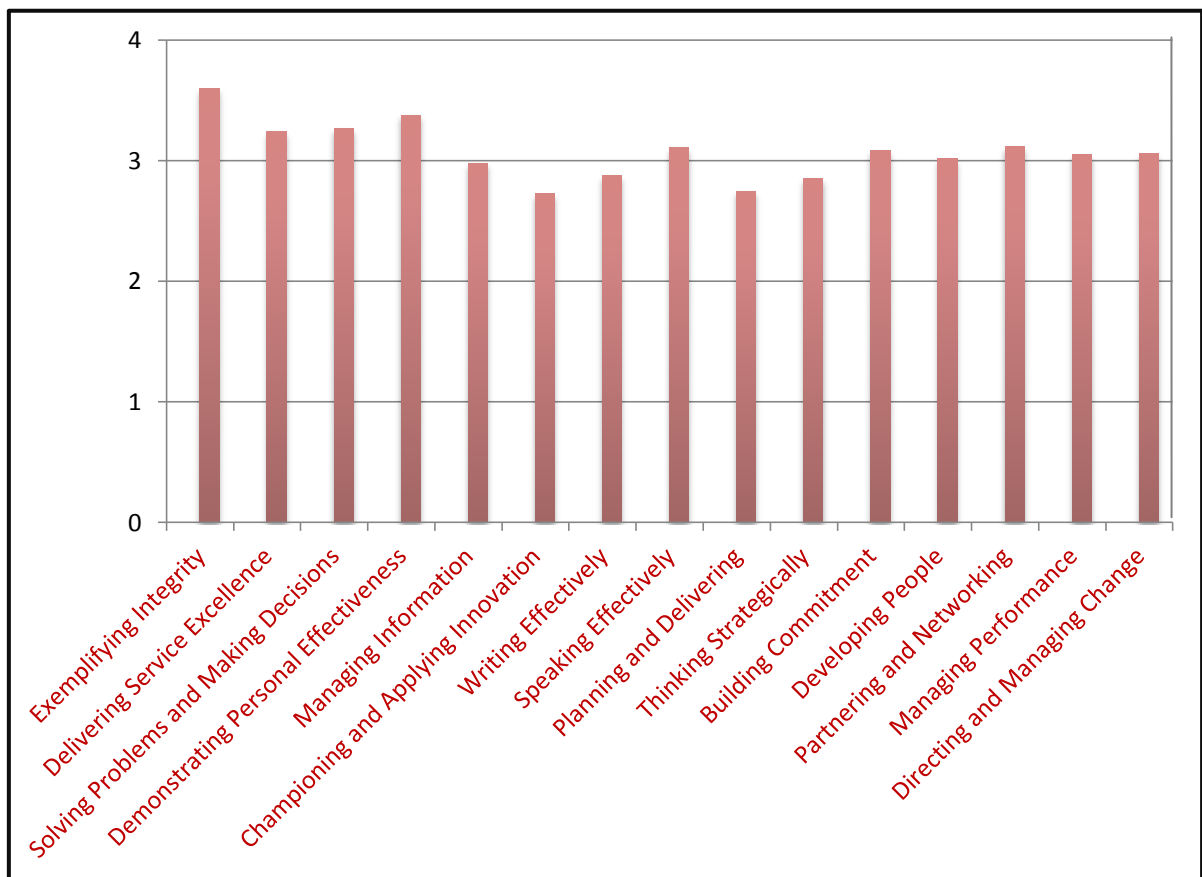
A total of 15 or 94% of incumbents in the RRDs participated in the survey. Of this number, eight (53%) are male and seven (47%) are females. Five (33%) have tenure of more than 30 years; two (13%) have 21 – 30 years; three (20%) have 11 – 20 years; three (20%) have 1-10 years; and one (6%) have been with PGA for less than one year. The same four-point scale used for measuring core competencies was applied in the self-assessment that was conducted.

Comparing these self-assessments with the standards set by department heads, the following patterns emerged:

- The RRD heads reported adequate competencies in exemplifying integrity (average of 3.6), demonstrating personal effectiveness (3.38), solving problems and making decisions (3.27), delivering service excellence (3.24), partnering and networking (3.12), speaking effectively

(3.11), building commitment (3.09), directing and managing change (3.06), managing performance (3.05), and developing people (3.02).

- In terms of gaps (rating of 2.7 – 2.99) described as “demonstrates the behaviour or practice at certain times and with assistance or supervision”), there is an indication of weaknesses in certain competencies among the respondents. The lowest score is in championing and applying innovation (2.73) and planning and delivering (2.75). Other competencies that need to be developed and strengthened are managing information (2.98), writing effectively (2.88), and thinking strategically (2.85).



Summary of Leadership Assessment

These findings indicate areas that need to be strengthened in the planned leadership development program for RRD department heads and assistant department heads. To some extent, it also validates some findings of the PGA Human Resource and Organisational Development Plan (HR/OD) for CORE Partners for Program Year 2013-2014 that was developed by PAHRODF in 2011 that indicate competency gaps in:

- Cascading and deployment of strategic goals and directions to the provincial government’s staff and employees; and
- Results oriented performance monitoring and evaluation.

Both are significant aspects of strategic thinking and planning.

However, in terms of prioritisation, PGA will focus on other departments (non-RRDs) in the 2014 leadership interventions. Two learning activities have already been conducted to build leadership competencies among RRD Heads and Assistant Department Heads in 2013. Hence, to establish shared perspectives and build organisational leadership capacity, other departments will undergo similar training scheduled in the following year. Towards the same objective, supervisors will also be targeted as participants in forthcoming leadership programs.

## Functional Competencies

Functional competencies refer to abilities that are specific to a particular department or type of job. These include competencies in the areas of technical specialisation of the RRDs.

Assessment data was generated by conducting a review of accomplishments and gaps of the RRDs vis-à-vis established performance indicators along desired SLRM results. The results were validated with process owners and their supervisors to check the accuracy of the anecdotal data.

Competency gaps were identified in the following areas:

- Strategic Management
  - Formulating and updating the Provincial Road Network Development Plan (PRNDP)
  - Updating the Annual Investment Plan (AIP)
  - Conducting stakeholder consultation activities
  - Sustaining civil society participation in the management of road projects
  - Developing and implementing a Monitoring and Evaluation System
  - Harmonising the planning and budgeting process
  - Planning and implementing strategic Human Resource Management
    - Formulating a Human Resource Management (HRM) Plan
  - Managing change (focus on system change)
- Installing/Enhancing systems and processes
  - Organising committees, including role clarification

- Implementing internal control (IC) processes
  - Analysing and designing ICS systems
  - Documenting and manualising IC systems
  - Developing flowcharts of office procedures and processes
  - Conducting audit risk assessment
  - Preparing a Risk Assessment Matrix
  - Conducting management, systems and fraud audit
- Developing and installing a Monitoring and Evaluation (M&E) System
  - Designing M&E tools
  - Conducting M&E
- Managing the procurement process
  - Applying RA9184 in procurement
- Developing and installing a Human Resource Development (HRD) system
  - Assessing training needs
  - Identifying appropriate HRD interventions
  - Selecting/targeting participants
- Developing and installing a Strategic Performance Management System (SPMS)
- Developing and installing a system for recruitment, selection, and promotion (RSP)
  - Creating positions
  - Developing competency models
  - Developing competency-based job descriptions
  - Designing competency assessment tools and processes
  - Reviewing appointment papers
  - Documenting RSP processes
  - Developing an RSP Manual

- Reviewing and redesigning the organisational structure
- Developing and installing a Rewards and Recognition System
- Communicating effectively
  - Developing and delivering presentations
  - Presenting road project proposals to decision-makers and securing their approval (including influencing of decision-makers and other stakeholders)
    - Influencing decisions
  - Developing orientation modules
  - Conducting orientations
  - Facilitating discussions and coaching sessions
  - Writing technical reports (including reports and meeting documentation)
  - Developing manuals
  - Implementing a Road Safety Awareness Campaign (including development of IEC materials)
- Applying Technology
  - Applying Net-R9 Net-R3 with baseline correction to generate GIS information
  - Accessing and updating the Philippine Government Electronic Procurement System (PHILGEPS)
  - Operating an e-Procurement System
  - Operating the e-Budget System
  - Using the Human Resource Management Information System (HRMIS) application
- Project Management
  - Conceptualising and writing detailed project proposals
  - Supervising project implementation
    - Coaching surveyors on how to collect and record traffic data
    - Supervising the collection and recording of traffic data

- Formulating M&E Plans for projects  
(as part of Project Proposal Preparation Monitoring and evaluating road projects (including development of M&E tools))
- Undertaking preventive maintenance and properly operating construction equipment
- Environmental Management
  - Mainstreaming Disaster Risk Reduction-Climate Change Adaptation (DRR-CCA) in the design of road projects
  - Conducting Environmental Impact Assessment (EIA)
- Financial Management
  - Formulating policies and guidelines for revenue generation
  - Enhancing efficiency of revenue collection and cash management
    - Maximising PGA revenue-generating potential
    - Conducting real property assessment and updating the Statements of Fair Market Value (SFMV)
    - Maintaining and marketing assets
    - Formulating business plans for economic enterprise projects
    - Planning and strategising to maximise the earning potential of PGA from all sources (taxes, local enterprises, tourism and consumer products, etc.)
    - Analysing and maximising local tax revenue
  - Plan-based budget preparation, utilisation and monitoring

*Annex 3 of this document presents a detailed assessment of current status of RRDs along results objectives of the SLRM KRAs. It outlines accomplishments and performance discrepancies that provided basis for identifying gaps in competencies that need to be addressed to facilitate achievement of desired results. Job performers are identified to aid the identification of target participants in competency-building interventions.*





# HRD PRIORITIES FOR CY 2014

Identified competency gaps for RRDs were drawn from performance discrepancies against SLRM desired results and hence provide a relatively comprehensive view of the problem. As indicated in the limitations of the plan, it should be noted though that most of the data collected are based on validated anecdotal data. Hence, it would be ideal to confirm the assessment findings upon collection of performance reports in the future.

The plan covers interventions for the timeframe of the Strategic HRD Plan that is 2014 – 2016. Proposed interventions are identified for each of the years that are covered. However, only planned learning activities for Year 1 (2014) are more thoroughly discussed. This is based on the premise that the plan will be reviewed and updated on an annual basis to ensure that it continues to be responsive to competency gaps that need to be addressed to support achievement of PGA priorities. Moreover, corresponding budget estimates prepared at the time of planning would derive more realistic figures that would approximate the cost of goods and services at the time of implementation.

## PRIORITY COMPETENCY GAPS

The primary consideration in planning for HRD interventions is the limited resources (funds, human resources, logistics, time, etc.) that are allocated for these programs. Hence, the list of identified competency gaps were subjected to a prioritisation process to provide basis for decisions on which gaps: (i) must be addressed immediately; (ii) can be responded to at a later time within the timeframe of the strategic plan; and (iii) can be considered in the next planning period. The following criteria were applied.

- Seriousness: Current negative effects of the competency gap on road-related service targets, costs, clients and overall PLGU performance
- Urgency: Availability of time to address the gap before action becomes irrelevant
- Growth potential: Possibility of the problem escalating if not immediately addressed

### Key Reform Area 1: Sustainable Road Management

Applying the three criteria, project management emerged to be a priority concern for KRA 1. While the analysis indicated problems in the project management system, there is also an acknowledgement that lack of competency in installing the necessary processes, policies, and tools that will ensure effectiveness and efficiency in managing the delivery of road projects contributes to performance discrepancies.

Competency gaps that need to be prioritized include those related to formulating an Environmental Management Plan (EMP) that incorporates Environmental Impact Assessment (EIA); updating the Annual Investment Plan; undertaking preventive maintenance and properly operating construction equipment; supervising road

projects; developing and installing a project monitoring and evaluation (M&E) system; and Implementing a Road Safety Awareness Campaign (including development of IEC materials).

Although also a priority, the need to enhance ability to apply Net-R9 and Net-R3 will already be addressed in 2013 through an intervention of the Provincial Road Management Facility (PRMF) of the Australian Aid and was no longer considered in this plan.

### Key Reform Area 2: Transparent and Accountable Budget and Expenditure Management System

The HRD priorities of KRA 2 are focused on enhancing the revenue generation (including real property valuation) performance of the provincial government, improving the maintenance of its revenue generating assets, and harmonising the PGA planning and budgeting processes. The enhanced capacity on local revenue generation is deemed critical to increase local income that will fuel plans, programs, and activities (PPAs) of the province and ensure that plans relative to the realisation of the strategic directions are adequately funded. Likewise, the harmonization of planning and budgeting process would ensure that PPAs are consistently prioritised, properly budgeted and accordingly utilised in the different PGA plans.

In this regard, business planning and enterprise development are high in the HRD agenda for KRA 2. The lack of competence to develop business plans and properly manage and maintain revenue-generating assets among EEDD employees reduces the opportunity to realise income potential. Enhancing competency to increase tax collection was also considered as a priority, specifically relative to real property valuation.

Another important concern is the budget utilisation. Low utilisation means that needed services are not effectively provided to the PGA clients. The problem was traced to annual budgeting that is not plan based.

### Key Reform Area 3: Fully-Functioning Internal Control System

To fulfil APIAO's mandate and carry out its objectives, the office needs to be able to assist other departments in setting up their internal control system. Despite being a newly established department in the PGA, the office has already conducted training activities on basic auditing and internal control with the RRDs.

However, challenges in supporting other departments stem from limited coaching competency among the APIAO personnel and their counterparts (focal persons) in the departments. These targeted trainees also need to strengthen their skills in writing manuals on cash management and internal control systems and processes. The objective is to complement coaching with provision of reference manuals that PGA departments can use in installing internal controls.

#### Key Reform Area 4: Transparent and Local Government Procurement Processes

Procurement at PGA is primarily the responsibility of the Bids and Awards Committee and its stakeholders such as its technical working group and secretariat. Hence, priority HRD interventions will address weaknesses in applying the Government Procurement Law (RA 9184) in PGA procurement process, and in conducting the necessary orientation about the law to stakeholders (other departments, NGOs, suppliers, service providers, etc.).

#### Key Reform Area 5: Human Resource Development and Management

The priorities of HRMD reflect its desire to shift to a more strategic role to better address the needs of PGA. They are focused on building competencies that are needed to develop and install more effective and efficient systems for managing people and developing the organisation. The prioritised gaps include: installing learning and development systems; reviewing and redesigning the organisational structure; developing competency models; and developing, installing and implementing a strategic performance management system.

Human resource management and development planning, along with leadership development, were also identified as critical competencies that need to be addressed. However, PHRODF interventions have been implemented in 2013 to respond to these gaps; hence, identified leadership competencies gaps (refer to assessment report on page 21) was given less priority for RRDs. A Human Resource Development Planning intervention that produced this document has enhanced competencies that can also be applied in other planning activities.

*The list and definition of prioritised competencies in the SLRM Key reform areas appear in Annex 3.*

## PROPOSED COMPETENCY-BASED HRD INTERVENTIONS

The identified competency gaps provided basis for the identification of learning and development interventions that would equip prospective participants with needed knowledge, attitudes and skills. Some interventions focused on areas already covered by learning activities in previous years have also been included to build competencies among a new set of targeted participants.

The interventions have been organised for implementation in the next three years covered by the strategic HRD plan according to prioritisation of the competencies.

The implementation plan that appears in Annex 3 outlines the following:

- **Desired outcomes.** Performance indicators that were formulated to determine whether the result statements of SLRM Key Reform Areas (KRAs) are being achieved.
- **Outputs.** Key deliverables that demonstrate competencies have been developed during learning activities of the HRD intervention.
- **Learning Objectives.** Behaviours that will be demonstrated by learners at the end of the intervention.
- **Target Learners.** Number of participants and the offices and positions from where they will be selected.
- **Planned Schedule.** Implementation schedules within 2014.
- **Support requirements.** Financial, human and logistic resources needed to implement the interventions, including demonstrations of executive support.
- **Source of Funds.** Internal and external sources of funds for the delivery of planned interventions.

The planned interventions will be delivered through workplace coaching, mentoring, shadowing, field visits, learning sessions, training, seminars, and workshops. In a number of learning activities, training and seminars provide the basic concepts, principles and guidelines that will be applied during coaching. Some benchmarking activities have also been included to learn about good practices of similar organisations and apply them in the workplace. Education programs, in the form of scholarships, have also been proposed. Expected outputs will be produced by participants to indicate whether competencies have been acquired.

## IMPLEMENTATION SCHEDULE

The following section presents the different interventions that have been identified to respond to established competency gaps in the 12 RRDs in relation to the implementation of the Sustainable Local Road Management (SLRM) reform agenda.

A total of 44 interventions will be implemented for RRDs over the next three years – 2014 to 2016, as indicated in the implementation schedule below.

### CY 2014

Priority interventions are scheduled for implementation on the first year of the plan, including 18 interventions.

TITLE OF INTERVENTION	MODE OF INTERVENTION	NO. OF TARGETED PARTICIPANTS
Annual Investment Planning	Planning Workshop (2 days) Coaching (5 days)	20
Environmental Management Planning, including orientation on Environmental Impact Assessment (EIA)	Planning Workshop (3 days) Coaching (2 days)	25
Implementation of Road Safety Awareness Campaign, including development of IEC materials	Training/Workshop (2 days) Coaching (5 days)	25
Equipment Maintenance and Operation	Workshop (3 days) Coaching/On-the-job training (as needed)	25
Updating of Real Property Valuation	Workshop (3 days) Coaching (2 days)	15
Business Planning	Planning Workshop (3 days) Coaching (5 days)	18
Harmonizing the Planning and Budgeting Processes	Workshop (2 days)	36
Enterprise Asset Management Planning	Planning Workshop (2 days)	28
Cash Management and Its ICS for Collecting & Disbursing Officers	Training/Workshop (3 days) Coaching (3 days)	12

TITLE OF INTERVENTION	MODE OF INTERVENTION	NO. OF TARGETED PARTICIPANTS
Technical Writing and Manual Development for IA Focal Persons	Training/Workshop (3 days) Coaching (6 days)	16
Flowcharting and Risk Assessment Workshop on ICS for IA Focal Persons	Training/Workshop (3 days) Coaching (3 days)	12
Enhancing the Procurement Process Management (RA 9184)	Training (3 days) Benchmarking	20
Developing and delivering a Training/Orientation Module on RA 9184 for BAC Stakeholders	Training/Workshop (3 days) Coaching (2 days)	8
Strengthening Learning and Development policies, systems and processes	Training/Workshop (16 days) Coaching (50 days)	16
PGA Organisational Review and Redesign	Training/Workshop (5 days) Coaching (32 days)	16
Development of Competency Models (for 4 remaining RRDs)	Training (6 days) Workshop (24 days)	16
PGA Values Orientation	Seminar (3 days)	16
Installing a Strategic Performance Management System (SPMS)	Training/Workshop (5 days) Coaching (15 days)	16

Legend:  KRA 1  KRA 2  KRA 3  KRA 4  KRA 5  All KRAs

## CY 2015

For year 2, 18 interventions will be conducted along the five KRAs.

TITLE OF INTERVENTION	MODE OF INTERVENTION	NO. OF TARGETED PARTICIPANTS
Planning and Conducting Orientations	Learning Sessions (3 1-hour brown-bag sessions) Shadowing Coaching (5 days)	28
Mainstreaming Disaster Risk Reduction-Climate Change Adaptation	Training/Workshop (5 days including Mapping) Coaching (2 days)	20

TITLE OF INTERVENTION	MODE OF INTERVENTION	NO. OF TARGETED PARTICIPANTS
Developing Coaching Skills (focused on Traffic Data Collection and Recording)	Training/Workshop (2 days) Field Visit Shadowing Mentoring	30
Updating the Provincial Road Network Development Plan (PRNDP)	Planning Workshop (3 days) Coaching (30 days)	25
Strengthening Stakeholder Engagement	Training/Workshop (3 days) Sharing sessions (regular 1-hour sessions)	25
Project Management that will cover: <ul style="list-style-type: none"> <li>Project Proposal Preparation</li> <li>Project Supervision</li> <li>Monitoring and Evaluation</li> </ul>	Training/Workshop (8 days) Field Visit Coaching (30 days)	25
Enhancing PGA Revenue Generation Strategies <ul style="list-style-type: none"> <li>Updating the Revenue Generation Plan (including formulation of policies and implementation guidelines)</li> <li>Developing PGA Annual Revenue Generation Action Plans (ARGAPs)</li> </ul>	Planning Workshop (5 days)	15
Adopting Good Practices on Revenue Generation and Cash Management	Benchmarking visit (5 days) Action Planning	30
Fraud Audit Investigation/ Fact Finding	Training (3 days)	4
Advanced Course on Internal Control System for APIAO Staff	Training (3 days)	4
Developing Coaching Skills (focus on internal control) <ul style="list-style-type: none"> <li>ICS Systems Analysis and Design</li> </ul>	Mentoring Shadowing	4
Process Documentation for BAC Secretariat	Training (3 days)	6
Competency-based RSP System Development and Installation	Training and Coaching (70 days)	20
Preparation and Evaluation of Appointments	Learning/Brown-Bag Sessions (3 days)	16
Process Documentation and Technical Writing	Training/Workshop (2 days)	16
Orientation on HRMIS Application	Learning /Brown-Bag sessions (as needed)	



TITLE OF INTERVENTION	MODE OF INTERVENTION	NO. OF TARGETED PARTICIPANTS
Presentation and Facilitation Skills Enhancement	Training (3 days) Coaching (5 days)	46 (APIAO and BAC)
Monitoring and Budgeting of Learning and Development Interventions	Training (2 days) Workshop (3 days)	20 (KRA3 and KRA5)

Legend:  KRA 1  KRA 2  KRA 3  KRA 4  KRA 5  All KRAs

## CY 2016

Eight learning activities have been planned for implementation in the last year of the strategic HRD plan.

TITLE OF INTERVENTION	MODE OF INTERVENTION	NO. OF TARGETED PARTICIPANTS
Action Planning for the Infrastructure Committee	Team development Coaching	25
eBudget End-User Training	Training (3 days)	19
Management Audit	Training (3 days)	4
Orientation on procurement	Orientation (3 day)	20
Orientation on PHILGEPS	Learning Session (1 day)	28
Performance-Based Rewards and Recognition System Development	Training/Workshop (3 days) Coaching (5 days)	16
Updating of the Strategic HRMD Plan	Planning Workshop (3 days)	16
Presentation and Facilitation Skills Enhancement	Training (3 days) Coaching (3 days)	28 (KRA1 and KRA5)

Legend:  KRA 1  KRA 2  KRA 3  KRA 4  KRA 5  All KRAs

Fields of study for scholarships and short courses along competency areas that need strengthening were also identified. These include 13 courses that will target 37 participants from the RRDs.

FIELD OF STUDY	PROPOSED COURSES	NO. OF TARGETED PARTICIPANTS
Monitoring and Evaluation of Engineering Projects	Master of Engineering Project Management	3
Information System Development	Master in Geographic Information Technology	3
Project Development and Management	Master in Project Management	5
Financial Management	Master in Financial Planning	5
Local Government Taxation	Master in Taxation/ Master in Real Property Valuation	6
Public Administration	Master in Public Administration	1
Procurement	Course on procurement and Supply Chain Technologies	2
Procurement	Procurement Certification Training Program	2
Procurement	Course on Procurement and Contract Management	2
Procurement	Asset Management Fundamentals Course	2
Monitoring and Evaluation of Training	Masters in Monitoring and Evaluation	2
Performance Appraisal and Rewards System	Masters of Human Resource Management	1
Technical Writing	Short course on Technical Writing	3

Legend:  KRA 1  KRA 2  KRA 3  KRA 4  KRA 5  All KRAs

## SUPPORT REQUIREMENTS

The strategic HRD Plan cannot be successfully implemented without resources that can be provided from within and outside the organisation. The following section consolidates financial, human resource, logistic, executive sponsorship, and other support requirements for implementation of planned interventions for 2014, the first year of plan implementation. Identification of support requirements for subsequent years will coincide with the annual update of the strategic HRD plan.

### Financial

The amount required to implement planned training and development interventions for 2014 amount to **Two Million Two Hundred Twelve Thousand and Two Hundred Pesos** (P2,212,200), broken down as follows.

TITLE OF INTERVENTION	COST ESTIMATE	FUND SOURCE	TOTAL (PER KRA)
<b>KRA 1: Sustainable Road Maintenance</b>			<b>428,000</b>
Annual Investment Planning	38,000	PPDO	
Environmental Management Planning, including Orientation on Environmental Impact Assessment (EIA)	210,000	PRMF	
Implementation of Road Safety Awareness Campaign, including development of IEC materials	80,000	PPDO	
Equipment Management and Operation	100,000	PEO	
<b>KRA 2: Transparent Accountable Budget and Expenditure Management</b>			<b>531,000</b>
Real Property Valuation Training	75,000	PASSO	
Business Planning	80,000	EEDD	
Benchmarking on Business Planning	186,000		
Enterprise Asset Management	84,000	EEDD	
Harmonization of the Planning and Budgeting Processes	106,000	PPDO/ Other possible sources	
<b>KRA 3: Fully Functioning Internal Control and Internal Audit Services</b>			<b>340,900</b>
Cash Management and Its ICS for Collecting & Disbursing Officers	120,400	PGBS	
Technical Writing and Manual Development for the RRDs	105,000	PRMF	
Flowcharting and Risk Assessment Workshop on ICS	115,500	APIAO	
<b>KRA 4: Transparent and Effective Procurement Processes</b>			<b>382,300</b>
Enhancing the Procurement Process Management (RA 9184)	299,500	PRMF/PGSO	
Developing and Delivering a Training/Orientation Module on RA 9184 for BAC Stakeholders	82,800	PGSO	

TITLE OF INTERVENTION	COST ESTIMATE	FUND SOURCE	TOTAL (PER KRA)
<b>Human Resource Management and Development</b>			<b>530,000</b>
Strengthening Learning and Development Policies, Systems and Processes	48,000	PHRMO (Counterpart) PAHRODF	
Organisational Review and Redesign	220,000	PHRMO	
Development of Competency Models (for 4 remaining RRDs)	146,000	PHRMO	
Installing a Strategic Performance Management System (SPMS)	58,000	PHRMO	
PGA Values Orientation	58,000	PHRMO	

Legend:  KRA 1  KRA 2  KRA 3  KRA 4  KRA 5  All KRAs

Training budget is embedded in the Maintenance and Other Operating Expenses (MOOE) of all PGA departments. However, allocation for training activities that cut across other departments (e.g. CSC training, values orientation, etc.) is proposed to be centralised in PHRMO starting 2014.

To implement some interventions, external funding support will be provided by the Department of Foreign Affairs and Trade–Australian Aid through its PRMF and PAHRODF Facilities. DOF funds will also be tapped for implementing 2014 interventions.

## Human Resource

The strategic HRD Plan implementation will be led by the Learning and Development (L&D) Division of the PHRMO. The L&D Division will be supported by an expanded HR Core team composed of personnel who will be assigned to perform HR functions in all departments. A pool of trainers from different departments will also be established to serve as resource persons in the design and delivery of training activities.

## Logistic

Equipment, supplies, venue, meals, transportation, communication, and accommodation requirements in implementing training and development interventions are also identified. Access to these resources is critical to successfully implement HRD interventions as planned.

## Executive Sponsorship

Engagement of the new LCE and *Sangguniang Panlalawigan* as HRD champions is vital in the implementation of the plan. Visible and active support may be demonstrated through approval of financial and other resource requirements, acknowledgement of planned HRD interventions as a priority, and their presence in important HRD activities.

## RESPONSIBILITIES IN PLAN IMPLEMENTATION

Critical to the success of plan implementation is the active and committed involvement of all concerned offices in performing their roles.

### Provincial Human Resource Management Office

The PHRMO through its Learning and Development (L&D) Division leads the implementation of HRD Plan including monitoring of milestones and accomplishments.

The primary responsibility and accountability for HRD lies with the Learning and Development Division. As such, it will ensure that all planned activities are properly executed and monitored including application of learning in the workplace.

### PGA Leaders

The Governor and *Sangguniang Panlalawigan*, as champions of HRD, will provide the needed executive sponsorship of all planned learning and development activities. They will ensure that HRD initiatives are fully supported by all members of the PLGU.

The Department Head, Assistant Department Head and Supervisors identify learning needs of their subordinates and encourage them to participate in appropriate training interventions. They will also ensure that trainees are well-selected and have the opportunity to transfer learning on the job. They will also be responsible for monitoring and evaluating if desired results of training are achieved.

### Provincial Budget Office (PBO)

PBO is responsible for ensuring that budget allocation and obligation are aligned with established HRD priorities.

### Provincial Planning and Development Office (PPDO)

PPDO will ensure that HRD is mainstreamed in all the planning and budgeting processes in the PGA and its results are captured in M&E reporting.

### HR Core Team

The HR Core Team will assist the PHRMO in the formulation and execution of the HRD Plan. They will also be involved in identifying training needs and conducting training interventions.

### Other HR Support Groups

A Trainers' Pool will provide technical expertise in the design and conduct of training activities.

The Aklan Provincial Government Association of Administrative Officers (APGAAO), whose members perform HRMD functions within PGA departments, will assist their respective department heads in monitoring transfer of learning in the workplace.

# MONITORING AND EVALUATING THE HRD PLAN

## Purpose of the M&E Plan

Monitoring and Evaluation (M&E) involves tracking the progress and assessing the results of HRD interventions. Specifically, M&E has the following purposes:

- Ensure that planned results are delivered;
- Determine the effectiveness of HRD programs in addressing identified competency gaps;
- Analyse and demonstrate the value of HRD in achieving organisational goals; and
- Generate and use lessons learned to improve HRD programs and support systems.

A Monitoring and Evaluation Plan has been formulated covering the planned HRD interventions for 2014 (Year 1). It will guide the conduct of activities to track and assess HRD interventions and the overall HRD Plan execution. The M&E Plans for interventions in succeeding years will be developed at the beginning of each year.

## Focus of the M&E Plan

The M&E Plan focuses on key elements of the HRD Plan. In particular, each HRD intervention in the plan is measured at four levels<sup>5</sup>:

- Level 1: Learners' Reaction or the extent to which learners find the learning environment conducive to their learning
- Level 2: Learning or the extent to which learners acquire the required competencies through the intervention
- Level 3: Application or the extent to which learners apply acquired competencies in the workplace, contributing to the achievement of desired outcomes
- Level 4: Desired Outcomes or the extent to which organisational results are achieved

In addition, M&E takes account of aspects of HRD Plan implementation, including: learners (number, position and office they belong), planned schedule, and financial requirements. It also specifies the M&E methods and tools to be used, the sources of data, schedule and persons responsible for ensuring that M&E activities are conducted.

*The HRD M&E Plan for Year 1 interventions is found in Annex 3.*

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<sup>5</sup>Adapted from the Kirkpatrick's Four Levels of Evaluation in Evaluating Training Programs, 3<sup>rd</sup> Edition by Donald L. Kirkpatrick and James D. Kirkpatrick, 2005.

## Users of the M&E Plan

Considering that the PHRMO is the primary owner of the HRD Plan, it is also the primary user of HRD M&E Plan. It is accountable for ensuring that:

- M&E activities, including data-gathering, analysis, reporting, and communications, are done in a timely manner and in accordance with the M&E plan.
- Employees who have been identified as responsible for M&E are properly oriented, meaningfully involved in the development of the M&E plan, and fulfill their responsibilities set forth in the plan.
- The HRD M&E Plan is regularly reviewed and updated as necessary.

Other users of the M&E Plan include the HR Core Team, APGAO and the Department Heads (managers and supervisors). They participate in formulating the plan and ensure support for the implementation of M&E activities in their respective departments.

## Reporting and Communicating M&E Results

M&E findings will be documented in an M&E Report that provides an account of the actual results of HRD intervention vis-à-vis the plan, an analysis of the factors that facilitated and hindered implementation, and recommendations on next steps. The table below shows the key audiences of the M&E report and some of the decisions they may make based on the report.

Audiences	Decisions
PHRMO	<ul style="list-style-type: none"> <li>▪ Make adjustments to HRD interventions to ensure learning objectives and expected results are met</li> <li>▪ Take action to sustain the gains from the interventions</li> <li>▪ Address difficulties in implementation so that objectives are met</li> <li>▪ Recommend enabling policies to support HRD</li> <li>▪ Plan for future interventions</li> </ul>
HR Core Team	<ul style="list-style-type: none"> <li>▪ Assist the PHRMO in all of the above, particularly in implementing them in own department</li> </ul>
Department Heads	<ul style="list-style-type: none"> <li>▪ Provide support needed to further reinforce learning, particularly in the workplace</li> <li>▪ Recommend enabling policies to support HRD</li> <li>▪ Plan for future interventions</li> </ul>
LCE	<ul style="list-style-type: none"> <li>▪ Provide strategic direction to HRD</li> <li>▪ Provide support needed to further reinforce learning</li> <li>▪ Determine and enact policies to support HRD</li> </ul>
<i>Sangguniang Panlalawigan</i>	<ul style="list-style-type: none"> <li>▪ Determine and enact policies to support HRD</li> <li>▪ Approve budget allocation for HRD interventions</li> </ul>

## CHANGE MANAGEMENT PLAN

The Change Management Plan aims to facilitate the transition from the present state to the desired state of HRD. Specifically, it assists the process owner, in this case the Learning and Development Division of the PHRMO, in ensuring that:

- The vision for change is communicated to and supported by its stakeholders;
- Change efforts are guided by a clear plan of action to introduce, implement, and sustain the change within the organisation;
- Systems, tools, and processes enable the organisation to adopt to the change;
- Factors that can hamper the smooth transition are anticipated and properly addressed;
- Feedback is generated and used to improve affected processes.

PHRMO aspires to be a “strategic partner in achieving PGA's development agenda through its leadership in building and enhancing competencies of employees to deliver services.” This vision translates to:

- Mechanisms in place for planning, implementing, monitoring and evaluating, and sustaining learning and development programs;
- HRD activities being guided by a strategic HRD Plan that identifies appropriate learning and development interventions responsive to priority HRD needs;
- HRD planning that is mainstreamed in the annual planning and budgeting process with budget centralised in PHRMO for activities that cut across all departments;
- Targeted and needs-based selection of participants to learning and development programs;
- PHRMO leading the implementation of the HRD Plan through a functional L&D Division;
- Department Heads who take more responsibility in identifying the training needs of their respective employees and in evaluating the effectiveness of the learning activities;
- HR Core Team assisting the PHRMO L&D Division in planning and implementing the HRD Plan;
- An established pool of trainers coming from different departments assisting PHRMO in designing and conducting training as technical experts;



- Regular monitoring and evaluation of HRD Plan to determine value for money and provide input to annual planning.<sup>6</sup>

Towards this end, a Change Management Plan was developed to enable PHRMO to transition to this new strategic role. The Change Management Plan has three components: the Change Action Plan, Risk Management Plan and Communication Plan.

## Action Plan

The Change Action Plan outlines activities, timelines, responsibility areas, and support requirements for managing the change process. It was developed after an analysis of the change environment and seeks to address issues that may arise during the transition period. Planned actions focused on securing buy-in for the change, setting up support systems, and promoting a climate that is conducive for change. Institutionalisation will also ensure that the organisation is able to build on the gains from both the content and process of change and provide lessons for smooth implementation of future change efforts.

*The Action Plan can be found in Annex 6.*

## Risk Management Plan

Risk Management Planning involves identifying potential problems that can seriously threaten a proposed course of action. It provides preventive actions that will eliminate the likely causes of each anticipated risk, and also defines contingent actions to minimise the serious effects of potential problems. The plan identifies the persons who will carry out preventive and contingent actions to increase the likelihood of success in carrying out the HRD plan.

Basically, the identified risks revolve around three major areas: 1) Getting support for the change to a more strategic HR; 2) Institutionalising the required systems and employee capabilities that will enable PHRMO to assume this more strategic partner role; and 3) Sustaining any gains achieved in this transformation.

As the Risk Management Plan indicates, the HR Core team intends to get full support from PGA Management to secure buy-in and fully engage the entire PLGU in this change effort. Furthermore, it plans to invest in building internal capabilities of PHRMO staff who will be tasked to set up learning and development systems. Finally, it provides mechanisms to ensure that everyone in the organisation is informed of the progress of the change effort and that any success is celebrated.

*The Risk Management Plan appears in Annex 6 of this document.*

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<sup>6</sup>PHRMO Change Plan, 2013

## Communication Plan

Apart from the priority HRD interventions for calendar years 2014-2016, the PGA Strategic HRD plan outlines the systematic as well as procedural changes in identifying and conducting PGA's learning and development program. In particular, the plan identifies the need for: a) setting and aligning learning and development interventions with PGA's strategic directions; b) engaging critical stakeholders in the development and implementation of the plan; c) developing competency-based learning and development interventions; and d) monitoring the progress and evaluating the results of the program.

Integral to the development and implementation of the plan is the inclusion of a comprehensive communication plan that will enable the PHRMO and the HR Core Team to generate buy-in and participation from its critical stakeholders.

The HR Core Team has developed several key messages that will address the informational and motivational needs of the different stakeholders about the HRD plan. Critical information about training and other learning and development interventions will be produced and disseminated through different communication strategies and media. The PHRMO will maximise the use of existing channels such as the weekly flag ceremonies and APGAO meetings as opportunities to educate internal stakeholders of training opportunities and other learning and development activities throughout the year. The PGA website and its social media presence will also contain information about the HRD interventions.

To ensure active participation from external and internal stakeholders, the PHRMO and the HR Core Team will develop communication collaterals such as flyers and presentation materials that will include information on the importance and benefits of participating in learning and development activities. Feedback mechanisms as well as continuous updates will be provided to employees, department heads, and the LCE in the course of the implementation of the HRD plan. Finally, multipartite meetings as well as presentations will be conducted with oversight agencies and other partner institutions to relay PGA's commitment to the development and professionalisation of its public servants.

*Annex 6 contains the specific elements, contents, and activities of the strategic HRD communication plan.*



## **ANNEX 1:**

# **LIST OF COMPLETED AND ONGOING HRD INTERVENTIONS IN SLRM KEY REFORM AREAS**

## List of Completed and On-Going HRD Interventions in SLRM Key Reform Areas

TITLE OF HRD INTERVENTION	INCLUSIVE DATES OF IMPLEMENTATION	GAINS
PRNDP Development Activities: Coaching on the preparation of the PRNDP PRNDP Workshop PRNDP Spatial Development Session PRNDP Formulation Session and Core Road Prioritization PRNDP Writeshop PRNDP Session on Follow Through Writeshop	May 16-18, 2012 Jun 20-22, 2012 Jun 27-29, 2012 Jul 30-Aug 3, 2012 Aug 28-31, 2012 Sept 3-5, 2012	Gained stakeholders participation in road prioritization Formulated the very first PRNDP draft Updated the PRNDP's multi-year investment program and enhancement of the Monitoring and Evaluation framework Enhanced awareness of different possible spatial development strategies to be adopted by the Province for identified growth corridors
Workshop on Workplace Development Objectives (WDO)	Apr 03, 2012	Drafted WDO for each of the field of study identified for scholarship support
Writeshop Session on PRNDS	Apr 12-14, 2012	Technical knowledge in writing multi-year plans
Training and Orientation on GIS	Apr 16-20, 2012	Knowledge and skills in putting road inventory data in GIS software
SSI Database Workshop	Apr 18, 2012	Revised and Final encoded Personal Data Sheet (PDS)
Government Procurement Reform Act (GPRA) Refresher Training	Apr 18-19, 2013	Knowledge on the updates and amendments of the RA 9184 or Government Procurement Reform Act
Training and Orientation on Global Positioning System (GPS)	Apr 21-26, 2012	Knowledge and skills in using GPS equipment in conducting road inventory
Regional Congress of Human Resource Management Practitioners	Aug 14-16, 2013	Best HR Practices, Competency-Based HR System, GSIS Good Governance Updates, and Localization of the Magna Carta of Women and Gender and Development Mainstreaming
Provincial Road Network Development Planning (PRNDP) TWG Meeting	Aug 15, 2012	Updates of PRNDP development status
Orientation on Annual Maintenance Work Plan (AMWP)	Aug 23-25, 2012	Knowledge and skills in the identification of maintenance works for specific road sections and the formulation of maintenance work plans
Coaching on GPS Report (Processing and Map Generation of Road Condition and Inventory Survey Using GPS and GIS)	Aug 28-31, 2012	Learned how to generate maps out of road inventory data incorporated in GIS
Enhancement of the Competencies of BAC, BAC-TWG and BAC Secretariat and the 12 Related Provincial Road Management Facility Offices on the Procurement Process	Aug 29-31, 2013	Knowledge on the standard procedure of Procurement Process

TITLE OF HRD INTERVENTION	INCLUSIVE DATES OF IMPLEMENTATION	GAINS
Coaching on Road Inventory Survey (Base Correction and Data Processing)	Aug 6-15, 2012	Learned how to correct the Total Station to be used for the road inventory
Provincial Level Road Safety Workshop	Aug 7-9, 2012	
Road Safety PPA Development	Aug 7-9, 2012	Formulation of plans, programs and activities for road safety
PGA Contractors' Forum	Dec 12, 2012	Accreditation of contractors, suppliers, distributors, and submission of contractors confidential application statement for registration Increased Awareness of e-BAC Filing System
Hands-On Training on e-BAC Filing System with for BAC, BAC-TWG and BAC Secretariat	Dec 27-28, 2012	Conversion of all bid documents of all infrastructure procurement projects into portable documents format (PDF) and their uploading into the system Encoding of pertinent information/data relative to contractor's accreditation
Orientation on the Skills Inventory for Aklan	Feb 17, 2012	Identification of SSI-TWG, KRA and PGA competencies (Core, Knowledge, Skills, and Attitude - KSA)
Philippine Government Electronic Procurement System (PHILGEPS) Training for Buyers	Feb 26-27, 2013	Knowledge and skills in awarding contracts, posting of notice to proceed, and invitation to bid
Installation, Orientation, and Training on HRMIS	Jan 16-18, 2013	HRMIS Installation and Applications
Roads and Bridges Infrastructure Vulnerability Audit	Jan 19-20, 2012	Capacitated PLGU key personnel on auditing and conducting assessment on the vulnerability of infrastructures on environmental hazards
Orientation Workshop on PRNDS Workshop on Provincial Road Network Development Strategy	Jan 28–Feb 1, 2013	Various stakeholders became aware of the importance of conducting PRNDS
Provincial Road Safety Workshop	Jul 02 – Apr 4, 2012	Gained new knowledge/insights on road safety signs
Coaching on Traffic Survey & Traffic Data Processing	Jul 11-12, 2012	Trained <i>camineros</i> on recording traffic data
Road Condition Survey and Traffic Survey of Provincial Team	Jul 20-Aug 4, 2012	Identification of defects of every road section for proper road maintenance
Briefing to Suppliers on BAC Requirements	Jul 26, 2013	Enhanced awareness of participating contractors, suppliers, distributors, and manufacturers about Provincial BAC requirements for eligibility and bidding

TITLE OF HRD INTERVENTION	INCLUSIVE DATES OF IMPLEMENTATION	GAINS
Registration in the PHILGEPS for Integrated Notice Publication (INP) Interface	Jun 10-11, 2013	Integrated Notice Publication (INP) Interface from PHILGEPS access to Aklan's Website
Coaching on Development of IA Charter and Operations manual	Jun 19-21, 2012	Crafted an IA Operations Manual, which serves as a guide to all APIAO operations
RRD Heads Role Clarification	Jun 25, 2013 Sep 18, 2013	Understanding of top managers on their HR roles Agreement on their role in human resource development planning Commitment to support specific HRD interventions for their department's funds
Detailed Engineering Design (DED) Refresher Course	Jun 25-30, 2012	Familiarised DED team with comprehensive survey details, road designs that meets standard and criteria, are cost reliable and safe, and apply civil 3D to improve present system of implementation
Leadership Development for RRDs	Jun 3-6, 2013	The workshop empowers and enhanced competencies of the participants in implementing change plan through application of newly learned practices and tools
Road Safety Workshop	Jun 4-8, 2012	Knowledge in the identification of road safety hazards, identification of provincial roads/activities to be installed with road safety devices
Training and Workshop on Risk Assessment and Internal Audit Process	Mar 11-15, 2013	Learned the basic concepts of internal auditing and identified possible risks and internal controls to mitigate them
Workshop on Risk Assessment, Internal Controls and Internal Audit Practices	Mar 11-15, 2013 May 25-26, 2013	United 12 road-related offices who assessed the system risks and corroborated in information management, audit reporting, decision-making, and solutions formulation Audit reports are updated and management of risks/problems have been planned Availed Scholarships on Internal Audit and Control
Seminar-Workshop on formulating the Agency HR Plan and Strategic Performance Management system	Mar 12-15, 2013	Increased awareness of LGU key players in the formulation of their respective Agency Strategic HR plan and the installation of SPMS
Workshop on Traffic Survey	Mar 13-14, 2012	Knowledge and skills in conducting traffic survey

TITLE OF HRD INTERVENTION	INCLUSIVE DATES OF IMPLEMENTATION	GAINS
Multi-stakeholder Consultation	Mar 20, 2012	Engaged various and diverse stakeholders in road network development plans and strategies
Development of the PGA Staff Skills Inventory (SSI)	Mar 5-29,2012	<p>Refined SSI Tool and survey form</p> <p>Collected and analysed survey results</p> <p>Completed Staff profile (in tables and narratives) per Department, consolidated skills inventory results, and Staff Profile Analysis, graphed KSA</p> <p>Capacitated administrative personnel in conducting SSI</p> <p>Appreciated value of the SSI particularly among RRDs</p> <p>Target incentive amount received</p> <p>SSI useful as basis for updating HR records</p>
HR Core Team Teambuilding Workshop	Mar 5-6, 2013	Strengthened relationships and improved collaboration among team members
Workshop on Provincial Road Network Development Strategy (PRNDS)	Mar 5-7, 2012	Involved widely diverse stakeholders in identifying road development strategies
<p>Executive Forum on "Understanding the Organization's Internal Control System"</p> <p>Seminar Workshop on Internal Control and Internal Auditing Principles and Practices</p>	<p>Mar 7-8, 2012</p> <p>May 23-25, 2012</p>	Established Aklan Provincial Internal Audit Office (APIAO), which later became a Department tasked to develop Strategic Plan, Annual Audit Plan and its Operations
Course Counselling of the Australian Aid Scholars	Mar 8-9, 2012	Re-Entry Action Plans (REAPs) of Australian Aid scholars that would ensure transfer of learning from studies to the workplace upon completion of their course
Coaching on NetR9 Base Station (Hands-on Training on Road Inventory Using GPS & Coaching on RBIS Data Structure)	May 14-18, 2012	Knowledge and skills on how to use Total Station in conducting road inventory
Orientation on Workforce Profiling and Capacity Development	May 15-18, 2012	Increased awareness of key aspects of the Capacity Development Component of the PRMF and the Framework that underpins it, processes in the CD Guidelines through which the CD Component and Framework are made operational
Human Resource Development Planning for the PGA Road Related Departments (RRDs)	May 21 – Oct 18, 2013 (ongoing)	<p>Formulated PGA HR Strategic Directions</p> <p>Developed strategic 3-year human resource development plan (including monitoring and evaluation plan and change management plan) for the PGS RRDs aligned with PGA priorities and the SLRM agenda</p> <p>Capacitated HRD Core Team in making presentations, facilitation, prioritization of competency gaps, technical writing and assessment of RRD performance against</p>



TITLE OF HRD INTERVENTION	INCLUSIVE DATES OF IMPLEMENTATION	GAINS
		desired results
Development of the Information Systems Strategic Plan (ISSP) Orientation, Workshop and Finalization of ISSP	May 21-23 and 30, 2012 June 11, 14 and 30, 2012	Drafted and finalized the Information Systems Strategic Plan (ISSP) of PGA
Information System Strategic Planning (ISSP) Training	May 22-23, 2012	Clarified ISSP requirements per office, developed annual ISP programs, projects and activities, ISSP implementation mechanism
Sharing of Experiences with LGU Lanao del Norte and Davao del Norte	May 2-3, 2013	Shared practices, captured lessons from the HR Coaching experience, and identified possible applications in respective LGU workplace of the critical learning gained
Basic Internal Control concepts, and Internal Auditing Principles and Practices	May 23-25, 2012	Risk Assessment for PHRMO
Presentation and Facilitation Skills Workshop	May 27-29, 2013	Enhancement of presentation and facilitation skills, boosting of confidence in delivering presentations and facilitating meetings and discussions
Road Maintenance Strategy Workshop	May 28-31, 2013	Identification of road maintenance strategies relevant to all road sections of the province Learned the EMK Method on cost estimation
Benchmarking Activity in the Provincial Government of Misamis Oriental on e-BAC Filing System	Nov 21-23, 2012	Application of the BAC e-Filing system developed by the PLGU MIS Office as shared by the Provincial Government of Misamis Oriental
Province-Wide Conduct of Mainstreaming/Integration of Disaster Risk Reduction/Climate Change Adaptation (DDR/CCA) in the Local Planning and Decision Making Processes	Nov 27-28, 2012	Increased participant's awareness in climate disasters and how to use the advancement in technology to reduce possible risks Navigation of GPS and incorporation of gathered data for planning and decision-making for disaster risk reduction
Change Management Workshop	Nov 27-29, 2012	Developed Change Management Plan and clarified roles in its implementation
HROD Planning Workshop	Nov 28-29, 2011	Proposed Human Resource Organizational Development Plan; Fields of study for Australian Aid Scholarship Grant were identified

TITLE OF HRD INTERVENTION	INCLUSIVE DATES OF IMPLEMENTATION	GAINS
HRMIS Assessment Workshop	Oct 16-18, 2012	HRMIS Usage, Project Management Application, PLGU HRMIS requirement needs, HRMIS team
Learning Session on Competency Modelling	Oct 24-25, 2012	Competency Modelling
Australia Development Awards(Scholarships)	Ongoing	Knowledgeable scholars to implement needed PPAs in the different SLRM areas 8 Graduated 3 Graduating
Monthly and Yearly Budgeting updates, seminar/ conference	Ongoing	Latest budget Updates, circulars and Memos from DBM/ Benchmarking with other provinces.
Gender and Development (GAD)-related training activities	On-going	Proper budget allocation for GAD related PPAs Updated Aklan GAD Code Designation of GAD focal person in each PGA department
Philippine Association of Local Treasurers (PHALTRA) National Conventions	Ongoing Annually	Benchmarking with other Provinces for their best practices
Basic Incident Command System	Sept. 25-27,2012	Knowledgeable PBO staff to handle basic ICS
Change Management Planning for RRD Heads	Nov. 27 to 29, 2012	Capacitated RRD heads embracing change
Electronic Statement of Receipts and Expenditure (eSRE)	Upon revision and updates on the system	Systematic monitoring of PLGU's income and expenditures Less time preparation of report Accuracy of report produced by the system
Quantum GIS Training	May 21 to 25, 2012	Establishment of GIS system Implemented tax mapping of 3 sections of Barangays Balabag, Boracay, Malay, Aklan using GPS and GIS systems Capacitated personnel in using open source system
Seminar on Appointment Preparation	May 29 to 31, 2013	Capacitated administrative employees in preparing appointment papers

TITLE OF HRD INTERVENTION	INCLUSIVE DATES OF IMPLEMENTATION	GAINS
Strategic Financial Management Plan	July 9, 2011 to April 4, 2013	SFMP indorsed by the LCE Capacitated EEDD, Budget, Accounting, Treasurer and Assessor (EBATA) team in financial management planning and forecasting Enhanced consciousness among PGA executives about the need to engage in the planning process to assess the existing systems/practices and explore other possibilities in improving revenue generation particularly in the EEDD units Realization of the importance and the need of strategic planning in the province
Strategic HR Plan Development	March 12 to 15, 2013	Roll out of Strategic HR Plan required by CSC

Legend:  KRA 1  KRA 2  KRA 3  KRA 4  KRA 5  AI

## **ANNEX 2:**

# **COMPETENCY MODELS, ASSESSMENT TOOLS AND ASSESSMENT DATA**

- Core Competencies
- Leadership Competencies

## PGA CORE COMPETENCY ASSESSMENT SUMMARY DATA

Competency	TOTAL AVERAGE
<b>A. QUALITY SERVICE</b>	<b>3.39</b>
1. Proactively seeks information about client needs and ways to improve delivery of services.	3.25
2. Attends to clients in an enthusiastic and friendly manner.	3.59
3. Responds and acts on clients' request efficiently.	3.37
4. Welcomes and addresses feedback to improve the quality of service.	3.33
5. Deals with clients with respect even under pressure.	3.42
<b>B. STEWARDSHIP</b>	<b>3.29</b>
1. Maintains government assets (equipment, machines, building, etc.) operational and in good condition.	3.42
2. Ensures value for money in procuring goods and services.	3.19
3. Uses government properties strictly for official purposes.	3.47
4. Reports damaged or lost assets for proper action (repair, disposal, documentation,	3.27
5. Turns over unserviceable equipment to GSO for proper disposal.	3.11
<b>C. TEAMWORK</b>	<b>3.41</b>
1. Contributes helpful ideas and information during group discussions.	3.31
2. Listens to others and respects their perspectives on issues.	3.50
3. Supports decisions and agreements made by the group.	3.48
4. Takes responsibility for own assignments and performs role in the team.	3.41
5. Affirms other members' commitment and accomplishment.	3.33
<b>D. OPERATIONAL EXPERTISE</b>	<b>3.11</b>
1. Ensures that own outputs are of best quality.	3.28
2. Plans and implements ways to improve own performance.	3.16
3. Monitors and evaluates own performance.	3.10
4. Keeps abreast of latest developments in the field of specialization.	3.01
5. Seeks and attends training and development opportunities.	3.00
<b>E. INNOVATIVENESS</b>	<b>3.20</b>
1. Explores better ways of performing own job.	3.34
2. Persistently seeks alternative solutions to problems despite obstacles.	3.25

Competency	TOTAL AVERAGE
3. Thinks out of the box and discovers new approaches in performing tasks.	<b>3.09</b>
4. Maximizes all available resources in accomplishing deliverables, including those that	<b>3.14</b>
5. Adopts and implements new approaches as needed to respond to changes in	<b>3.17</b>
<b>F. INTEGRITY</b>	<b>3.36</b>
1. Familiarizes self with the moral and ethical standards of public service.	<b>3.37</b>
2. Acts and decides on the basis of these standards.	<b>3.31</b>
3. Reports violations of moral and ethical standards.	<b>2.95</b>
4. Maintains a modest lifestyle.	<b>3.46</b>
5. Refuses to accept bribes, expensive gifts and other forms of corruption.	<b>3.71</b>
<b>G. GENDER-RESPONSIVENESS</b>	<b>3.44</b>
1. Accommodates all clients regardless of gender, ethnicity, and economic status.	<b>3.66</b>
2. Prioritises physically challenged, pregnant and elderly clients when rendering service.	<b>3.64</b>
3. Supports and participates in gender and development programs of the province.	<b>3.18</b>
4. Respects ideas and views that are different from own perspectives.	<b>3.45</b>
5. Seeks information from others who have different backgrounds and interests.	<b>3.29</b>
<b>H. ENVIRONMENT-FRIENDLINESS</b>	<b>3.51</b>
1. Segregates and recycles office and housekeeping supplies.	<b>3.34</b>
2. Conserves water, electricity and other energy sources.	<b>3.59</b>
3. Disposes waste properly.	<b>3.59</b>
4. Strictly observes "No Smoking Policy" in the workplace.	<b>3.76</b>
5. Supports and participates in environmental programs and advocacies.	<b>3.25</b>

# PGA LEADERSHIP COMPETENCY ASSESSMENT DATA

<b>Competency</b>		<b>TOTAL AVERAGE</b>
Competency 1	<b>Exemplifying Integrity</b>	<b>3.60</b>
Key Behaviours	1. Inspires others to act at the highest level of honesty and integrity.	<b>3.80</b>
	2. Inspires public appreciation for, confidence, and a trust in the necessary work of government both through personal example and Agency policies, procedures, products, and services that deserve such appreciation, confidence and trust.	<b>3.67</b>
	3. Demonstrates public service as a higher calling and an honourable profession, both through personal example as well as through the principles that visibly guide the organization one leads.	<b>3.70</b>
	4. Establishes procedures and policies that support an organizational moral compass – teaching the principles of integrity and honesty, setting clear and explicit standards of behaviour, and ensuring aggressive and visible commitment to observing these standards.	<b>3.40</b>
	5. Provides accurate, current and understandable information to policy-makers and citizens, exposing implications of choice in an unbiased fashion.	<b>3.50</b>
Competency 2	<b>Delivering Service Excellence</b>	<b>3.24</b>
Key Behaviours	1. Anticipates and identifies what stakeholders need and value based on knowledge of the PGA Road Map, strategies and scorecard; customer satisfaction survey; latest industry practices and trends; and an in-depth understanding of the parameters and condition of customer service satisfaction.	<b>3.00</b>
	2. Provides correct, adequate and prompt information to customers as may be necessary.	<b>3.30</b>
	3. Anticipates stakeholders' needs and responds immediately.	<b>3.33</b>
	4. Proactively comes up with solutions to manage stakeholders' expectations.	<b>3.40</b>
	5. Initiates improvements in service delivery based on stakeholder feed back.	<b>3.50</b>
	6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely.	<b>3.00</b>
Competency 3	<b>Solving Problems and Making Decisions</b>	<b>3.27</b>
Key Behaviours	1. Creates or offers alternatives or out right decision to a choice dilemma based on the broad strokes of the musts-wants criteria and cognizant of the trends, patterns and related factors in the choice and its effects to individuals or groups as well as existing policies or practices of the organization.	<b>3.10</b>
	2. Seeks information from other sources who are not directly involved or who are not routinely consulted for their perspective but may be useful to the study of the deviation.	<b>3.40</b>

<b>Competency</b>		<b>TOTAL AVERAGE</b>
	3. Offers several alternatives to solve the problem, providing an analytical framework for weighing the pros and cons of proposed solutions.	<b>3.20</b>
Competency 4	<b>Demonstrating Personal Effectiveness</b>	<b>3.38</b>
Key Behaviours	1. Performs and completes given tasks, considering and addressing their potential impact organization-wide and across the bureaucracy.	<b>3.10</b>
	2. Acts as a role model for balance work, personal and family life.	<b>3.40</b>
	3. Creates a culture that fosters high standards of values and ethics.	<b>3.44</b>
	4. Instils mutual trust and confidence with/among groups and individuals.	<b>3.40</b>
	5. Asks for and uses feedback to improve performance. Seeks and acquires new work methods, ideas, and information that will improve efficiency and effectiveness on the job.	<b>3.60</b>
Competency 5	<b>Managing Information</b>	<b>2.98</b>
Key Behaviours	1. Fosters the development of appropriate information assets and discipline in spite of gaps in tools or technology to effectively manage and capitalize on information.	<b>2.90</b>
	2. Identifies, develops, and articulates information management strategies and ensures that these are embedded within key organizational processes.	<b>3.00</b>
	3. Ensures information management activities are coordinated across the organization.	<b>3.00</b>
	4. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general.	<b>3.00</b>
Competency 6	<b>Championing and Applying Innovation</b>	<b>2.73</b>
Key Behaviours	1. Builds on others' ideas to come up with original and new alternatives to put in place solutions that are beyond standard approaches to work/ service delivery.	<b>2.70</b>
	2. Identifies accurately when and where changes may be applied based on trends and patterns.	<b>2.80</b>
	3. Develops creative approaches or unique solutions to improve practices, systems, or services including the reduction and management of risks.	<b>2.60</b>
Competency 7	<b>Writing Effectively</b>	<b>2.88</b>
Key Behaviours	1. Knows and uses appropriate content, clarity, logic, and presentation of written communications.	<b>3.20</b>
	2. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience.	<b>3.00</b>
	3. Drafts Resolutions, Pleadings, Training Designs, Terminal Reports, and Speeches in compliance with agreed or prescribed communication standards.	<b>2.50</b>



<b>Competency</b>		<b>TOTAL AVERAGE</b>
	4. Utilizes variety of visual elements such as graphs, charts, and illustrations to enhance understanding of the written content.	<b>2.80</b>
Competency 8	<b>Speaking Effectively</b>	<b>3.11</b>
Key Behaviours	1. States complex technical concepts in an understandable manner and uses appropriate supporting materials.	<b>3.00</b>
	2. Advocates Strategy Map regularly and effectively; and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization.	<b>2.70</b>
	3. Promotes an open line and on-going communication to address issues and align efforts to organizational goals.	<b>3.30</b>
	4. Cascades strategy map of the Agency and builds support and buy-in.	<b>2.70</b>
	5. Presents to the Local Chief Executive (LCE) programs, projects, and issues relative to their areas of responsibility for decision/ resolution.	<b>3.20</b>
	6. Presents budget to <i>Sangguniang Panlalawigan</i> (SP) during Budget Hearings.	<b>3.50</b>
	7. Responds appropriately, accurately, and with composure to challenging questions or comments.	<b>3.30</b>
	8. Focuses communication to relay information, build motivation and call for action.	<b>3.30</b>
Competency 9	<b>Planning and Delivering</b>	<b>2.75</b>
Key Behaviours	1. Charts and sells key priorities and goals to stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded strategies.	<b>2.60</b>
	2. Creates strategic alliances to ensure that goals and plans are aligned and relevant to the interests of other groups and their respective organizational strategy.	<b>2.80</b>
	3. Distinguishes between tactical and operational goals and strategies, redirecting or balancing resources so that the bigger or more relevant plans take priority in execution without necessarily forsaking other plans.	<b>2.70</b>
	4. Formulates policies, objectives, and structures and securing partners, resources, and talent for the effective and efficient implementation of projects within the Provincial Government.	<b>2.90</b>
	5. Validates appropriateness of projects, seeking their alignment to each other and to the overall strategic imperative of Provincial Government.	<b>2.90</b>
	6. Acts as project consultant by providing technical advice on project implementation.	<b>2.50</b>

<b>Competency</b>		<b>TOTAL AVERAGE</b>
Competency 10	<b>Thinking Strategically</b>	<b>2.85</b>
Key Behaviours	1. Explains and communicates the alignment of the Office targets and strategies with the PGA's short and long-term goals and objectives based on the PGA Strategy Map/ Road Map/Scorecard.	<b>2.80</b>
	2. Motivates Office personnel to work together to accomplish/achieve common goals within the Office and/ or reward outstanding contributors.	<b>3.40</b>
	3. Calculates and manages risks in the implementation of Office Scorecard based on emerging and future trends.	<b>2.40</b>
	4. Champions and consistently communicates Office plans and programs within the Provincial Government and/or the entire civil service.	<b>2.80</b>
Competency 11	<b>Building Commitment</b>	<b>3.09</b>
Key Behaviours	1. Uses innovative ways to create conditions for shared working across levels and functions.	<b>3.10</b>
	2. Sets mechanisms in place to identify possible future challenges to effective team working and proactively removing those obstacles.	<b>2.90</b>
	3. Encourages sharing of experience, knowledge, best practices, and facilitates synergies across functions.	<b>3.40</b>
	4. Build teams that capitalize on differences in expertise and encourage them to share expertise and bring synergies.	<b>3.00</b>
Competency 12	<b>Developing People</b>	<b>3.02</b>
Key Behaviours	1. Leads in the development of policies, processes and/or mechanisms for identifying talent, managing and developing them, and preparing them for new or future assignments or responsibilities.	<b>3.10</b>
	2. Uses creative ways of developing and inspiring talents such as Job Enrichment and Job Enlargement in order for them to become more effective in their jobs or capable of taking on bigger and more significant challenges and roles.	<b>2.80</b>
	3. Empowers talents to come up with their own solutions to performance or competency problems, and provides them opportunities to exercise, share and apply newly learned skills.	<b>3.20</b>
Competency 13	<b>Partnering and Networking</b>	<b>3.12</b>
Key Behaviours	1. Identifies opportunities for collaboration by building productive and supportive relationships with partners/network to maintain existing relationships and establish new ones.	<b>2.90</b>
	2. Listens to the contributions of partners, irrespective of difference of opinion, and recognizes areas of common interest to plan and carry out joint initiatives.	<b>3.30</b>

<b>Competency</b>		<b>TOTAL AVERAGE</b>
	3. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments.	<b>3.20</b>
	4. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions.	<b>3.20</b>
	5. Sets up regular meetings in order to gather and respond to feedback on what is working, what needs are unmet and how to resolve specific problems.	<b>3.00</b>
Competency 14	<b>Managing Performance</b>	<b>3.05</b>
Key Behaviours	1. Provides clear directions about performance expectations within offices by establishing clear linkages between office goals and imperatives with the strategic direction of the Provincial Government.	<b>3.10</b>
	2. Assesses the capability and readiness of the office and its individual members in supporting or fulfilling its goal/s relative to the strategic direction of the Provincial Government.	<b>3.00</b>
	3. Implements or seeks recommendations on how to augment skill, structural or system gaps of the office in view of its contribution to the strategic direction of the Provincial Government.	<b>2.90</b>
	4. Spots potential changes, updates or enhancement to the current performance management policies and guidelines and actively engages in discussions with appropriate individuals or groups to effect recommendations.	<b>3.20</b>
Competency 15	<b>Directing and Managing Change</b>	<b>3.06</b>
Key Behaviours	1. Updates one's self with relevant policies and issues that impacts on the change management plan of the Department and makes adjustments accordingly.	<b>3.22</b>
	2. Communicates the Provincial Government's change initiatives within one's Department and motivates staff by projecting personal enthusiasm and confidence that the change effort will succeed.	<b>3.22</b>
	3. Obtains and provides resources to implement change initiatives and works to make others feel ownership of the change.	<b>3.22</b>
	4. Demonstrates insight on possible changes across functions as a result of thinking and analysis of current policies, practices and/or processes that need improvement or need to be established.	<b>2.78</b>
	5. Creates enthusiasm for change, stimulating people or groups and encouraging them to look at the benefits, opportunities and possibilities that can be realized in light of the change.	<b>3.22</b>
	6. Sets up systems, processes and policies for sustaining change, developing change agents and motivating people to accept and implement similar practices.	<b>2.67</b>

## **ANNEX 3:**

# **PROGRESS OF RRDs IN PURSUING DESIRED RESULTS IN SLRM KRAs, PRIORITISED COMPETENCY GAPS, PROPOSED HRD INTERVENTIONS IMPLEMENTATION PLANS AND MONITORING AND EVALUATION PLAN**

# **Key Reform Area 1**

**Sustainable Road Management**

## KRA RESULTS CHAIN

<b>SLRM Key Reform Area</b>	<b>1 SUSTAINABLE ROAD MANAGEMENT</b>
<b>Impact</b>	Increased economic activity and improved access to public infrastructure and services in the Southern Philippines
<b>Outcome</b>	10 Provincial roads are rehabilitated to a good condition and are sustainably maintained on an annual basis
<b>Reform Objective</b>	100 Core network of provincial roads sustained in good condition
<b>PG Output</b>	1000 Sustained Road Planning and Service Delivery
<b>Result Statements</b>	<p>1100 Provincial Road Network Development Plan (PRNDP) annually reviewed and updated using geographical information systems (GIS)</p> <p>1200 Road condition surveys and traffic surveys conducted, stored and analysed using a road and bridge asset management system</p> <p>1300 Road project proposals developed using selection and prioritisation processes taking into account social, economic and environmental factors to ensure sustainability</p> <p>1400 Strengthened integration and management of environmental considerations in provincial roads planning, design, construction and maintenance</p> <p>1500 Public participation in the selection, design, implementation and maintenance of roads</p> <p>1600 Annual budgets for road rehabilitation and maintenance appropriated based on the PRNDP priorities</p> <p>1700 Provincial Development Council (PDC) provides oversight for road sector planning and management</p> <p>1800 A road safety plan and road safety awareness campaign is developed and implemented</p> <p>1900 A monitoring and evaluation system reports on the performance of road rehabilitation and maintenance activities to support investment planning, sustainability and continuous improvement</p>

## SLRM KRA STATUS and COMPETENCY GAPS

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		Status of Employment
		Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Positions	
1100 Provincial Road Network Development Plan (PRNDP) annually reviewed and updated using Geographical Information Systems (GIS)	Annually updated Provincial Road Network Development Plan (PRNDP)	<p>Established structure for planning:                      -- Project Management Team (for PRMF)                      -- Technical Working Group (per KRA)</p> <p>Training and coaching on PRNDP formulation conducted for TWG</p> <p>Updated PRNDP approved by the governor and Provincial Development Council (PDC)</p>	<p>Delay in finalisation of the PRNDP</p> <p>Updated PRNDP needs to be fully approved by Sangguniang Panlalawigan (SP)</p>	<p>No officially-designated PRNDP core team responsible for planning</p> <p>Insufficient personnel in the PMT and TWG</p> <p>Inadequate competency of some TWG members to develop the PRNDP</p> <p>Inconsistent planning approaches taken by different coaches</p> <p>Participation of some TWG members in planning process not sustained until end of PRNDP writeshop</p> <p>Plan not yet submitted to SP because of delay in completing draft</p> <p>Unfamiliarity with new technology (Net-R9 and Net R3 with Baseline correction)</p> <p>Insufficient personnel to manage the GIS</p>	<p>Formulating and updating the Provincial Road Network Development Plan (PRNDP)</p> <p>Targeting/Selecting participants to HRD Interventions</p>	23	PEO, AKENRO, PPDO	Maintenance Engr., APE, PE, EMS-I, CDA-I, Provincial ENRO, Planning Officers, PPDC, All KRA1 AO/AO Designate	Permanent
	GIS information used to update the PRNDP	Inventory of road condition and geohazard maps used in the PRNDP generated by GIS	Errors in capturing topographic data in the GIS	<p>Applying Net-R9</p> <p>Net-R3 with Baseline Correction in capturing topographic data in the GIS</p>	30	PEO	Planning Engineers/Officers, Survey Team, IT Analyst	Permanent	

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices/s	Position/s	Status of Employment
1200 Road condition surveys and traffic surveys conducted, stored and analysed using a road and bridge asset management system	Road and bridge asset management system used as basis for road planning, budgeting and implementation  Traffic and road condition survey incorporated into the bridge asset management system	Complete data stored in the Road and Bridges Information System (RBIS)  Traffic Survey data updated and reported in Excel form	Current system is used only for data collection and storage; there is a need to expand usage to generate reports to aid decision-making.  Inaccurate raw data generated in traffic surveys delays consolidation because of the need to correct discrepancies.	Insufficient workforce; Available personnel cannot focus on updating RBIS since they have other regular functions to perform  Lack of competency of surveyors in conducting traffic surveys  Some maintenance personnel are not able to effectively supervise surveyors during data gathering activities.  Some maintenance personnel are not able to conduct proper orientation of capataz and camineros on traffic data collection and recording.	None  Coaching surveyors on how to collect and record traffic data  Supervising the collection and recording of traffic data  Planning and Conducting Orientations	28  30  28	PEO  PEO  PEO, AKENRO, PPDO	Planning and Maintenance Engineers, IT Analyst  DH, ADH, Div. Heads, Maintenance Engineers  Maintenance Engineers, Asst. PE, PE, EMS-I, Sci. Research Specialist II, CDA-I, Provincial. ENRO, Project Coordinators, Division Heads, PPDC	Permanent  Permanent  Permanent
1300 Road project proposals developed using selection and prioritisation processes taking into account social, economic and environmental factors to ensure	Road project proposals generated by RRDs with PPDO leading the process	System for proposal development clearly established: -- PPDO for externally-funded projects -- Respective departments for internally-funded projects	Some departments are not able to generate quality project proposals that serve as supporting documents of the Annual Investment Plan (AIP).	A significant number of personnel are not competent in preparing detailed project proposals (Training on Detailed Project Proposal Preparation not identified as a priority and remains unbudgeted).	Conceptualising and writing detailed project proposals	30	PEO, AKENRO, PPDO	Maintenance Engineers, APE, PE, EMS-I, Sci. Research Specialist II, CDA-I, Provincial. ENRO, Special Project Division, Division Heads, PPDC	Permanent



SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Office/s	Position/s	Status of Employment
sustainability.	Selection and prioritisation criteria applied considers social, economic and environmental factors	PRNDP establishes selection and prioritisation criteria considering current road priorities; adopted by the PLGU  Development of Multi-Year Road Maintenance Investment Plan that serves as basis of proposal review and approval	None	None	None				
1400 Strengthened integration and management of environmental considerations in provincial roads planning, design, construction and maintenance.	All PLGU road projects consider environmental risks identified in environmental impact assessment (EIA)	Environmental Management Plan (EMP) of Libacao-Ganzon Road (including framework and guidelines) already drafted  AKENRO department head trained on EIA	Only 1 out of 71 road sections has EMP; No EMP for other provincial road sections (EMP is prepared for selected projects only, such as major road rehab and improvement).  Not all road projects guided by standards set by the Philippine Environmental Impact Statement System (PEISS).	PLGU staff lack competency in EMP development (prior technical assistance did not provide technology transfer)  Lack of funds for development of EMP through technical assistance	30	PEO, AKENRO, PPDO	Maintenance Engineers, Asst. PE, PE, Provincial, ENRO, Planning Officers, PPDC	Permanent	

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Office/s	Position/s	Status of Employment
	Updated Registry of environmentally sensitive areas, quarry sites and natural hazards guide the development of the PRNDP	<p>PRNDP guided by registry of Geohazard Maps</p> <p>Updated registry of environmentally sensitive areas</p> <ul style="list-style-type: none"> <li>- Province of Aklan Geohazard Map (flood and rain-induced landslide)</li> <li>- Hazard Assessment from PDPFP</li> </ul> <p>Updated registry of quarry sites</p> <ul style="list-style-type: none"> <li>- Updated registry of approved mining permits, location, approved volume and area of location of quarrying sites (excel format)</li> <li>- Updated Mining Tenement Map of PGA-issued permit</li> </ul>	Registry data are not consolidated in AKENRO.	<p>Data being managed by other offices:</p> <ul style="list-style-type: none"> <li>- Data on natural hazard: <ul style="list-style-type: none"> <li>• typhoon with PAGASA;</li> <li>• volcanic activity and tsunami with PHILVOCS; and</li> <li>• landslides and floor with MGB</li> </ul> </li> <li>- Registry of mining permits with Economic Enterprise Development Department (EEDD) / Mines and Geosciences Development Services Section (MGDS)</li> </ul>	None				

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices/s	Position/s	Status of Employment
1500 Public participation in the selection, design, implementation and maintenance of roads	Target stakeholders consulted in all phases of project implementation	Conducted multi-sectoral (academe, religious group, NGOs, transport groups, etc.) consultation, and planning and validation workshops for PRNDS and PRNDP  Coordination with local officials in planning road projects on matters related to contracting (extent of contracting, budget, etc.)	Inability to sustain civil society participation and linkages in the design, implementation and maintenance of road projects  Conduct of consultation activities not sustained.	No funds available to support participation of CSO representatives  Low appreciation of the value of and inadequate competency in stakeholder consultation	22	PEO, AKENRO, PPDO	Maintenance Engineers, Asst. PE, PE, EMS-I, Sci. Research Specialist II, CDA-I, Provincial ENRO, Project Coordinators, Division Heads, PPDC	Permanent	
1600 Annual budgets for road rehabilitation and maintenance appropriated based on the PRNDP priorities.	Annual Investment Plan (AIP) includes projects proposed in the PRNDP investment program	Approved AIP includes proposed PRNDP investment program	Not all proposed PRNDP projects are funded in the AIP.  Low confidence in the preparation of department AIP among assigned personnel	Limited resources for road projects.  Inadequate competency in AIP preparation  Ability to present and justify planned road projects need to be strengthened	30  28	PEO, AKENRO, PPDO	Maintenance Engineers, Asst. PE, PE, EMS-I, Sci. Research Specialist II, CDA-I, Provincial ENRO, Project Coordinators, Division Heads, PPDC	Permanent	
	Approved annual appropriation for road rehabilitation and maintenance	Funds appropriated for road rehabilitation and maintenance in AIP	None	None					

SLRM Key Result Statements	Performance Indicators	Current Status			Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps		Competency Gaps	Office/s	Position/s
	Adequate budget for repair and maintenance of construction and heavy equipment	Provision of petty cash for repair of equipment  Cost-efficient and timely implementation of road maintenance and rehabilitation	Insufficient budget to cover costly equipment repair and maintenance	High price of spare parts  Inadequate preventive maintenance  Drivers and equipment operators are not proficient in operating many types of equipment.	30	PEO	Mechanics, Driver and Equipment Operators	Permanent
1700 Provincial Development Council (PDC) provides oversight for road sector planning and management.	Infrastructure Committee fully operational in providing oversight for road sector planning and management - Conducts regular meetings - Establishes and performs clear role vis-a-vis the PDC	Infrastructure Committee recently constituted	Committee meetings are not regularly conducted.  Role and functions of the Infrastructure Committee is not yet clearly defined.	Inability to effectively organise committee work	20	PPDO	Maintenance Engineers, Asst. PE, PE, EMS-I, Sci. Research Specialist II, CDA-I, Provincial. ENRO, Project Coordinators, Division Heads, PPDC	Permanent
1800 A road safety plan and road safety awareness campaign is developed and implemented.	Road safety awareness strategy incorporated in approved PRNDP	Provision for IEC as one of the proposed PPAs in PRNDP  Installation of road safety signage as part the road safety plan	None	NA				

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices/s	Position/s	Status of Employment
	Formulation and implementation of separate Road Safety Plan that includes the road safety awareness campaign	Draft Road Safety Action Plan serves as basis for development of IEC and proposal for creation of Road Safety Council	Efforts to finalise the Road Safety Plan and establish the Road Safety Council have not been sustained.  IEC materials on road safety awareness have not yet been developed.	Unclear accountability for road safety activities  New governor has not been fully oriented about the new road safety awareness initiative.  IEC as a PRNDP program has not yet been approved by the SP.  Limited competency for design and implementation of information and awareness campaigns	Implementing a Road Safety Awareness Campaign (including development of IEC materials)	18	PEO, AKENRO, PPDO	Maintenance Engineers, Asst. PE, PE, EMS-I, Sci. Research Specialist II, CDA-I, Provincial ENRO, Project Coordinators, Division Heads, PPDC	Permanent
1900 A monitoring and evaluation system reports on the performance of road rehabilitation and maintenance activities to	M&E system applies DPWH standards and DILG guidelines in assessing properly designed and engineered roads	100% of roads compliant with DPWH standards and DILG guidelines	No established and documented M&E system, including processes and tools  Compliance with DILG guidelines not monitored	Inadequate competency in M&E	Developing and installing a Monitoring and Evaluation(M&E) System	30	PEO, PPDO, AKENRO	Maintenance Engineers, Division Heads, ADH, DH	Permanent

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices/s	Position/s	Status of Employment
support investment planning, sustainability and continuous improvement	Monitoring and evaluation system on road rehabilitation and maintenance is sustained for continuous improvement beyond PRMF.	<p>Conduct of regular M&amp;E visits and spot check and monitoring of project implementation</p> <ul style="list-style-type: none"> <li>- Monthly Progress Report</li> <li>- Monthly Meetings</li> </ul> <p>Conduct of LGU Infrastructure Vulnerability Audit on Banga-Libacao, Malinao-Madalag and Libacao-Ganzon provincial roads</p>	<p>No established and documented M&amp;E system, including processes and tools</p> <p>No regular monitoring and evaluation of budget expenditure of road projects</p> <p>Project plans and performance indicators as basis for M&amp;E are not clearly established. (Project proposals do not specify details such as specific targets, locations, beneficiary, etc.).</p>	<p>Inadequate competency in developing an M&amp;E System</p> <p>Weak M&amp;E component in project proposals.</p>	<p>Developing and installing a project Monitoring and Evaluation (M&amp;E) System</p> <p>Formulating M&amp;E Plans for Projects (as part of Project Proposal Preparation</p>	30	PEO, AKENRO, PPDO	Maintenance Engineers, Asst. PE, PE, Provincial, ENRO, Project Evaluation Officers and Statistician-PPDO, PPDC	Permanent
	Established Provincial Project Monitoring and Evaluation Teams/s	<p>Established Aklan Provincial Monitoring Evaluation Committee (APMEC) to monitor and evaluate PRNDP</p> <p>Creation of Project Management Office (PMO) to supervise the implementation of road projects to ensure compliance with national standards</p> <p>Executive Order issued creating the Provincial Project Monitoring and Evaluation Committee with section for Environment Services</p>	<p>Unclear accountability for spearheading Monitoring and Evaluation activities among APMEC members</p>	<p>Low readiness and inadequate competency of APMEC members to fully implement M&amp;E functions within the PLGU</p>	<p>Conducting Monitoring and Evaluation (M&amp;E) including development of Monitoring and Evaluation Tools</p>	30	PPDO	APMEC Members	Permanent

## Prioritising Competency Gaps

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Formulating an Environmental Management Plan (EMP) that incorporates Environmental Impact Assessment (EIA)	Low awareness of environmental impact of road projects creates impression that this is not a serious concern. Moreover, environmental risks are not considered in planning and implementation of road projects.	10	PGA able to implement road projects without an EMP; however, EMP formulation is a must in every road project implementation as provided for as one of the condition in the issued ECC.	10	Continued implementation of road projects without EMP exposes the province to potential danger posed by climate change and further degradation of the environment	10	30
Updating the Annual Investment Plan (AIP)	Some road projects are not implemented because they are not budgeted in the approved Annual Investment Plan.	10	Should be implemented in the first quarter of CY 2014 before budget preparation and submission in August 2014	10	Local Planning-Budgeting Calendar of the PGA will not be synchronized. Priority road projects will not be funded and implemented.	10	30
Undertaking preventive maintenance and properly operating construction equipment	Low emphasis on preventive maintenance and improper operation of equipment result in high cost of repair	10	Need to immediately enhance capacity for preventive maintenance to prolong service life of equipment and lessen repair costs Should be implemented by 1st Quarter of CY 2014 to prevent delay in road maintenance	10	Equipment damage will worsen and require purchase of expensive spare parts or even its replacement Delay in road maintenance operations will result to additional expenditures	10	30
Supervising road projects	Ineffective supervision of capataz and camineros during data gathering activities results in erroneous data collected. Costly because of repeated work.	10	Should be implemented on the 1st quarter of CY 2014 to ensure correct data input to planning	10	Capataz and camineros will continue to conduct traffic surveys using the same process and generate inaccurate data. Quality of planning will be adversely affected.	10	30
Developing and installing a project monitoring and evaluation (M&E) system	COA findings about inefficiencies in project implementation such as slippages, corrective works, etc.	10	Compliance to COA regulations imperative. Needs to be implemented on the 1st quarter of 2014	10	There will be difficulty in measuring the benefits and impacts of the project Inefficiencies will not be corrected and cost of implementation may escalate.	10	30
Implementing a Road Safety Awareness Campaign (including development of IEC materials)	Aklan is a tourism destination and needs to achieve zero road accidents. The development and dissemination of IEC materials is considered a critical contributing factor in achieving this target.	10	Although most of reported road accidents are not due to ineffective set up of road safety signage, it is deemed important to be able to launch the awareness campaign. Plans have been developed and just needs to be implemented.	9	Aklan may not be able to meet international standards in road safety measures which is critical for a tourism destination.	10	29

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Planning and Conducting Orientations	Inaccurate survey data due to improper orientation of surveyors results in repeated work and increased cost	10	Should be implemented on the 1st quarter of CY 2014 to ensure correct data input to planning	9	Surveyors will continue to conduct traffic surveys using the same process and generate inaccurate data. Quality of planning will be adversely affected.	9	28
Mainstreaming Disaster Risk Reduction-Climate Change Adaptation (DRR-CCA) in the design of road projects	Recent experience in disasters in the province indicates that some roads were constructed in hazard-prone areas. Costly because roads become unserviceable.	10	Needs to be addressed to ensure that roads are not constructed in hazard-prone areas in the future	9	Cost in terms of money and potential damage to lives and property, if unaddressed.	9	28
Coaching surveyors on how to collect and record traffic data Supervising the collection and recording of traffic data	Inaccurate raw data generated in traffic surveys delays consolidation because of the need to correct discrepancies. Traffic surveys will have to be repeated, which is more expensive.	9	Should be implemented on the 1st quarter of CY 2014; needed to ensure correct data that is input to planning	9	More time, effort and money will be wasted; road development planning will continue to be delayed	9	27
Presenting road project proposals to decision-makers and securing their approval (including influencing of decision-makers and other stakeholders)	Not all proposed PRNDP projects are funded in the AIP because proponents are not able to present and justify planned road projects to decisions makers.	10	Although most priority road projects are funded, this gap needs to be addressed to ensure that all are adequately funded.	8	Planning would continue to be adversely affected if priority projects could not be properly justified and supported by decision makers.	9	27
Conceptualising and writing detailed project proposals	Departments are not able to prepare quality project proposal. However, they are able to get funding despite this quality of proposals.	5	However, there is demand for better project proposals in order to be funded in the next budget cycle. (For 2 <sup>nd</sup> year implementation)	10	Continued inability to respond to the demand for quality proposals may result in lost funding support	10	25
Conducting stakeholder consultation activities Sustaining civil society participation in the management of road projects	Consultations with CSOs and other stakeholders are important to promote their ownership and involvement in planning, construction and maintenance of road projects. Difficulties in getting support for projects (e.g., purchase of road right of way, stewardship of road assets, etc.) delay successful implementation of projects.	8	Now being done although on a limited basis. Still able to maintain road projects.	6	CSOs will not demonstrate concern for roads that have been constructed. Quality of roads will deteriorate -- potentially high cost of repairs.	10	24



Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Formulating and updating the Provincial Road Network Development Plan (PRNDP)	<p>Unfamiliarity of a few TWG members who were involved in the development of the PRNDP delayed the finalisation of the Plan</p> <p>Most of people tapped to develop the plan have not been trained and have difficulty in updating the PRNDP.</p>	9	<p>Almost all TWG members have been trained in PRNDP.</p> <p>PGA is still able to implement road projects without the PRNDP.</p>	5	Road development planning will continue to be delayed and may result in poorly prioritised road projects.	9	23
Organising committees, including role clarification	<p>Infrastructure Committee of the PDC does not meet regularly. As a result, it is not able to effectively review and prioritise infrastructure projects.</p>	7	<p>This is a mandated function that is not being conducted. However, function is being assumed by the Local Finance Committee.</p> <p>Should be implemented prior to CY 2014.</p>	6	Infrastructure Committee will continue not to be fully functional and unable to perform its oversight role. However, PGA has other committees prioritising projects.	7	20

# HRD PLAN IMPLEMENTATION MATRIX

(Calendar Year 2014)

Desired Outcome/s	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements					Source of Funds	
				Number	Office/s	Position/s	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsorship	Other		
Annual Investment Plan (AIP) includes projects proposed in the PRNDPP investment program	Department Annual Investment Plan (AIP)	Participants able to develop Annual Investment Plans (AIP) that are aligned with priorities set by the PDPFP and PDIP.	Annual Investment Planning – Planning Workshop (2 days) – Coaching (5 days)	20	PEO, AKEN RO, PPDO	Maintenance Engr., APE, PE, EMS-I, CDA-I, Provincial, ENRO, Planning Officers, PPDC, All KRAI AO/IO Designate													P38,000	Resource Speaker Document or Secretariat	Materials and supplies Board and Lodging Meals Training venue	Travel Order approve by their respective dept. head Memorandum Order	Laptop and project or	PPDO	
				25	PEO, AKEN RO, PPDO	Maintenance Engineers, APE, PE, Provincial, ENRO, Planning Officers, PPDC															P210,000	Resource Speaker Document or Secretariat	Materials and supplies Board and Lodging Meals Training venue	Travel Order approve by their respective dept. head Memorandum Order	Laptop and project or
All road projects consider environmental risks identified in environmental assessment (EIA) and comply with the Philippine Environmental Impact Statement System (PEISS)	Environmental Management Plans	Participants are able to: – prepare a draft EMP – discuss the application of the Environmental Impact Assessment (EIA) in road projects	Environment Management Planning, including orientation on Environmental Impact Assessment (EIA) – Planning Workshop (3 days) – Coaching (2 days)																						

Desired Outcomes	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements					Source of Funds
				Number	Offices	Positions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsorship	Other	
Formulation and implementation of separate Road Safety Plan that includes the road safety awareness campaign	Action Plan for Implementation of Road Safety Campaign  Road Safety IEC Materials	Participants are able to: - formulate effective strategies and plan of action for conducting a road safety campaign; - develop IEC materials on road safety	Implementation of Road Safety Awareness Campaign, including development of IEC materials - Training/ Workshop (2 days) - Coaching (5 days)	25	PEO, AKEN RO, PPDO	Maintenance Engineers, APE, PE, EMS-I, Sci. Research Specialist II, CDA-I, Provincial. ENRO, Project Coordinators, Division Heads, PPDC													P80,000	Resource Speaker Document or Secretariat	Materials and supplies Board and Lodging Meals Training venue	Travel Order approve by their respective dept. head  Memorandum Order	Laptop and project or	PPDO
Adequate budget through reduced expenditure for repair and maintenance of construction and heavy equipment	Well maintained equipment	Participants are able to: - discuss and demonstrate proper operation of equipment - apply standard operating procedures (SOPs) in maintaining equipment	Equipment Maintenance and Operation -- Training/ Workshop (3 days) -- Coaching/ On-the-job training (as needed)	25	PEO	Mechanic, drivers and equipment operators													P100,000	Resource Speaker Document or Secretariat	Materials and supplies Board and Lodging Meals Training venue	Travel Order approve by their respective dept. head  Memorandum Order	Laptop and project or	PEO

## COST ESTIMATE FOR HRD INTERVENTIONS

(Calendar Year 2014)

Proposed HRD Interventions	No. of Participants	Duration	Professional Services Fees (PSF)				Out-of-Pocket Costs (OPC)							TOTAL (rounded off)	
			Pre-Implementation	Implementation	Post-Implementation	Sub-Total	Supplies and Materials	Printing and Reproduction	Venue and Accommodation	Transportation	Communication	Miscellaneous/Contingency	Sub-Total		
Annual Investment Planning -- Planning Workshop (2 days) -- Coaching (5 days)	20	7		5,000.00		5,000.00	1,000.00	2,000.00	25,000.00	1,000.00	1,000.00	1,000.00	3,000.00	33,000.00	38,000.00
Environmental Management Planning -- Planning Workshop (3 days) -- Coaching (2 days)	25	5	15,000.00	78,000.00		93,000.00	7,500.00	1,500.00	80,000.00	15,000.00	1,000.00	10,500.00	115,500.00	210,000.00	
Implementation of Road Safety Awareness Campaign -- Training/Workshop (2 days) -- Coaching (5 days)	25	7	10,000.00	12,000.00		22,000.00	9,000.00	2,500.00	35,000.00	5,000.00	1,000.00	5,250.00	57,750.00	80,000.00	
Equipment Maintenance and Operation -- Training/Workshop (3 days) -- Coaching/on-the-job training (as needed)	25	3	5,000.00	36,000.00		41,000.00	7,500.00	2,000.00	42,250.00	2,000.00	500.00	5,425.00	59,675.00	100,000.00	
<b>TOTALS</b>	<b>95</b>	<b>22</b>	<b>30,000.00</b>	<b>131,000.00</b>	<b>0.00</b>	<b>161,000.00</b>	<b>25,000.00</b>	<b>8,000.00</b>	<b>182,250.00</b>	<b>23,000.00</b>	<b>3,500.00</b>	<b>24,175.00</b>	<b>265,925.00</b>	<b>428,000.00</b>	

## SCHOLARSHIP IMPLEMENTATION MATRIX

(Calendar Year 2014)

Fields of Study	Proposed Courses	Target Participants			Planned Schedule	
		Number	Office/s	Position/s	Term 1 (2015)	Term 2 (2015)
Monitoring and Evaluation of Engineering Projects	Engineering Project Monitoring and Evaluation including development of Monitoring and Evaluation Tools	3	PEO, AKENRO, PPDO	Engineer II, Project Supervisor, EMS-I, Planning Officer	x	
Information System Development	Geographic Information Technology	3	PEO, AKENRO, PPDO	IT Officer, IT Analyst, EMS-I	x	
Project Development and Management	Project Proposal Preparation and Project Supervision and Management	5	PPDO, PEO, AKENRO	Project Development Officer, Planning Officer, Planning Engineer, EMS-I, Science Research Specialist II	x	

## MONITORING AND EVALUATION PLAN

Intervention Title	Annual Investment Planning
Planned Schedule	April 2014
Target Learners (Office/Positions)	PEO, AKENRO, PPDO/ Maintenance Engr., APE, PE, EMS-I, CDA-I, Provincial, ENRO, Planning Officers, PPDC, All KRA1 AO/AO Designate
Number of Participants	20
Financial Requirement	P 38,000.00
Source of Funds	PPDO

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	Annual budgets for road rehabilitation and maintenance appropriated based on the PRNDP priorities	Documents Review	PRNDP M&E and Accomplishment Reports	1 year after plan implementation	Process Owner: PPDO
Level 3: Application	Participants develop Annual Investment Plan (AIP) that is aligned with priorities set by the PDPFP and PDIP.	Documents Review Interview of the participants	Annual Investment Plans Participants PDPFP PDIP	3 months after the intervention	Process Owner: PPDO M&E Team of Learning and Development Division
Level 2: Learning	Participants are able to: <ul style="list-style-type: none"> <li>- define priorities of the provincial government;</li> <li>- translate these into departmental priorities; and</li> <li>- develop a departmental AIP aligned with set priorities</li> </ul>	Documents Review	Planning Outputs	During the intervention	Facilitator/Training Team
Level 1: Learners' Reaction	Achievement of intervention objectives Favourable feedback on effectiveness of learning environment	Post Intervention Evaluation Sheets	Participants	At the end of the intervention	Training Team

Intervention Title	Development of EMP, including orientation on Environmental Impact Assessment (EIA)	
Planned Schedule	April 2014	
Target Learners (Office/Positions)	PEO, AKENRO, PPDO/ Maintenance Engineers, APE, PE, Provincial. ENRO, Planning Officers, PPDC	
Number of Participants	25	
Financial Requirement	P 210,000.00	
Source of Funds	PRMF	

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	All road projects consider environmental risks identified in environmental assessment (EIA) and comply with the Philippine Environmental Impact Statement System (PEISS).	Documents Review	Environmental Management Plans for road projects	1 year after the intervention	Process Owner: AKENRO
Level 3: Application	Participants develop Environmental Management Plans (EMPs) for the different provincial road projects.	Documents Review Interview of the participants	Environmental Management Plans Participants	3 months after the intervention	Process Owner: AKENRO M&E Team of Learning and Development Division
Level 2: Learning	Participants are able to: <ul style="list-style-type: none"> <li>- prepare a draft EMP</li> <li>- discuss the application of the Environmental Impact Assessment (EIA) in road projects</li> </ul>	Documents Review	Planning Outputs	During the intervention	Facilitator/Training Team
Level 1: Learners' Reaction	Achievement of intervention objectives Favourable feedback on effectiveness of learning environment	Post Intervention Evaluation Sheets	Participants	At the end of intervention	Training Team

Intervention Title	Implementation of Road Safety Awareness Campaign, including development of IEC materials
Planned Schedule	July 2014
Target Learners (Office/Positions)	PEO, AKENRO, PPDO/ Maintenance Engineers, APE, PE, EMS-I, Sci. Research Specialist II, CDA-I, Provincial, ENRO, Project Coordinators, Division Heads, PPDC
Number of Participants	25
Financial Requirement	P 80,000.00
Source of Funds	PPDO

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	Formulation and implementation of separate Road Safety Plan that includes the road safety awareness campaign	Survey/Questionnaire	Participants in the actual IEC Campaign/Stakeholders, Accomplishment reports, Analysis of surveys and questionnaires	6 months after the training	Process Owner; PEO
Level 3: Application	Participants: - conduct Road Safety Awareness Campaign; and - disseminate Road Safety Awareness IEC materials to stakeholders	Documents Review Interview of supervisors Interview of participants	Action Plan for Implementation of Road Safety Campaign Road Safety IEC Materials Campaign documentation Supervisors and Participants	3 months after the training	Process Owner; PEO M&E Team of Learning and Development Division
Level 2: Learning	Participants are able to: - formulate effective strategies and plan of action for conducting a road safety campaign - develop IEC materials on road safety	Documents Review Pre-Test and Post-Test	Draft Action Plan for Implementation of Road Safety Campaign Draft IEC Materials Test results	During the training	Facilitator/Training Team
Level 1: Learners' Reaction	Achievement of training objectives Favourable feedback on effectiveness of learning environment	Post Training Evaluation Sheets	Participants	At the end of training	Training Team



Intervention Title	Equipment Management and Operation
Planned Schedule	August 2014
Target Learners (Office/Positions)	PEO/ Mechanic, drivers and equipment operators
Number of Participants	25
Financial Requirement	P 100,000.00
Source of Funds	PEO

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	Adequate budget through reduced expenditure for repair and maintenance of construction and heavy equipment	Documents Review	Maintenance Division Head Expenditure Report Job Orders	6 months after the training	Process Owner; PEO
Level 3: Application	Participants: <ul style="list-style-type: none"> <li>- operate different kinds of equipment properly;</li> <li>- regularly check the condition of equipment;</li> <li>- implement preventive measures to keep the equipment operational</li> </ul>	Interview of supervisors Behaviour observation Interview of participants	Supervisors and Participants Maintenance Checklist Observation Report	3 months after the training	Process Owner; PEO M&E Team of Learning and Development Division
Level 2: Learning	Participants are able to: <ul style="list-style-type: none"> <li>- discuss and demonstrate proper operation of equipment</li> <li>- apply standard operating procedures (SOPs) in maintaining equipment</li> </ul>	Pre-Test and Post-Test Skills observation in learning/simulation exercises	Observation sheets of facilitators Test results	During the Training	Facilitator/Training Team
Level 1 : Learners' Reaction	Achievement of training objectives Favourable feedback on effectiveness of learning environment	Post Training Evaluation Sheets	Participants	At the end of training	Training Team

# **Key Reform Area 2**

## **Transparent and Accountable Budget and Expenditure Management System for the Road Sector**

## KRA RESULTS CHAIN

<b>SLRM Key Reform Area</b>	<b>2</b>	<b>TRANSPARENT AND ACCOUNTABLE BUDGET AND EXPENDITURE MANAGEMENT SYSTEM FOR THE ROAD SECTOR</b>
<b>Impact</b>		Increased economic activity and improved access to public infrastructure and services in the Southern Philippines
<b>Outcome</b>	20	Provinces have strengthened institutional capacity and systems to develop and implement road sector plans in support of broad-based sustainable social and economic development
<b>Reform Objective</b>	200	More effective and efficient systems for planning, generating and managing funds for road network rehabilitation and maintenance
<b>PG Output</b>	2000	Transparent and Accountable Budget and Expenditure Management System for the road sector
<b>Result Statements</b>	2100	The Provincial Government develops, updates, implements and monitors a Strategic Financial Management Plan to guide revenue enhancement, expenditure planning and anti-corruption strategies.
	2200	Multi-year expenditure plans are linked to annual budget processes and involve public participation.
	2300	Electronic accounting and financial management systems (Electronic New Government Accounting System, Statement of Receipts and Expenditures, e-Budget systems) are operating, maintained and reporting to required standards.
	2400	Tax revenue assessment and collection systems are efficient and effectively used to improve local revenue.
	2500	Increases in local revenues are used for road rehabilitation and maintenance.

## SLRM KRA STATUS and COMPETENCY GAPS

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		Status of Employment
		Accomplishments	Performance Gaps	Reasons for Gaps			Office/s	Position/s	
2100 The Provincial Government develops, updates, implements and monitors a Strategic Financial Management Plan to guide revenue enhancement, expenditure planning and anti-corruption strategies.	Approved SFMP that ensures transparency on financial transactions, enhanced revenue, proper allocation of budget, improved revenue forecast and expenditure performance of the province.	SFMP has been drafted and submitted for re-endorsement of the new LCE, and approval of the Sangguniang Panlalawigan.  Revenue forecast for 2014 is improved according to plan.	Delay in the approval of the SFMP.  SFMP was crafted by limited number of PTO, PBO, PACCO and EEDD staff.  Risk of losing the competency upon retirement of the incumbents.	Transition to new PLGU leadership	None				
	EBATAP team implements and monitors progress of the SFMP.	SFMP is on its initial year of implementation (2013) based on the schedule and accomplished the following targets <ul style="list-style-type: none"> <li>- Creation of Revenue Task Force</li> <li>- The conduct of Public auction every end of the year</li> <li>- More than 100% collection efficiency based on SFMP target collection particularly in Property transfer tax wherein targeted amount is 9M whereas collection reflects 32M as of June 2013.</li> <li>- Target number of Tourist arrival for 2013 of 2M has already exceeded the June 2013 to 2.1 M tourist arrivals.</li> <li>- BAC members benchmark in Negros Occidental the consignment purchase</li> </ul>	Some plans are not yet implemented. When implemented, they are not being monitored.  PGA is not able to monitor and account income from special projects of EEDD (e.g., Lambaklad).	Plan not yet approved by SP  No clear functions of M & E Team (EBATAP) for SFMP.	None		EBATAP	All unit heads & Asst. Unit heads (16)	Permanent

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices/s	Position/s	Status of Employment
		<p>system as part of strategies on expenditure management embodied in SFMP.</p> <ul style="list-style-type: none"> <li>- PTO collects only from fully authorized and pre-identified revenue sources.</li> <li>- Formulation of Business Plans of each Economic Enterprise embodied in the SFMP.</li> <li>- Awareness of All EEDD units of the Local Budget Circular 100-A from DBM.</li> <li>- Budget allocation for priority programs and projects contributed to lower poverty incidence from 38.4 in 2009 to 21.0 in 2012.</li> <li>- High Performance on resource allocation and utilization (based on the State of the Local Governance report 2004-2013).</li> <li>- Provincial monitoring team has been organized and competent in M&amp;E.</li> </ul>							

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices/s	Position/s	Status of Employment
2200 Multi-year expenditure plans are linked to annual budget processes and involve public participation.	Approved multi-year plans (PDPFP, PDIP and AIP) in accordance to DBM-NEDA - DILG-DOF standards wherein inputs coming from different sectors of society were considered.	Approved PDPFP, PDIP (2008-2013) and AIP	Some unplanned PPAs were implemented although not budgeted.  COA reports on the weaknesses in planning PPAs  AIP Preparation is not strategically done. Most departments have limited knowledge in prioritization of PPAs according to strategic directions of the Province.  PDPFP - PDIP - AIP are not harmonized for 2008-2013.	Prevailing priorities of LCE  Lack of competency in harmonising the budgeting process	Harmonizing the Planning and Budgeting Processes	30	8 EEDD units  28 Regular offices	Position tasked with preparing budget proposal of each office	Permanent
	Approved Annual Budget according to plans of the province.	Annual/Supplemental Budget Approved by SP	Budget allocation is not plan based.  Appropriation from 2006 - 2012 are not 100% utilized particularly LDRRMF and the capital outlay accounts.  Difficulty in measuring the performance of all offices	Delay in preparation of AIP as per Budget Calendar  Offices concerned are not aware of their targets and performance.  Responsibilities of monitoring team not clear.					

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices	Position/s	Status of Employment
2300 Electronic accounting and financial management systems (Electronic New Government Accounting System, Statement of Receipts and Expenditures, e-Budget systems) are operating, maintained and reporting to required standards.	Operationalized electronic financial systems	eNGAS and eSRE are operational	Non-operational eBudget system	eBudget is held in abeyance until the updated eNGAS version 2 is installed and the Memorandum from COA to implement the system.  If implemented, users would not have the competency to operate the system.	Operating the e-Budget system	18	PACCO PTO PBO	Admin Officers and Admin Aides	Permanent
	Accurate and timely financial reports to oversight agencies by using (e-NGAS and eSRE) electronic financial systems	Accurate and timely financial reports are submitted to oversight agencies by using e-NGAS and eSRE.  Accurate and timely financial report (SAAOB) is submitted to COA, LCE and all departments manually generated.	Occasional difficulties in generation of eNGAS and eSRE reports  Cannot be integrated to other systems in the PGA, serving the COA, Accounting and Treasurers offices only  eNGAS not customized to address the needs of the accounting office  Some reports needs manual encoding on excel and imported to software.	Network and system failure  Risk of compromising the security of the system  eNGAS system is designed only for COA use and cannot be customised.	None				

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices	Position/s	Status of Employment
2400 Tax revenue assessment and collection systems are efficient and effectively used to improve local revenue.	Increase in tax collection from all local sources	Increase in Tax revenue collection of in 2012 particularly in property transfer tax of more than 200%  Presence of Annual Revenue Generation Plan to ensure sustained increase in revenue	Collection is not maximized due to inaccuracy in identification of potential taxpayers.  Potential revenue on Real Property Tax not realized.  Not all potential sources of income taxes are identified.	Non-implementation of Electronic Transaction of Real Property Assessment and collection System  Lack of updated Schedule of Fair Market Value (SFMV) and inability to implement the General Revision of Real Property Assessment  Lack of mechanisms and competency to study and identify local income source.	Analysing and maximising local tax revenue  Conducting real property assessment and updating the SFMV	27  30	PTO SP PASSO EEDD SP	All Unit/division heads	Permanent
	Decrease in Internal Revenue Allotment (IRA) dependency of the Province and Increase in local revenue collection by implementing an efficient and effective collection system	Massive tax mapping conducted  IRA dependency of the PGA decreased from 80% in CY 2006 to 53% in CY 2012 (based on the recent BLGFs Comparative Financial Performance Report)	Local revenue collection was not maximised for the past years (2006-2011)  Updated Provincial Revenue Code was only implemented January 2012.  Other revenue generating sources were not included in the Revenue Code of Aklan such as rentals of some facilities owned by the province and other permit & licences fees (streamers).	Lack of competent personnel to collect taxes in the field  Inadequate personnel for tax collection  Absence of GIS data for use in tax mapping  Some revenue generating	Planning and strategising to maximise the earning potential of PGA from all sources (taxes, local enterprises, tourism and consumer products, etc.)  Maintaining	29  30	PTO Field Personnel (Land Tax Div, Revenue Gen. Div, Cash Div, Admin)		Permanent



SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices	Position/s	Status of Employment
			<p>Existing revenue generating assets are not properly managed (EEDD Tourism). Other agri-eco-tourism revenue generating opportunities of the province were not identified and pursued (e.g., tour packages to other tourist spots in the province, no uniquely Aklanon products for pasalubong, local products are substandard).</p>	<p>sources were left out during the crafting of the final revenue code. Lack of trained/competent employees who can plan and implement strategies to maximise the earning potential of PGA</p> <ul style="list-style-type: none"> <li>- PGA assets not maintained and marketed.</li> <li>- Proper environment and opportunity scanning in identifying revenue generation opportunities and activities is not conducted.</li> <li>- Business plans not formulated.</li> <li>- EEDD employees do not have entrepreneurial orientation.</li> <li>- Implementation of strategies for promoting and upgrading standards of</li> </ul>	<p>and marketing assets Formulating business plans, including environmental scanning</p>	30			

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices/s	Position/s	Status of Employment
	Effective formulation and strict implementation of the annual Revenue Generation Action Plan	Annual Revenue Generation Action Plan (ARGAP) partially implemented PTO has issued revenue policies for all departments/offices to observe/comply as per revenue generating facility/asset.	Several plans in the ARGAP were not implemented. Lack of revenue generation policy per facility Lack of revenue generation IRR	local products not sustained Lack of agreement between the LCE and big tax payers Inadequate personnel involve in preparation of ARGAP Lack of competency to develop a revenue generation plan	Enhancing/updating revenue generation plans Developing corresponding revenue generation policies and guidelines	29	PTO employees All Depts/ Offices	10 PTO employee All Admin Officers	Permanent
2500 Increases in local revenues are used for road rehabilitation and maintenance.	Increased budget allocation for road rehabilitation and maintenance and other development projects	Increase in appropriation for road rehabilitation and maintenance for 2013 by 54% (P 26, 273,505 in 2012 to P 40,362,855.00 in 2013) sourced from the general fund of the province (MOOE & Capital Outlay of PEO, 20%DF, 5% LDRRMF & 1% Protection of Children) Additional increase in allocation intended for the purchase of equipment, acquisition of road right of way (RROW) at Madalag for road rehab & maint. and renovation of materials & quality control building of PEO in the total amount of 5.8 M sourced from the unexpended balances of 20% Dev't. Projects completed (2007-2012)	Allocation for road maintenance for 2013 is still insufficient to cover the 30 core roads to be maintained.	Limited Fund sourcing Decrease in subsidy from the funding agency (AusAID)	None				

## Prioritising Competency Gaps

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Conducting real property assessment and updating the SFMV	Real property tax collection is not maximised because Statements of Fair Market Value (SFMV) are not updated.	10	Submission of Updated SFMV of RPT to SP for the Gen Rev on 2014	10	Continued failure to realize potential income from taxes	10	30
Maintaining and marketing assets	Earning potential of existing investments and assets of the PLGU are not maximized; translates to lost income for the province.	10	Assets continue to depreciate over time. Must be addressed in year 1.	10	All assets will be left unproductive and may deteriorate more.	10	30
Formulating business plans	EEDD has to come up with business plans to address the losses incurred for the past years.  The need to identify potential income source of the province, incorporate some strategies, innovations and set targets to increase revenue.	10	Must be addressed in Year 1 due to the possibility of abolition of EEDD units according to DBM circular 100-A	10	More losses will be incurred by the province.  Subsidy reliance from the general fund	10	30
Harmonizing the Planning and Budgeting Processes	Existing COA reports on the weaknesses of the planning and implementation of some PPAS  Inefficient utilisation of appropriation	10	Affects the compliance to requirements of the oversight agencies and should be addressed the earliest possible. (2014)	10	Lost opportunity to improve the quality of public service in general and the performance of the LGU in particular	10	30
Planning and strategising to maximise the earning potential of PGA from all sources (taxes, local enterprises, tourism and consumer products, etc.)  Developing corresponding revenue generation policies and guidelines	Local revenue is not maximised despite high opportunity (e.g., high tourist arrivals, etc.).  Lack of revenue generation policy and implementation guidelines hampers full implementation of the Annual Revenue Generation Action Plan (ARGAP)	9	There is an existing Revenue Generation Plan but it needs to be updated and submitted annually as required by DOF.	10	Continued or even increased dependence in IRA	10	29
Analysing and maximising local tax revenue	Tax collection is not maximized because not all potential sources of income taxes are identified (inaccurate listing of potential taxpayers, unupdated assessment of real property, among others).	9	General Revision of Real Property Assessment long overdue but is still applicable as basis for tax collection	8	Continued or even increased dependence in IRA	10	27
Operating the e-Budget system	Despite the non-operational e-Budget system, accurate and timely budget reports are generated manually.	5	Operationalisation of eBudget is pending subject to update of eNGAS version2 and issuance of the Memorandum from COA to implement the system – both not within the control of PGA.	5	Process for accounting and financial management will continue to be less efficient.	8	18

# HRD PLAN IMPLEMENTATION MATRIX

(Calendar Year 2014)

Desired Outcomes	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements				Source of Funds									
				Number	Officers	Positions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsors		Other								
Increase in local revenue collection by implementing an efficient and effective collection system of Real Property Tax	Updated SFMV of RPT	Participants are able to : - explain and apply the process for updating the SFMV of Real Property Tax - prepare a sample computation of real property appraisal and assessment	Updating of Real Property Valuation -- Workshop (3 days) -- Coaching (2 days)	15	PASSO	All PASSO employees involve in real property valuation																				PASSO – GF (Training)						
EEDD implements and monitors progress of the economic enterprise development programs of the SFMP to generate revenue for the province	Comprehensive business plan that reflects marketing, technical, management & Financial Plan for Economic Enterprise Development Department CDQS of the province.	Participants are able to: - conduct an internal and external analysis of the PGA environment - develop a draft Strategic and Comprehensive Business plan of each EEDD unit ; - integrate	Business Planning -- Planning Workshop (3 days) -- Coaching (5 days) -- Benchmarking (2 days)	18	EEDD, EBATA RRDs	PGDHs, Unit Head, Section heads, SAOs, Admin. Officers, Admin. Asst., & Admin. Aides																					P266,000 Training: P80,000 Benchmarking: P186,000	Resource speaker Documentor Secretariat	Training kit & training materials & supplies Venue Meals	Memorandum Order		GF/EEDD - training





## SCHOLARSHIP IMPLEMENTATION MATRIX

(Calendar Year 2014)

Fields of Study	Proposed Courses	Target Participants			Planned Schedule	
		Number	Officials	Position/s	Term 1 (2015)	Term 2 (2015)
Financial Management	Strategic Financial Management Planning	5	1. PTO 2. PBO 3. PACCO 4. EEDD 5. PASSO	Admin. Officers	3	2
Local Government Taxation	Local Government Taxation (including Real Property Valuation)	6	1. PASSO 2. PACCO 3. SP 4. PBO 5. PTO 6. PASSO	Admin. Officers	3	3

## COST ESTIMATE FOR HRD INTERVENTIONS

(Calendar Year 2014)

Proposed HRD Interventions	No. of Participants	Duration	Professional Services Fees (PSF)				Out-of-Pocket Costs (OPC)							TOTAL (rounded off)	
			Pre-Implementation	Implementation	Post-Implementation	Sub-Total	Supplies and Materials	Printing and Reproduction	Venue and Accommodation	Transportation	Communication	Miscellaneous/Contingency	Sub-Total		
Real Property Valuation Training	15	5		24,000.00			24,000.00	2,000.00	4,000.00	40,000.00	1,000.00	0.00	3,000.00	50,000.00	75,000.00
Business Planning (Training/Workshop)	18	8	2,700.00	20,000.00	5,400.00	28,100.00	3,600.00	4,700.00	37,060.00	1,000.00	500.00	4,686.00	51,546.00	80,000.00	
Business Planning (Benchmarking)		2					2,000.00		57,600.00	108,000.00	1,000.00	16,860.00	185,460.00	186,000.00	
Harmonization of Planning and Budgeting Processes	36	2		24,000.00		24,000.00	10,800.00	5,600.00	54,840.00	2,000.00	1,000.00	7,424.00	81,664.00	106,000.00	
Enterprise Asset Management	28	5		18,000.00		18,000.00	5,600.00	6,200.00	43,320.00	3,000.00	1,000.00	5,912.00	65,032.00	84,000.00	
<b>TOTALS</b>	<b>97</b>	<b>22</b>	<b>2,700.00</b>	<b>86,000.00</b>	<b>5,400.00</b>	<b>94,100.00</b>	<b>24,000.00</b>	<b>20,500.00</b>	<b>232,820.00</b>	<b>115,000.00</b>	<b>3,500.00</b>	<b>37,882.00</b>	<b>433,702.00</b>	<b>531,000.00</b>	



## MONITORING AND EVALUATION PLAN

Intervention Title	Updating of Real Property Valuation
Planned Schedule	January 2014
Target Learners (Office/Positions)	PASSO/ All PASSO employees involve in real property valuation
Number of Participants	15
Financial Requirement	P75,000
Source of Funds	PASSO – GF (Training)

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	Increase in local revenue collection by implementing an efficient and effective collection system of Real Property Tax	Documents Review	Collection Reports of RPT	Every quarter/year	Process Owner: PASSO
Level 3: Application	Participants update the SFMV of Real Property Tax of the whole province	Documents Review Interview of Supervisors Interview of Participants	Updated SFMV of RPT for Aklan Supervisors and Participants	3 months after intervention	Process Owner: PASSO M and E Team of Learning & Development Division
Level 2: Learning	Participants are able to : – explain and apply the process for updating the SFMV of Real Property Tax – prepare a sample computation of real property appraisal and assessment	Documents Review Skill Observation	Exercises	During intervention	Facilitating/Training Team
Level 1: Learners' Reaction	Achievement of intervention objective Favourable feedback on learning environment	Post Intervention Evaluation Sheet	Participants	At the end of the intervention	Training team

Intervention Title	Business Planning
Planned Schedule	March 2014 (planning workshop); May 2014 (benchmarking)
Target Learners (Office/Positions)	EEDD, EBATA RRDs/ Unit Heads, Section heads, SAOs, Admin. Officers, Admin. Asst., & Admin. Aides
Number of Participants	18
Financial Requirement	Training: P80,000 Benchmarking: P186,000
Source of Funds	General Fund/EEDD-Training

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	EEDD implements and monitors progress of the economic enterprise development programs of the SFMP to generate revenue for the province	Documents review	Financial Reports	Monthly/quarterly	Process Owner: EEDD
Level 3: Application	Participants use the plan to guide revenue generating programs and activities of EEDD units Participants use the action plan to guide validation activities of the strategic business plan	Interview with Supervisor Documents Review	Head of EEDD Approved Strategic and Comprehensive Business Plan Accomplishment Reports	After 2 months	Process Owner: EEDD M and E Team of Learning & Devt Division
Level 2: Learning	Participants are able to: <ul style="list-style-type: none"> <li>conduct an internal and external analysis of the PGA environment</li> <li>develop a draft Strategic and Comprehensive Business plan of each EEDD unit ;</li> <li>integrate marketing, technical, management and financial elements into the plan; and</li> <li>develop action plan for validation, implementation, monitoring and evaluation of the plan</li> </ul>	Assessment of Intervention Outputs	Draft EEDD business plan Implementation, Monitoring and Evaluation Plans Action plan for validation Documentation (Minutes, Photos & Schedule of Activities) Benchmarking Report	During the intervention	Facilitating/Training team
Level 1: Learners' Reaction	Achievement of intervention objective Favourable feedback on learning environment	Post Intervention Evaluation Sheet	Participants	At the end of the intervention	Training team

Intervention Title	Harmonising the Planning and Budgeting Processes
Planned Schedule	May 2014
Target Learners (Office/Positions)	EEDD Unit, RRDs/ Heads and staff responsible in preparing budget proposal of each office
Number of Participants	36
Financial Requirement	P106.000
Source of Funds	PPDO and other possible fund sources

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	Approved Annual Budget that were submitted on time and contain PPAs that are aligned with the strategic directions of the province	Documents review	Approved AIP	Annually	Process Owner: PBO
Level 3: Application	Participants to prioritize PPAs according to Strategic objective of the province, Prepare AIP of their own office and prepare annual target output and submit budget proposals for consideration of LFC	Interview with Supervisors Documents Review	Supervisors Approved Annual Budget prepared consistent with the Approved Annual Investment Plan wherein priorities of the long term plans of the province are considered	After 2 months	Process Owner: PBO M and E Team of the Learning & Devt Division
Level 2: Learning	Participants are able to: - draft an AIP for their respective offices according to the priorities of the province - draft annual target output and submit budget proposals for consideration of LFC	Skills observation Documents Review	Draft PPA's, AIP and annual target from the participants Documentation (Minutes, Photos & Schedule of Activities) Benchmarking Report	During the intervention	Facilitating/Training team
Level 1: Learners' Reaction	Achievement of intervention objective Favourable feedback on learning environment	Post Intervention Evaluation Sheet	Participants	At the end of the intervention	Training team

Intervention Title	Enterprise Asset Management Planning
Planned Schedule	June 2014
Target Learners (Office/Positions)	All RRDs/ PGDHs, Unit Head, Section heads, SAOs, Admin. Officers, Admin. Asst., & Admin. Aides, Electl & Civil Engr., Architect, Const. Maint. Gen. Foreman
Number of Participants	28
Financial Requirement	P84,000
Source of Funds	GF/EEDD- training

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Frequency	Person/s Responsible
Level 4: Desired Outcome	EBATAP team implements and monitors progress of the Enterprise Asset Management Plan of the SFMP to generate revenue for the province.	Documents Review	Financial Reports	Annually	Process Owner: PGSO
Level 3: Application	Participants use the validated enterprise asset management plan to manage and maintain PGA assets.	Interview with Supervisors Documents Review	Approved Enterprise Asset Management Plan	After 6 months	Process Owner: PGSO M and E Team of Learning & Development Division
Level 2: Learning	Participants are able to apply the different concepts and principles of enterprise asset management in: <ul style="list-style-type: none"> <li>organising PGA assets (Physical and Infrastructure) for operational and financial tracking e.g. schedule of assessed value/condition, yearly maintenance cost and assign accountable personnel for the maintenance task;</li> <li>drafting an enterprise asset management plan; and</li> <li>developing an action plan for the validation of the enterprise asset management plan</li> </ul>	Pre- and post- Test Review of Intervention Outputs	Draft Inventory of PGA assets Enterprise Asset Management Plan Questionnaire	During the intervention	Facilitating/Training team
Level 1: Learners' Reaction	Achievement of intervention objective Favourable feedback on learning environment	Post Intervention Evaluation Sheet	Participants	At the end of the intervention	Training team

# **Key Reform Area 3**

**Fully-Functioning Internal Control System, Including  
an Independent Internal Audit for the Road Sector**

## KRA RESULTS CHAIN

<b>SLRM Key Reform Area</b>	<b>3</b>	<b>FULLY-FUNCTIONING INTERNAL CONTROL SYSTEM, INCLUDING AN INDEPENDENT INTERNAL AUDIT FOR THE ROAD SECTOR</b>
<b>Impact</b>		Increased economic activity and improved access to public infrastructure and services in the Southern Philippines
<b>Outcome</b>	20	Provinces have strengthened institutional capacity and systems to develop and implement road sector plans in support of broad-based sustainable social and economic development
<b>Reform Objective</b>	300	Fully functioning internal control systems and internal audit services for road services delivery
<b>PG Output</b>	3000	Fully Functional Internal Control Systems
<b>Result Statements</b>	3100	An internal audit service office is fully operational and adequately funded to carry out its mandate according to national government guidelines.
	3200	Internal control systems are used to improve the efficiency, effectiveness and accountability of road sector planning and management.
	3300	All offices related to road sector planning and management carry out risk assessments regularly.

## SLRM KRA STATUS and COMPETENCY GAPS

SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Offices/s	Position/s	Status of Employment
3 - Fully-Functioning Internal Control System, including an independent Internal Audit for the road sector	3100 An internal audit service office is fully operational and adequately funded to carry out its mandate according to national government guidelines.	APIAO is fully operational with competent personnel and adequate budget.	<p>The establishment of APIAO was formally approved by the SP in 2012.</p> <p>The office is manned by 4 permanent staff and 1 consultant-lawyer and 1 contractual for admin.</p> <p>APIAO has consolidated the following:</p> <p>a) Flowcharts of the 12 RRDs</p> <p>b) Risk Management Matrices of 8 RRDs</p>	<p>APIAO unable to coordinate with other departments on developing their ICS including identifying focal persons</p> <p>APIAO has not yet consolidated the ICS of the 12 RRDs.</p> <p>APIAO unable to orient and coach the 12 RRDs and other departments in developing their ICS</p> <p>Limited competency in preparing audit reports and manuals</p> <p>Unable to conduct coaching on flowcharting, risk assessment and other audit processes to other departments</p>	<p>Lacks additional personnel to perform tasks</p> <p>APIAO staff lack the competency in developing ICS.</p> <p>Focal persons in some RRD departments do not consistently attend to sessions.</p> <p>APIAO staff lack competency in technical writing and preparing manuals.</p> <p>APIAO staff lack coaching, presentation and facilitation skills to assist in Risk Management Matrices and flowcharts</p> <p>APIAO staff do not have advanced technical (audit and internal control) competencies to provide assistance to other units</p>	<p>Conducting coaching on flowcharting, risk assessment and other audit processes</p> <p>Analysing and designing ICS systems</p> <p>Documenting and manualising IC systems</p> <p>Preparing and delivering presentations and facilitating coaching sessions</p> <p>Targeting/selecting participants to HRD programs</p>	27  27  29  28	APIAO	Manageria I, Admin. Staff, Support Staff	Permanent

SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Offices	Position/s	Status of Employment
		APIAO conducts annual Internal Audit of RRDs in: a) Operations/ Management Compliance b) Information Systems c) Fraud/ Forensic	For the year 2013, there is an enactment of SP Resolution adopting and approving the Annual Risk-Based Internal Audit Plan of the Aklan Provincial Internal Audit Office (APIAO).  APIAO was able to conduct OPERATIONS and COMPLIANCE audit on: Road Maintenance System during the 2nd and 3rd quarter of CY 2013 following the prescribed Internal Audit Process.	Only two types of audit were conducted; other types of audit such as management audit, systems audit, and fraud audit were not yet engaged.	Inadequate competencies on management audit, systems audit and fraud audit  Inadequate personnel to perform the auditing function	23  28  27	APIAO	Managerial, Admin. Staff, Support Staff	Permanent	



SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment
		Established a pool of IA Focal Persons in all PGA departments	<p>There is a list of new identified focal persons who will undergo reorientation on Basic ICS.</p> <p>12 RRD Focal persons have been oriented on Basic Internal Control System and how to develop an ICS.</p> <p>APIAO Focal Persons of RRDs have contributed to the formulation of Annual Risk-based Internal Audit Plan.</p>	<p>There is no designated IA Focal Person in each department.</p> <p>Focal persons of all offices have not oriented their represented offices on Basic Internal Control System.</p> <p>APAIO Focal Persons of other departments have not yet contributed to the formulation of Annual Risk-based Internal Audit Plan.</p>	<p>Unfamiliarity with the BICS concept and its significance</p> <p>Focal persons of some RRDs do not consistently attend series of sessions; Focal persons in some RRDs need to be re-identified and oriented.</p> <p>There are no designated Focal Persons in other departments</p>	26	12 RRDs	Designated focal persons	Permanent	
	3200 Internal control systems are used to improve the efficiency, effectiveness and accountability of road sector planning and management.	Established Internal control systems (ICS) and procedures are implemented in all RRDs.	<p>There is an established Internal Control System contained in the Operations Manual and Charter.</p> <p>Eight (8) departments (PPDO, PEO, PHRMO, PGSO, PBO, PTO, PACCO, APIAO) have documented their processes.</p>	<p>Of the 12 RRDs that have been coached on flow charting, four RRDs have not documented their process flow of operations.</p> <p>Four (4) other RRDs have yet to develop their own Internal Control System.</p>	<p>Developing basic Internal Control Systems</p> <p>Analysing and designing ICS systems</p> <p>Developing flowcharts and Risk Assessment Matrices</p>	26	12 RRDs	Designated focal persons	Permanent	

SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment
		Documented flow of operations or processes of the front-line services of all RRDs are efficient and effective.	COA findings in some departments indicate lack of internal control.	Inconsistent participation of some focal persons in training activities  Lack of competencies in developing operations manuals  Some Accountable Officers (Collecting and Disbursing) do not have adequate competencies in Cash Management  Some focal persons designated to attend training are not familiar with all operations of the department.	Manualising processes and procedures  Implementing Internal Control processes in Cash Management	29  30	12 RRDs	Designated focal persons	Permanent	
	3300 All offices related to road sector planning and management carry out risk assessments regularly.	All RRDs have developed their Risk Assessment Matrices and updated their RAM every six months.  IA Focal Persons facilitate updating of Risk Assessment Matrices.	COA findings indicate minimal weaknesses of ICS in the PLGU.  4 RRD's and other departments have not yet developed their Risk Assessment Matrices.  The Focal Persons of 4 RRD's and other departments have not been able to do Risk Assessments.	Designated focal persons of other departments do not possess adequate competency in Risk Assessment.  Focal Persons lack facilitation skills.  Focal persons who attended the training conducted on preparing risk management matrices have already been replaced.	Conducting Audit Risk Assessment  Facilitating coaching sessions  Targeting/Selecting Participants to HRD Interventions	26  28	4 RRDs and other departments	Designated focal persons	Permanent	
		7 Focal Persons have facilitated Risk Assessment discussions and updated the RAM.  8 RRD's developed their Risk Assessment Matrices.					12 RRDs	Designated focal persons	Permanent	

## PRIORITISING COMPETENCY GAPS

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Implementing Internal Control processes in Cash Management	Collected fees not deposited intact daily and cash advances not fully liquidated lead to inefficient financial management and reporting.	10	Needed to address COA findings	10	Exposure to theft and loss is high.	10	30
Documenting and manualising IC systems	Delay in manualisation that will guide the RRDs in conducting internal control.	9	Needed to clarify unit internal control processes	10	Lack of manuals to serve to guide internal control could result in inaccuracies in reports and COA findings.	10	29
Writing and communicating Internal Audit Reports	Difficulty in the development of audit reports leads to non-compliance with ICS requirements.	9	Report findings cannot be acted on right away	9	Transparency and integrity could be compromised with poor reporting.	10	28
Preparing and delivering presentations (including orientation activities) and facilitating coaching sessions	The required risk assessment matrices and internal control flowcharts have not been completed.	9	Should be implemented by year 1 for more effective transfer of learning re ICS concepts	9	IA mandate and objectives will not be met. Integrity of the PGA internal control system will be compromised.	10	28
Conducting coaching on flowcharting, risk assessment and other audit processes	APIAO personnel are not able to guide the all RRDs in the development and documentation of their ICS.	8	Closer supervision is needed to make sure that outputs are accurate.	9	ICS system will not be fully installed.	10	27
Flowcharting and Risk Assessment Matrix on ICS	Difficulty in the development of ICS in some RRDs	8	Delay in submission of reports	8	ICS system will not be fully installed.	10	26
Analysing and designing ICS systems	APIAO is unable to orient and coach the 12 RRDs and other departments in developing their ICS.	8	Delay in submission of reports	8	ICS system will not be fully installed.	10	26
Conducting management audit, investigation/fact-finding, and fraud audit	Full audit is not accomplished with the conduct of only operations and compliance audit.	8	Can be delayed to Year 3 in the absence of additional personnel to conduct other types of audit	5	ICS system will not be fully installed.	10	23

# HRD PLAN IMPLEMENTATION MATRIX

(Calendar Year 2014)

Desired Outcomes	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements					Source of Funds
				Number	Office/s	Positions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsorship	Other	
Documented flow of operations or processes for management of cash advances and collection of fees of the front-line services of all RRDs are efficient and effective	Updated handbook for Cash Management System for disbursing officers	Participants are able to: <ul style="list-style-type: none"> <li>- discuss the roles and responsibilities of disbursing and collecting officers</li> <li>- explain the basic concepts on cash management and internal control system</li> <li>- develop guidelines for cash management processes (e.g. collection and deposit of fees, liquidation of cash advances) in their respective departments</li> </ul>	Cash Management and ICS	12	12 RRDs	PGA-designated collecting and disbursing officers													120,400	Resource Persons, Secretariat, Documentor	RP Vehicle, Laptop, LCD Projector, Microphone, Speakers, Training Kit, Supplies and Materials, Venue, Foods, Memo to participants addressed to Dept. Heads	Invitation Letter to Resource Speaker, Memo to participants, Travel Order, Communication Letter		Mun. Dev't. Fund Office - Dept. Of Finance

Desired Outcomes	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements					Source of Funds
				Number	Offices	Positions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsorship	Other	
APIAO is fully operational with systems and processes for internal control documented in manuals	Reliable and friendly-user manual as a reference/ means of verification	Participants are able to: <ul style="list-style-type: none"> <li>- describe the fiscal responsibility and components of internal control in PGA and different RRDs</li> <li>- document the internal control system elements such as roles and responsibilities, authorities and procedures in each of the RRDs</li> <li>- explain guidelines in drafting a user-friendly internal audit manual</li> </ul>	Technical Writing and Manual Development	16	APIAO 12RRDs	Managerial, Admin. Staff, Support Staff, Designate d FP													105,000.00	Resource Persons, Secretariat, Documentor	RP Vehicle, Laptop, LCD Projector, Microphone, Speakers, Training Kit, Supplies and Materials, Venue, Foods, Memo to participants addressed to Dept. Heads	Invitation Letter to Resource Speaker, Memo to participants, Travel Order, Communication Letter		

Desired Outcomes	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements				Source of Funds	
				Number	Offices	Positions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsors		Other
All IRRDs have developed their Risk Assessment Matrices and updated their RAM every six months.	Finalized Flowcharts and Risk Assessment Matrices	Participants are able to: <ul style="list-style-type: none"> <li>explain basic concepts and significance of preparing risk assessment matrices (RAM) and flowcharting in internal audit</li> <li>develop effective approaches/strategies on developing RAM and flowcharts</li> <li>document the processes of each of the RRDs</li> </ul>	Enhancing development competency on Flowcharting and Risk Assessment Workshop on Internal Control System	12	12 RRDs	AOs or Designated Focal Person												115,500	Resource Persons, Secretariat, Documentor	RP Vehicle, Laptop, LCD Projector, Microphone, Speakers, Training Kit, Supplies and Materials, Venue, Foods, Memo to participants addressed to Dept. Heads	Invitation Letter to Resource Speaker, Memo to participants, Travel Order, Communication Letter			APIAO

# COST ESTIMATE FOR HRD INTERVENTIONS

(Calendar Year 2014)

Proposed HRD Interventions	No. of Participants	Duration (days)	Professional Services Fees (PSF)				Out-of-Pocket Costs (OPC)						TOTAL (rounded off)	
			Pre-Implementation	Implementation	Post-Implementation	Sub-Total	Supplies and Materials	Printing and Reproduction	Transportation and Accommodation	Communication	Miscellaneous/ Contingency	Sub-Total		
Cash Management and Its ICS for Collecting & Disbursing Officers	12	6		30,000.00		30,000.00	37,150.00		16,500.00	36,750.00			90,400.00	120,400.00
Technical Writing and Manual Development for the RRDs	16	9		30,000.00		30,000.00	22,000.00		21,500.00	31,500.00			75,000.00	105,000.00
Flowcharting and Risk Assessment Workshop on ICS for IA Focal Persons	12	6		30,000.00			32,000.00		21,500.00	32,000.00			85,500.00	115,500.00
<b>TOTALS</b>	<b>40</b>	<b>21</b>	<b>0</b>	<b>90,000.00</b>	<b>-</b>	<b>90,000.00</b>	<b>91,150.00</b>	<b>-</b>	<b>59,500.00</b>	<b>100,250.00</b>	<b>-</b>	<b>-</b>	<b>250,900.00</b>	<b>340,900.00</b>

## SCHOLARSHIP IMPLEMENTATION MATRIX

(Calendar Year 2014)

Fields of Study	Proposed Courses	Target Participants			Planned Schedule	
		Number	Office/s	Position/s	Term 1 (2015)	Term 2 (2015)
Public Administration	Master in Public Administration	1	APIAO	IA IV	/	



## MONITORING AND EVALUATION PLAN

Intervention Title	Cash Management and Its ICS for Collecting & Disbursing Officers
Duration/ Date of Implementation	January 2014
Target Participants (Positions)	Internal Audit Focal Persons of 12 RRDs
Number of Participants	12
Budget	P 120,400
Budget Source/s	Mun. Dev't. Fund Office - Department of Finance

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	Documented flow of operations or processes for management of cash advances and collection of fees of the front-line services of all RRDs are efficient and effective	Documents review Interview Systems Audit	Audit Observation Memorandum (AOM) COA reports Department heads	Annually	Process Owner: APIAO
Level 3: Application	Participants apply the guidelines and processes in cash management	Work Review Financial Audit Interviews	Collecting and disbursing officers, official receipts, Cash books, Deposit slips, Financial reports	After 6 months	Process Owner: APIAO, M&E Team of Learning and Development Div.
Level 2: Learning	Participants are able to: <ul style="list-style-type: none"> <li>- discuss the roles and responsibilities of disbursing and collecting officers</li> <li>- explain the basic concepts on cash management and internal control system</li> <li>- develop guidelines for cash management processes (e.g. collection and deposit of fees, liquidation of cash advances) in their respective departments</li> </ul>	Pre- and post-test Review of Intervention Outputs	Updated handbook for on Cash Management System for disbursing officers  Cash Management Questionnaire	After the intervention	Training team
Level 1: Learners' Reaction	Achievement of intervention objective Favourable feedback on learning environment	Post Intervention Evaluation Sheet	Participants	At the end of the intervention	Training team

Intervention Title	Technical Writing and Manual Development for Internal Audit (IA) Focal Persons
Planned Schedule	January 2014
Target Learners (Office/Positions)	APIAO and 12 RRDs
Number of Participants	16 persons
Financial Requirement	P 105,000
Source of Funds	PRMF

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	APIAO is fully operational with systems and processes for internal control documented in manuals.	Document Review Systems Audit	Department heads Internal Audit Reports	Annually	Process Owner: APIAO
Level 3: Application	Participants develop accurate and user-friendly internal audit manuals of all RRDs.	Documents Review Interview with users	Internal Control Manual Focal Persons Supervisors	After 6 months	Process Owner: APIAO, M&E Team of Learning and Development Div.
Level 2: Learning	Participants are able to: <ul style="list-style-type: none"> <li>describe the fiscal responsibility and components of internal control in PGA and different RRDs</li> <li>document the internal control system elements such as roles and responsibilities, authorities and procedures in each of the RRDs</li> <li>explain guidelines in drafting a user-friendly internal audit manual</li> </ul>	Pre- and Post-Test	Intervention Participants Test Results	During the intervention	Facilitator and Training team
Level 1: Learners' Reaction	Achievement of intervention objective Favourable feedback on learning environment	Post Intervention Evaluation Sheet	Participants	At the end of the intervention	Training team

Intervention Title	Flowcharting and Risk Assessment Workshop on Internal Control System for IA Focal Persons
Planned Schedule	May to June 2014
Target Learners (Office/Positions)	12 RRDs
Number of Participants	12 Persons
Financial Requirement	P 15,500
Source of Funds	APIAO

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Frequency	Person/s Responsible
Level 4: Desired Outcome	All RRDs have developed their Risk Assessment Matrices and updated their RAM every six months.	Management Audit	Internal Audit reports Accomplishment Reports	Annually	Process Owner: APIAO
Level 3: Application	Participants develop the flowcharts of each of the RRDs.	Work sample Review Systems Audit	Internal Audit reports Coaching Plan	After 6 months	Process Owner: APIAO, M&E Team of Learning and Development Div.
Level 2: Learning	Participants are able to: <ul style="list-style-type: none"> <li>– explain basic concepts and significance of preparing risk assessment matrices (RAM) and flowcharting in internal audit</li> <li>– develop effective approaches/ strategies on developing RAM and flowcharts</li> <li>– document the processes of each of the RRDs</li> </ul>	Pre- and post-test Assessment of Outputs	Risk Assessment Matrices Flowcharts Intervention outputs Questionnaire	During the intervention	Facilitator and Training team
Level 1: Learners' Reaction	Achievement of intervention objective Favourable feedback on learning environment	Post Intervention Evaluation Sheet	Participants	At the end of the intervention	Training team

# **Key Reform Area 4**

**Reinforcing Local Government Procurement Processes  
to Cover the Road Sector using National Government  
Laws and Regulations**

## KRA RESULTS CHAIN

<b>SLRM Key Reform Area</b>	<b>4 REINFORCING LOCAL GOVERNMENT PROCUREMENT PROCESSES TO COVER THE ROAD SECTOR USING NATIONAL GOVERNMENT LAWS AND REGULATIONS</b>
<b>Impact</b>	Increased economic activity and improved access to public infrastructure and services in the Southern Philippines
<b>Outcome</b>	20 Provinces have strengthened institutional capacity and systems to develop and implement road sector plans in support of broad-based sustainable social and economic development
<b>Reform Objective</b>	400 Transparent and effective procurement systems and processes with enhanced private sector participation in relation to the road sector
<b>PG Output</b>	4000 Transparent Procurement Process
<b>Result Statements</b>	<p>4100 The Bids and Awards Committee provides effective leadership and management of all road related procurement activities to national standards supported by a capable Secretariat and involving meaningful public participation</p> <p>4200 The PGA uses an electronic procurement system, ensuring transparency and gender equity in all of its procurement processes and activities</p> <p>4300 The PGA has an effective records management system and database of items and costs related to goods and services in the road sector for analysing tenders</p>

## SLRM KRA STATUS and COMPETENCY GAPS

SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Office/s	Position/s	Status of Employment
4 - Reinforcing Local Government Procurement Processes to cover the road sector using national government laws and regulations	The Bids and Awards Committee provides effective leadership and management of all road related procurement activities to national standards supported by a capable Secretariat and involving meaningful public participation.	BAC meets standards set by RA9184 (timely and efficient processing of procurement requirements and public participation)	Bidding and Procurement activities (issuance of Notice of Award, Notice to Proceed, publication of bidding results) are completed on schedule and in accordance to set standards;	Instances of failure of bidding due to no interested bidders/tenders or incomplete required bidding documents submitted and post disqualification of bidders.	Lack of knowledge among procurement stakeholders about the standards set by RA9184	30	PGSO, PEO, PGO PGSO EEDD PBO PASSO PTO PEO DRSTMH OPA AGRI AQUA	BAC TWG BAC Secretariat	Permanent	
			Implemented measures for the accreditation of suppliers.	Bid opening, post-qualification and evaluation are sometimes not started on time or postponed . Processing of documents are delayed due to incomplete requirements.	Lack of quorum due to conflict of schedule with official commitments No designated section to oversee procurement activities					
		The BAC and its TWG and Secretariat apply the provisions, policies and standards stipulated in	Some BAC members are able to apply the provisions of RA9184. BAC Secretariat able to prepares bidding	Some members are unable to apply provisions due to unfamiliarity with R.A. 9184 and its IRR amendments	New members of the Bids and Awards have not undergone desired training/seminar	27	PEO PGSO PTO DRSTMH OPA AGRI	BAC TWG	Permanent	

SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Office/s	Position/s	Status of Employment
		RA9184.	documents and other pertinent documents relative to procurement.  Some members of BAC attended procurement orientation on RA 9184.		onR.A. 9184			AQUA		
		BAC orients stakeholders (NGO's and other dept., suppliers) about RA9184.	BAC was able to orient infrastructure contractors re procurement process based on RA9184.	Not all BAC members are able to orient stakeholders about the procurement process.	Unfamiliarity and limited knowledge of RA9184  Lack of presentation and facilitation skills  Lack of modules on RA9184  Not a priority task of BAC members, TWG and Secretariat	Applying RA 9184 in procurement  Developing and delivering orientation modules	24	PEO PGSO PTO DRSTMH OPA AGRI AQUA	PGSO, PEO, PGO PGSO EEDD PBO PASSO PTO PEO DRSTMH OPA AGRI/AQUA	Permanent

SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Office/s	Position/s	Status of Employment
		BAC secretariat prepares proceedings that capture all the highlights of discussion and agreements during the procurement process.	Proceedings of procurement activities are recorded and transcribed by secretariat.	Minutes of proceedings are not able to capture some highlights of discussions and agreements.	There is no assigned documentor  Limited competency on technical writing, specifically process documentation and preparation of minutes of BAC meetings	Documenting meeting proceedings	28	PGSO PEO	BAC Secretariat	Permanent
	4200 The PLGU uses an electronic procurement system, ensuring transparency and gender equity in all of its procurement processes and activities.	Publication of all information and communication relative to the conduct of procurement procedures are available through PHILGEPS.  Percentage of suppliers/contractors informed of bidding opportunities through PHILGEPS	PHILGEPS is 100% updated thereby facilitating easy access to information such as summary of all bidding notices, title of projects, date of publication and closing date including notice of awards and proceeds.  100% of suppliers who submit bids include printouts of bidding opportunities from PHILGEPS.	System and network failure renders PHILGEPS offline and inaccessible  Not all accredited suppliers are willing to access PHILGEPS	System maintenance activities at PHILGEPS  Lack of interest on the project  Low computer literacy among suppliers	None  None				



SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Office/s	Position/s	Status of Employment
		BAC secretariat members are able to access and update PHILGEPS	BAC secretariat can access and update PHILGEPS	Not all members of BAC secretariat can access PHILGEPS.	Some BAC Secretariat members do not have the competency to access and update PHILGEPS	Accessing and updating PHILGEPS	28	PGSO PEO	BAC Secretariat	Permanent
		eProcurement System installed and operationalised	No accomplishment	Staff are not yet ready for the roll out of eProcurement system.	Staff are unfamiliar about eProcurement System.	Operating an eProcurement System	23	PEO PGSO PTO DRSTMH OPA AGRI AQUA	BAC TWG BAC Secretariat	Permanent
	4300 The PLGU has an effective records management system and database of items and	All information are posted in the BAC eFiling System.	Information contained in the eFiling System for infrastructure projects.	Other modes of procurement and goods and consulting services not yet encoded in the BAC eFiling System	BAC Secretariat cannot cope with the voluminous bidding documents.	None				

SLRM Key Reform Areas	Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
			Accomplishments	Performance Gaps	Reasons for Gaps			Office/s	Position/s	Status of Employment
	costs related to goods and services in the road sector for analysing tenders.	Functional BAC eFiling System generates reports that inform decisions on awarding of bids.	Eligibility documents of winning bidders can be accessed by BAC in evaluating bids	BAC eFiling System currently being used only as repository of completed and awarded tender  The system cannot track Resolutions/Complaints/Protests/Motions for Reconsideration filed by suppliers/contractors and BAC's action (within perspective period).	System not yet fully developed to include tracking and other modules that will fully automate procurement process (e.g., online submission of bids, online conduct of bidding and payment of bid documents)  Limited personnel to develop the modules	None				
	BAC secretariat encodes and updates the eFiling system.	BAC secretariat encodes and updates the eFiling system.	Encoded information on infrastructure projects	Other goods and services not yet encoded	Focus was mainly on Infrastructure because is a priority due to PRMF.	None				
	BAC secretariat accesses and generates reports from the eFiling System	BAC secretariat accesses and generates reports from the eFiling System	Secretariat members are able to access and generate reports from the eFiling System	No gaps		None				

## Prioritising Competency Gaps

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Managing the procurement process -- Applying RA 9184 in procurement	The prescribe process is not followed resulting to delayed in processing of bid requirements.	10	Need to be done immediately	10	Failure of procurement process and inefficiency of procurement process Integrity of PG Aklan will be compromised.	10	30
Documenting meeting proceedings	BAC Secretariat cannot capture the important highlights of the procurement process.	8	Need to be done immediately	10	Inefficiency procurement process may happen	10	28
Developing an orientation module	Very few suppliers are accredited and participate in the bidding process: NGO's and other external stake holders cannot meaningfully participate in the bidding process.	8	After the training on application of RA 9184 has been conducted	9	No transparency of the procurement process Increase in failure of bidding Delayed in project implementation	10	27
Delivering and facilitating orientation modules/training	BAC , BAC TWG and Secretariat cannot conduct a meaningful orientation/training on RA 9184 .	8	After the development of RA 9184 module	8	Suppliers and stakeholders unfamiliar in RA 9184 continue to be unable to comply with bidding requirements. Loss of opportunity to achieve the best value for money in procurement	8	24
Operating aneProcurement System	Lack of orientation makes it difficult to initiate this articulated priority of PGA.	8	After the conduct of basic orientation on RA 9184 has been conducted	7	The roll out of eProcurement System will be delayed affecting efficiency of procurement process.	8	23
Accessing and updating PHILGEPS	Not able access and post appropriate information related to procurement requirements of PGA Aklan BAC Secretariat not able to use data contain in PHILGEPS It's a requirement of GPPB	8	Not urgent: Staff have been trained on PHILGEPS	4	The suppliers cannot participate in bidding activities	9	21

# HRD PLAN IMPLEMENTATION MATRIX

(Calendar Year 2014)

Desired Outcomes	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements					Source of Funds
				Number	Office/s	Positions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsorship	Other	
BAC meets standards set by RA9184 (timely and efficient processing of procurement requirements)	Checklist of procurement requirements; Agreed guidelines in processing procurement requirements and managing procurement process	At the end of the intervention the participants will be able to discuss the provisions, standards, policies and process of RA 9184.	Enhancing the Procurement Process Management (RA 9184)	6 BAC, 8 BAC TWG and 6 Secretariat	PGO PGSO EEDD PBO PASS PTO PEO DRST MH OPA AGRI AQUA	BAC Member BAC TWG BAC Secretariat												299,500.00	Resource Speaker Documentor Secretariat	Materials and supplies Board and Lodging or resource speaker Meals for participants Training venue	Travel Order approve by their respective dept. head		MDFO- DOF/ PGSO/ PPDO	
BAC provides effective leadership and management of all road related procurement activities to national standards for fast preparation of procurement documents	Localized Module on RA 9184	At the end of the intervention the participants will be able to draft a module on RA 9184 that will be used on orienting stakeholders about the provisions, standards, policies and process of RA 9184.	Developing a Training Module on RA 9184 for BAC stakeholders	8 BAC TWG	PEO PGSO PTO DRST MH OPA AGRI AQUA	BAC TWG												61,450.00	Resource Speaker Documentor Secretariat	Materials and supplies Board and Lodging or resource speaker Meals for participants Training venue	Travel Order approve by their respective dept. head		PGO/ PGSO/ PPDO	

## SCHOLARSHIP IMPLEMENTATION MATRIX

(Calendar Year 2014)

Fields of Study	Proposed Courses	Target Participants			Planned Schedule	
		Number	Officials/s	Position/s	Term 1 (2015)	Term 2 (2015)
Procurement	eProcurement and Supply Chain Technologies	2	PGSO	Admin. Officer III Computer Operator II	1	1
Asset Management	Asset Management Fundamentals Course	2	PGSO	Admin. Officer III Computer Operator II	1	1
Procurement	Procurement Certification Training Program	2	PGSO	Admin. Officer III Computer Operator II	1	1
Procurement	Procurement and Contract Management	2	PGSO	Admin. Officer III Computer Operator II	1	1

## COST ESTIMATE FOR HRD INTERVENTIONS

(Calendar Year 2014)

Proposed HRD Interventions	Number of Participants	Duration	Professional Services Fees (PSF)				Out-of-Pocket Costs (OPC)								TOTAL
			Pre-Implementation	Implementation	Post-Implementation	Sub-Total	Supplies and Materials	Printing and Reproduction	Venue and Accommodation	Transportation	Communication	Miscellaneous/Contingency	Sub-Total		
Enhancing the Procurement Process Management (RA 9184)	20	3		10,000.00			30,000.00	6,000.00	6,000.00	40,000.00	192,000.00	1,000.00	24,500.00	269,500.00	299,500.00
Developing and Delivering a Training/Orientation Module on RA 9184 for BAC Stakeholders	8	5		10,000.00			30,000.00	5,000.00	8,000.00	24,000.00	10,000.00	1,000.00	4,800.00	52,800.00	82,800.00
<b>TOTALS</b>	<b>28</b>	<b>8</b>	<b>0</b>	<b>20,000.00</b>	<b>0</b>	<b>0</b>	<b>60,000.00</b>	<b>11,000.00</b>	<b>14,000.00</b>	<b>64,000.00</b>	<b>202,000.00</b>	<b>2,000.00</b>	<b>29,300.00</b>	<b>322,300.00</b>	<b>382,300.00</b>

## MONITORING AND EVALUATION PLAN

Intervention Title	ENHANCING THE PROCUREMENT PROCESS (RA 9184)
Planned Schedule	FEBRUARY 2014
Target Learners (Office/Positions)	BAC MEMBER, BAC TWG AND BAC SECRETARIAT
Number of Participants	20
Financial Requirement	P299,500.00
Source of Funds	MDFO-DOF/PGSO/PPDO

Levels of Evaluation	Indicators (What will you measure?)	Methods/Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	BAC meets standards set by RA9184 (timely and efficient processing of procurement requirements)	Document Review Client Feedback (Internal and External Clients)	BAC Accomplishment Reports Internal and External Clients feedback/survey form	After 6 months	Process Owner: BAC
Level 3: Application	Participants are able to apply the provisions, policies and standards stipulated in RA9184 in the bidding and procurement processes	Interview with the Department Head Document Review	PGSO Department Head Minutes of Meetings Checklist of Guidelines	After 3 months	Process Owner: BAC
Level 2: Learning	At the end of the intervention the participants will be able to discuss the provisions, standards, policies and process of RA 9184	Pre-post test	Test Results	After the intervention	M and E Team of the Learning & Dev't. Division
Level 1: Learners' Reaction	Achievement of intervention objectives Favourable feedback on effectiveness of training environment	Post intervention evaluation sheet	Participants	After the intervention	M and E Team of the Learning & Dev't. Division

Intervention Title	DEVELOPING A TRAINING/ORIENTATION MODULE ON RA 9184 FOR BAC STAKEHOLDERS
Planned Schedule	MARCH 2015
Target Learners (Office/Positions)	BAC TWG
Number of Participants	8 PERSONS
Financial Requirement	P82,800.00
Source of Funds	PGO/PGSO/PPDO

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	BAC orients stakeholders (NGOs and other dept., suppliers) about RA9184	Document Review	BAC Accomplishment Reports	After 6 months and oneyear	Process Owner: BAC
Level 3: Application	BAC TWG develops modules to orient internal and external stakeholders of the PGA procurement process (e.g. contractors, suppliers, AOs of other departments)	Document/Work Review	Final Localized Module on RA 9184 BAC Members and Secretariat	After 4 months	Process Owner: BAC
Level 2: Learning	At the end of the intervention the participants will be able to draft a module on RA 9184 that will be used on orienting stakeholders about the provisions, standards, policies and process of RA 9184	Assessment of Outputs	WorkshopOutputs: Draft Localized Module on RA 9184	After the intervention	M and E Team of the Learning &Dev't. Division
Level 1: Learners' Reaction	Achievement of interventionobjectives Favourable feedback on effectiveness of training environment	Post interventionevaluation sheet	Participants	After intervention	M and E Team of the Learning &Dev't. Division



# **Key Reform Area 5**

**Formulating and Implementing a Comprehensive  
Human Resource Development and Management Plan  
for the Road Sector**

## KRA RESULTS CHAIN

<b>SLRM Key Reform Area</b>	<b>5</b>	<b>FORMULATING AND IMPLEMENTING A COMPREHENSIVE HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT PLAN FOR THE ROAD SECTOR</b>
<b>Impact</b>		Increased economic activity and improved access to public infrastructure and services in the Southern Philippines
<b>Outcome</b>	20	Provinces have strengthened institutional capacity and systems to develop and implement road sector plans in support of broad-based sustainable social and economic development
<b>Reform Objective</b>	500	Increased capacity of PLGUs for the management and development of human resources
<b>PG Output</b>	5000	Increased Capacity of the Workforce to Deliver Road Services
<b>Result Statements</b>	5100	The PGA prepares funds and implements a multi-year HRMD Plan that guides the capacity development and performance of staff involved in road sector planning and management
	5200	The PGA implements and maintains a Human Resources Information System to support operations and guide personnel planning and development
	5300	Staff recruitment, selection and succession planning processes are merit-based, gender sensitive and comply with government requirements
	5400	A monitoring and evaluation system is used to report on the performance of the HRMDP and capacity development program for the road sector
	*	The PGA implements capacity development programs for staff development and a staff performance evaluation system that informs personnel rewards and incentives
	*	Workforce management and other HR concerns are mainstreamed at different levels of LGU management

Legend: \* Result statements included in PRSPMR.

## SLRM KRA STATUS and COMPETENCY GAPS

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment
5100 The PLGU prepares funds and implements a multi-year HRMD Plan that guides the capacity development and performance of staff involved in road sector planning and	Implemented strategic HRMD Plans and Programs	HRD Plan for RRD's is currently being finalised.	No strategic HRMD plan to implement	<p>PHRMO is still in the process of transitioning towards a strategic role in HRMD.</p> <p>Process for coordination with PHRMO on implementation of HR activities is not yet established.</p> <p>PHRMO has limited capacity to undertake strategic HRMD functions.</p>	30	PHRMO and 11 RRDs	Department Head and Administrative Officers	Permanent	

SLRM Key Result Statements	Performance Indicators	Current Status			Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps		Competency Gaps	Officers	Position/s
management.	Approved and funded Strategic 3-year HRMD Plan which serves as the blueprint of PGA HR and CD Interventions	<p>HR Strategic Direction (a component of the strategic plan) has been approved by LCE.</p> <p>Strategic HRD Plan for RRD's is currently being finalised.</p>	<p>HRMD plan has yet to be completed (still a work in progress). Current planning focused on HRD and does not include HRM.</p> <p>HRD Plan for other PGA departments has yet to be started.</p> <p>PLGU departments/offices are not yet ready to implement a strategic HRMD Plan (e.g., currently planning and implementation of HRD activities at the department level done without coordination with PHRMO).</p>	<p>Lack of competency in strategic HRM planning</p> <p>HRODF support only for HRD planning.</p> <p>Other department heads are not familiar with strategic HRMD and their role in this function.</p>	30	PHRM O and 12 RRDs	Department Head and Administrative Officers	Permanent

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment
	PHRMO formulates and consolidates a multi-year HRMD Plan (initially for 2014 - 2016).	<p>HRD Core Team that will assist the PHRMO in drafting the Strategic HRMD Plan has been organised</p> <p>On-going HRD intervention to build competencies of the PHRMO and the HRD core team in developing the Strategic HRMD Plan</p> <p>PHRMO and the HR Core Team are finalising the strategic HRD plan for RRDS.</p> <p>Creation of Training and Development Division that will sustain the HRMD planning process</p>	PHRMO has yet to start formulating the HRM plan for PGA and HRD plan for other departments.	T&D Division is newly-created and not yet fully functional.  Training and development division is not yet capacitated to harmonise HRD plans of all departments.	30	PHRMO and 12 RRDS	Department Head and Administrative Officers	Permanent	
	PLGU departments prepare, allocate and monitor their HRMD budget based on a plan.	PLGU allocates budget for training for all departments.	Utilisation is not based on an approved HRMD Plan  Budget allocation for training is not based on a plan	Lack of competency to plan and manage HRMD programs among LGU departments	30	PHRMO and 12 RRDS	Department Head and Administrative Officers	Permanent	

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers			
		Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment	
5200 The PLGU implements and maintains a Human Resources Information System to support operations and guide personnel planning and development.	HRMIS generates information that guide personnel planning and development.	HRMIS generates personnel profile which include training programs attended that can be used as reference for HRD planning.	HRMIS is not yet fully developed to capture and provide information (e.g., performance) to better guide decision making in HR planning and development.  HRMIS personnel data is not yet reviewed and fully updated.	HRMIS personnel data is not yet reviewed and fully updated.	None					

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Offices	Position/s	Status of Employment
	Installed and fully-functional HRMIS with budget allocation	<p>HRMIS has 4 functional systems (attendance, leave management, personnel records and online application of HR processes e.g. Travel Order and Official Business).</p> <p>HRMIS system installed and operationalized in main site; Employees in the main site trained on the use of HRMIS; 100% of main site staff using functional HRMIS systems.</p> <p>Fingerprints of 70% of offsite employees registered in biometric machines</p> <p>Assignment of one (1) competent PHRMO staff working full-time in administering the HRMIS, including front-end functions</p> <p>Designated HRMIS point persons in departments maintaining the HRMIS</p> <p>Training module on HRMIS Application developed and ready for implementation</p>	<p>HRMIS for performance management and RSP have yet to be developed.</p> <p>HRMIS not yet installed in offsite offices</p> <p>Training of offsite office staff on the HRMIS has yet to be conducted.</p> <p>Backlog in updating HR records.</p>	<p>Performance management and RSP systems have yet to be enhanced.</p> <p>Biometric Machines integrated in HRMIS have yet to be purchased and installed in offsite offices.</p> <p>Inadequate personnel to perform the front-end functions of the system, including updating of HR records</p> <p>Recruitment of competent staff further hampered by lack of plantilla item for IT position in PHRMO.</p>	Using the HRMIS Application	25	Offsite PGA Offices	All positions	Permanent

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment
5300 Staff recruitment, selection and succession planning processes are merit based gender sensitive and comply with government requirements.	Recruitment/Placement of right people in the right jobs	Some competent job order employees hired for permanent positions	The recruitment and selection system is not documented. Some qualified recruits (based on QS requirements) do not have needed competencies to perform on the job.	Minimum Requirements for positions do not specify competencies and qualifications needed to effectively perform functions of the position. No system for evaluating competencies Inadequate competencies of HRMO personnel responsible for RSP	30	PHRM O RSP Division , HRM Scholar s and selecte d AO's	Administrati ve Officer	Permanent	
	Installed Competency and Merit-based RSP system – Established gender sensitive and merit-based criteria and guidelines – Strengthened RSP policies and guidelines in accordance with CSC issuances – Installed Databank of Applicants	Existing RSP process compliant with CSC policies and guidelines and provides equal opportunities for all applicants	Some existing positions are not matched with actual functions performed and not aligned with the organisational structure. Existing RSP process does not evaluate competencies of candidates to vacant positions.	Job mismatch Unclear organisational structure Inadequate competency to conduct organisational review and redesign PHRMO lacks competency to develop and implement RSP system and process.	30  27  27  29	PHRM O, HRM Scholar s and selecte d AO's	Administrati ve Officer	Permanent	



SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers			
		Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment	
	Fully functioning Promotion and Selection Board (PSB)	PSB established in the PLGU PSB participation in deliberations as part of its functions	PSB members have limited exercise of their functions.	The functions of the PSB are unclear. PSB members' perception that PSB functions are only for compliance. PHRMO personnel were not able to review the composition and functions of PSB. System to guide PSB in the implementation of the RSP system is not in place.	None					
	PHRMO and Department Heads jointly implementing RSP system	PHRMO and department heads able to perform RSP functions under the current system (applying CSC OS Standards)	Disapproved/ invalidated/ returned defective appointments by CSC for existing and new positions.	Lack of competency on data evaluation and review of appointment papers among departments Unclear procedure in creation of positions by department heads. CSC circulars on RSP not disseminated to other departments.	Implementing a Recruitment, Selection and Promotion (RSP) System Reviewing appointment papers Documenting RSP processes	27 27 25	PHRMO and 11 RRDs	Head and Asst. Department Head	Permanent	

SLRM Key Result Statements	Performance Indicators	Current Status			Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps		Competency Gaps	Officers	Position/s
	Competency-based job descriptions developed for all PLGU positions	Position description forms (PDFs) available for all existing positions	Job descriptions are not well-defined in the PDF. Competencies are not included in the job descriptions.	PHRMO staff does not have ability to develop competency-based job descriptions.	28	PHRMO and 11 RRDs	Administrative Officer	Permanent
5400 A monitoring and evaluation system is used to report on the performance of the HRMDP and capacity development program for the road sector.	HRMDP generates reports on the performance of the HRMDP and capacity development program of the road sector.	None yet	Performance of HRMD programs is not reported.	M&E system that will generate reports has yet to be established.	30			
	HRMDP Monitoring and Evaluation System established	None yet	M&E system has yet to be established.	PHRMO has limited competency in establishing and installing an M&E System.	26	PHRMO and 11 RRDs	Administrative Officer	Permanent
* The PLGU implements capacity development programs for staff development and a staff performance evaluation	Installed and implemented systems: – Rewards and Recognition System – Performance Evaluation System – Human Resource Development System	PMS, HRD, and Rewards and Recognition prioritised in PGA HR Strategic Directions Administrative Officers (performing HR functions in their respective departments) oriented on SPMS by CSC	No systems for: – Competency-based Performance Management – Performance-based Rewards and Recognition – Competency-based HRD	PHRMO lacks capacity to develop these HRMD systems.	30	PHRMO and 11 RRDs	Administrative Officer	Permanent

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Officials	Position/s	Status of Employment
System that informs personnel rewards and incentives.					<ul style="list-style-type: none"> <li>- Rewards and Recognition System</li> <li>- HRD System</li> <li>Managing Change (systems)</li> </ul>	24 30 29			
	Staff development programs address competency gaps identified in performance evaluation	PGA personnel attended training programs provided by national oversight agencies.	Training activities are not guided by TNA.	TNA has not been conducted.	Planning human resource development interventions (including assessing training needs and identifying appropriate HRD interventions)	30	PHRM O and 11 RRDs	Administrative Officer	Permanent
	PHRMO and PRAISE effectively implement Performance-based Rewards and Recognition programs	PRAISE Committee created in PGA in 2005	PRAISE Committee is not fully functional <ul style="list-style-type: none"> <li>- Salary increases are implemented across-the-board.</li> <li>- Rewards are not performance-based.</li> </ul>	Rewards and Recognition System that will guide the administration of rewards and incentives need to be installed.	Installing a Rewards and Recognition System	24	PHRM O and 11 RRDs	Administrative Officer	Permanent

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers		
		Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment
* Workforce management and other HR concerns are mainstreamed at different levels of LGU management.	Strategic HR functions mainstreamed to departments – Clearly defined, communicated and performed HR Roles in the departments by heads and AOs	Some HR roles have been clarified and are being performed by department heads (such as attendance monitoring, recommending regularisation of staff, addressing HR issues within the department, etc.)  12 RRD Heads and Assistant Dept. Heads clarified their RR roles through HRD interventions implemented (leadership development, change management, role clarification)	Some Dept. Heads have not fully performed strategic HR functions.  Some HR systems are not well-defined and not yet in place (e.g. grievance, employee discipline) to effectively cascade HR functions to the departments.	Dept. Heads and Asst. Dept. Heads have not been prepared to perform strategic HR functions. – Other departments (26) have not attended workshops to clarify their HR roles  PHRMO does not have the capacity to develop and cascade HRMD systems.	Developing HRMD Systems  Preparing and delivering orientation/presentation activities	27  21	PHRMO and 11 RRDs	Department Heads and Administrative Officer	Permanent

SLRM Key Result Statements	Performance Indicators	Current Status			Competency Gaps	Priority Score*	Job Performers			
		Accomplishments	Performance Gaps	Reasons for Gaps			Officers	Position/s	Status of Employment	
	HR Policies are implemented and followed at the department level.	<p>Creation of Aklan Provincial Government Association of Administrative Officers (APGAAO) that provides venue for discussion of HR matters and HR issues within their respective departments</p> <p>Provision of updates on HR policies, issuances and other HR matters during departmental meetings by some AOs</p>	<p>APGAAO has not yet fully established its organisational identity in PGA; not yet fully functional.</p> <p>Cascading of HR information is not performed by some AOs.</p>	<p>APGAAO is newly created.</p> <p>Lack of confidence of some AOs to disseminate information</p> <p>HR roles of AOs in some departments are not clear.</p>	None					

## Prioritising Competency Gaps

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Developing and installing a Strategic Performance Management System (SPMS)	<p>Current PMS does not capture the actual performance of employees and high performers are not recognised.</p> <p>Productivity Incentive Bonus is administered across-the-board since all performance ratings are VS, even for non-performers. Therefore, PIB is not serving its purpose since personnel evaluation is not performance-based but for compliance only.</p>	10	Compliance to CSC MC No. 6 s. 2012, "requiring all LGUs to have an installed SPMS by January 2014"	10	<p>Continued inefficiency because performance is not monitored, evaluated and enhanced -- may discourage and demoralise personnel who perform well -- may produce conflict among employees because of potential work overloading and under loading</p> <p>Increase in personnel cost because LGU may have to hire additional and more competent personnel to do the job. As a result, LGU will have difficulty in achieving its targets and strategic goals.</p>	10	30
Planning Human Resource Development (HRD) Interventions * including assessing training needs and identifying appropriate HRD interventions)	Identification of training programs and participants are not need-based and results in lost investment.	10	Proposed for implementation within this year (2014)  PAHRODF initiatives to help PGA to develop merit-based system will not be sustained if competency in this area is not developed.	10	Investment in people will not be fully optimised that could lead to lack of budget or support for HRD programs.	10	30

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Developing and installing a Human Resource Development (HRD) System *Including Targeting/Selecting participants to HRD Interventions	Training programs attended by employees have no return of investments and expectation because learning interventions are not responsive to actual learning and development needs. Attendance to training programs are for compliance only and learning is not applied in the workplace. Ineffective selection/targeting of participants have led to non-completion of critical outputs that need to be produced after training (e.g., risk assessment matrices, process flowcharts, plans, etc.).	10	Should be conducted within this year (2014) to follow through on PAHRODF intervention that has been implemented (Strategic HRD Planning)	10	Lack of improvement on performance which will result to poor image of the organization and continued waste of investment on training.	10	30
Preparing budgets based on plans Monitoring budget utilisation	Big loss for the LGU in terms of human resource cost and time invested in HRMD interventions	10	For year 1 (2014) implementation. Needed to address waste of investment on training programs. Can be incorporated in the design of planning and system development interventions.	10	Unplanned training programs will lead to continued poor performance and waste of budget because participants are not properly targeted and able to apply learning in the workplace.	10	30
Reviewing and redesigning an organisational structure	Some existing positions that are not matched with functions and not aligned with the organizational structure leads to low performance (due to overlapping of functions,	10	For implementation in 2014. Critical to improve the structure and staffing before installing competency/merit-based HR systems.	10	Jobs, responsibilities and deliverables of offices that are not well-defined will hinder delivery of quality services and achievement of organisational goals. Cost of inefficiency will increase.	10	30

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
	unperformed jobs, etc.) and lack of opportunities for professional advancement (e.g., no next-in-line for critical positions). High cost of salaries for unperformed jobs						
Developing competency models	Knowledge, skills, abilities, attitudes and traits required to employees to achieve peak job performance are not identified and well-defined.	10	For implementation in 2014 Competency models will serve as foundation for the development of competency based HR systems	10	Job fit and high performance will not be achieved.	10	30
Managing Change (systems)	Changes of systems introduced hinder the capacity of PHRMO to transition from transactional to strategic role in PGA.	9	Proposed for implementation within this year (2014) as a component of planning and systems development interventions PAHRODF initiatives to help PGA to develop merit based system will not be sustained if competency in this area is not developed.	10	Inefficiencies in HR systems will continue if new systems will not be installed.	10	29
Developing Competency-Based Job Descriptions	Demoralization among and overburdening of employees due to multi-tasking Quality of service is affected by poorly designed functions performed by staff.	10	Should ideally be implemented soonest to mitigate potential risk of decline in performance of competent staff Would be a component of the RSP system development for implementation in Year 2	8	Continued inaccuracy of job descriptions will increase inefficiency in performance of jobs. Inefficiency leads to high cost of services.	10	28



Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Developing and installing a Recruitment, Selection, and Promotion (RSP) System  Developing an RSP Manual	There are instances of applicants hired for permanent positions who are not suited for the job.  There is no reference document that guides PHRMO and AOs in processing appointments; this resulting in disapprovals or invalidations by CSC.	9	Competency models need to be developed first before developing the competency-based RSP system.  Can be scheduled as a follow-up through intervention of PAHRODF on competency modelling.	8	Continued recruitment and selection of job misfits will translate to low level of performance that is costly for PGA.  Demoralisation among high performing employees increases risk of losing them.  Practice of political accommodation in hiring will continue.	10	27
Reviewing appointment papers	Disapproved/ invalidated/ returned defective appointments by CSC for existing and new positions. Not a good indicator that PGA can properly act on appointments.	9	The PGA needs to maintain or level up CSC accreditation.  PHRMO should improve its credibility as a leading office in managing and developing PGA human resources.	9	Inefficient processing of appointments may yield more CSC disapproval and result in PGA's loss of PRIME HR accreditation.	9	27
Strategic Planning  Planning and implementing strategic HRM	Absence of HRMD Plan that will guide the PGA in identifying HRMD programs.  Functions of PHRMO are transactional and reduce the office's contribution to the achievement of overall PGA goals.	10	Installation of strategic HRMD systems is mandated by CSC under PRIME-HRM. Deadline of submission of the plan was last May 2013.  Integration of HRMD Plan in time for budgeting in September 2013  The transition from transactional to strategic role is part of the vision of the PHRMO.	7	PHRMO will not be able to successfully transition to a strategic role -- and fail in achieving its vision.  Investment in people will not be fully optimised that could lead to lack of budget or support for HR programs.	10	27

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
			However, the HR Core Team has been trained in strategic planning and the concepts and principles can be applied in HRMD planning.				
Developing and installing a Monitoring and Evaluation (M&E) system	Lack of data on effectiveness of HRMD programs does not provide opportunities to achieve desired results and improve HR services.	8	M & E was a component of the HRD Planning intervention that has been implemented in 2013. The concepts and principles can be applied in the design of M&E for other HRMD programs.	8	HRMD programs may deteriorate because of lack of data to serve as basis for continuous improvement. Increasing cost of delivering HR services and lack of return on investment/expectations	10	26
Documenting RSP (and other HRMD) processes	Most HR systems are undocumented which cause confusion and result to poor decision-making. Unclear procedures in creation of positions lead to disapprovals by CSC.	9	The systems need to be developed before they can be documented. Hence, interventions to address this competency gap can be imbedded in the design of other interventions.  In addition to documentation of current HR practices, it is also critical to document new systems that will be developed starting year 1.	7	Lack of documented HR processes can lead to continued inefficiency in processing of appointments that may result in more CSC disapprovals and revocation of PGA's PRIME HR accreditation.	9	25
Developing and installing a Rewards and Recognition System	Low morale and self-confidence were noted among high performing employees who are not being recognised.	9	This HR area was identified as a priority in the PGA HR strategic directions but can only be successfully implemented if there is an effective system for evaluating employee performance.	6	High probability that top performing employees will look for another job where their potential can be recognized.	9	24

Competency Gaps	Seriousness	Score	Urgency	Score	Growth Potential	Score	Total
Using the HRMIS Application	HRMIS applications are not optimised to support decision-making in PGA.	8	The system has been developed and just needs to be adopted by all PGA personnel to be fully utilised.	7	Manual processes will continue, where more an efficient alternative (computerisation) is already set in place. Investment in HRMIS will be wasted.	8	23
Preparing and delivering orientation/presentation activities	HRMD programs and guidelines are not properly and clearly cascaded to other departments adversely affecting performance in their implementation. However, departments (especially RRDs) have been engaged in planning processed and are better aware of developments and activities in HRMD.	6	New HRMD systems will be introduced in PGA in 2014 and need to be cascaded clearly to all departments at all stages of the installation.	7	Needed support for strategic HRMD will not be generated from PGA employees (especially other departments) where communication is limited.	8	21

# HRD PLAN IMPLEMENTATION MATRIX

(Calendar Year 2014)

Desired Outcome/s	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements					Source of Funds
				Number	Office/s	Positions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsorship	Other	
Staff performance evaluation system that informs personnel rewards and incentives fully installed	Strategic Performance Management System (SPMS) Policies, procedures, tools and guidelines SPMS Manual	Participants will be able to develop and document the system for managing performance of PGA employees.	Installing a Strategic Performance Management System -- Training/ Workshop (5 days) -- Coaching (15 days)	26	PHRMO and 11 RRDS	Administrative Officers													Resource Person Selected HRD Core Team	Venue: ATC	Memorandum Issued by LCE		PGA	
L&D system is fully installed and guides the implementation of strategic learning and development intervention	HRD System (Policies, procedures and tools) HRD Manual/ Guidebook Design of training modules -- Training and facilitation guides (for identified training modules) -- Monitoring and evaluation	Participants will be able to plan, implement and evaluate learning and development programs to respond to identified competency gaps of PGA employees.	Strengthening Learning and Development Policies, Systems and Processes -- Training/ Workshop (16 days) -- Coaching (50 days)	16	12 RRDS	Administrative Officers													Resource Person Selected HRD Core Team	Venue: ATC	Memorandum Issued by LCE		PGA and PAHRODF	



Desired Outcome/s	Outputs to be Produced	Learning Objectives	Proposed HRD Intervention	Target Learners			Planned Schedule												Support Requirements					Source of Funds
				Number	Offices	Positions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Financial	Human Resource	Logistic	Executive Sponsorship	Other	
Rationalized and standardized organizational structure and aligned positions within each department	departments  Organisational Assessment tools and guidelines Analysis of Organisational Structure and Staffing Levels  Proposed Organisational Structure and Staffing Pattern/Compiment	demonstrate behaviours that are consistent with core values of PGA; and cascade the values to their respective departments.  Participants are able to expound on concepts and processes in organisational design and staffing and demonstrate beginning skills in:	PGA Organisational Review and Redesign -- Training/Workshop (5 days) -- Coaching (32 days)	16	12 RRD's	Administrative Officers													P 220,000.00	Resource Person, Selected HRD Core Team	Venue: ATC	Memorandum Issued by LCE		PHRMO



## SCHOLARSHIP IMPLEMENTATION MATRIX

(Calendar Year 2014)

Fields of Study	Proposed Courses	Target Participants			Planned Schedule	
		Number	Office/s	Position/s	Term 1 (2015)	Term 2 (2015)
Monitoring and Evaluation of Training	Masters in Monitoring and Evaluation	2	PHRMO, PPDO	AO, Planning Officer	x	
Performance Appraisal and Rewards System	Masters of Human Resource Management	1	PHRMO	Administrative Officer		x
Technical Writing	Short course on Technical Writing	3	PHRMO	Administrative Officer		x



## COST ESTIMATE FOR HRD INTERVENTIONS

(Calendar Year 2014)

Proposed HRD Interventions	Number of Participants	Duration (days)	Professional Services Fees (PSF)				Out-of-Pocket Costs (OPC)							TOTAL		
			Pre-Implementation	Implementation	Post-Implementation	Sub-Total	Supplies and Materials	Printing and Reproduction	Venue and Accommodation	Transportation	Communication	Miscellaneous/Contingency	Sub-Total			
Strengthening Learning and Development Policies, Systems and Processes	16	66								Php48,000.00 (PGA Counterpart)						Php48,000.00 (PGA Counterpart)
PGA Organisational Review and Redesign	16	37		Php64,500.00		Php64,500.00		Php2,000.00	Php5,000.00	Php128,000.00						Php19,950.00
Development of Competency Models (for 3 remaining RRDs)	16	30		Php56,000.00		Php56,000.00		Php2,000.00	Php5,000.00	Php62,400.00						Php20,540.00
Values Re-orientation (Proposed developmental intervention)	16	3		Php19,500.00		Php19,500.00		Php2,000.00	Php5,000.00	Php25,600.00						Php5,210.00
Installing a Strategic Performance Management System (SPMS)	16	20														
<b>TOTAL</b>	<b>80</b>	<b>156</b>		<b>Php120,500.00</b>		<b>Php140,000.00</b>		<b>Php4,000.00</b>	<b>Php10,000.00</b>	<b>Php279,000.00</b>						<b>Php332,100.00</b>
																<b>Php473,000.00</b>



## MONITORING AND EVALUATION PLAN

Intervention Title	Installing a Strategic Performance Management System
Planned Schedule	February 2014
Target Learners (Office/Positions)	PHRMO staff and AOs responsible for administering the performance management system
Number of Participants	26
Financial Requirement	
Source of Funds	PHRMO

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	Installed Strategic Performance Management System (SPMS) that informs personnel rewards and incentives	Interview Work review	Department Heads Employees Accomplished SPMS Tools	a year after the intervention	Process Owner: PHRMO PMS and Learning and Development Division
Level 3: Application	Participants apply learned concepts and processes to develop and document the system for managing performance of PGA employees.	Strategic Performance Management System (SPMS) Policies, procedures, tools and guidelines SPMS Manual	Participants' Outputs CSC SPMS implementation guidelines Feedback from department heads	6 months after intervention	Process Owner: PHRMO PMS and Learning and Development Division PGA M&E Committee

Level 2: Learning	Participants are able to expound on concepts and processes in strategic performance management and develop basic guidelines and tools for: <ul style="list-style-type: none"> <li>a. establishing employee performance goals;</li> <li>b. monitoring performance and providing coaching as needed; and</li> <li>c. evaluating performance against set goals</li> </ul>	Pre and Post Test Skills observation on learning exercises Review of work samples	Facilitator's observation sheets Work samples Test Results	During the intervention	Facilitator and Training team
Level 1: Learners' Reaction	Attainment of the learning objectives Participant's satisfaction with the effectiveness of learning environment	Post Training Intervention Evaluation Sheets	Participants	At the end of training intervention	Training team

Intervention Title	Strengthening Learning and Development Policies, Systems and Processes
Planned Schedule	June – July 2014; 66 days
Target Learners (Office/Positions)	PHRMO Learning and Development Division, AOs from other departments
Number of Participants	20
Financial Requirement	48,000.00 (PGA counterpart)
Source of Funds	PGA and PAHRODF

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	L&D system is fully installed and guides the implementation of strategic learning and development intervention.	Documents review Interview of supervisors	PHRMO L&D and AOs of RRDs Accomplishment Report Department Heads	After the full implementation of HRD plan	Process Owner: L&D Division head and staff
Level 3: Application	Participants install learning and develop system Asses training needs Design training programs Manage and facilitate learning activities	Documents review Observation of learning activities Interview of supervisors Interview of participants	L&D Accomplishment Report of Departments represented by learners HRD Plan Department Heads Participants	1 year after the intervention	Process Owner: L&D Division head and staff, AOs

Level 2: Learning	Participants will be able to plan, implement and evaluate learning and development programs to respond to identified competency gaps of PGA employees.	<p>Assessment of work samples (plans and tools)  Observation of training delivery by participants  Evaluation of training delivered by participants  HRD System ( Policies, procedures and tools)  HRD Manual/Guidebook  Design of training modules  -- Training and facilitation guides (for identified training modules)  -- Monitoring and evaluation tools  -- Handbook on training management (including job aids like TNA tools, M &amp;E instruments, etc.)  Training needs assessment (TNA) of core PRMF-related offices  Assessment of career planning and succession planning/ leadership development processes, and recommended improvements (scholars' output/REAP)</p>	<p>Accomplished planning worksheets  Evaluation reports  Training designs and other training outputs</p>	During the intervention	Training Facilitators
Level 1: Learners' Reaction	Achievement of learning objectives, participants' satisfaction with the learning environment	Feedback form	Participants	After the intervention	Training management

Intervention Title	Organisational Review and Redesign
Planned Schedule	September - October 2014 (Live out)
Target Learners (Office/Positions)	PHRMO staff responsible for reviewing and redesigning Organisational Structure and AOs of different departments:
Number of Participants	16
Financial Requirement	P 220,000
Source of Funds	PHRMO

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Schedule	Person/s Responsible
Level 4: Desired Outcome	Installed Competency and Merit-based RSP system anchored on a rationalized and standardized organizational structure and aligned positions within each department	Interview Work review	Department Heads and participants Approved Organisational Structure and staffing pattern	a year after the intervention	M&E Team of PGA (Development Administration Committee)
Level 3: Application	Participants apply learned concepts and processes in: a. developing a proposed organisational structure with staffing complement b. formulating organisational assessment guidelines c. creating new positions using approved guidelines	Organisational Assessment tools and guidelines Analysis of Organisational Structure and Staffing Levels Proposed Organisational Structure and Staffing Pattern/Complement Guidelines for the creation of new Validation sessions Output review	Participants' Outputs Guidelines for the creation of new positions Organisational assessment guidelines Feedback from department heads	6 months after intervention	PGA Restructuring Committee

Level 2: Learning	<p>Participants are able to expound on concepts and processes in organisational design and staffing and demonstrate beginning skills in:</p> <ol style="list-style-type: none"> <li>a. reviewing and assessing the current organisational structure and staffing pattern</li> <li>b. developing organisational assessment tools and guidelines</li> <li>b. enhancing the guidelines for the creation of new positions</li> </ol>	<p>Pre and Post Test Skills observation on learning exercises Review of work samples</p>	<p>Facilitator's observation sheets Work samples Test Results</p>	During the intervention	Facilitator
Level 1: Learners' Reaction	<p>Attainment of the learning objectives Participant's satisfaction with the effectiveness of learning environment</p>	<p>Post Intervention Evaluation Sheets</p>	<p>Participants</p>	At the end of intervention	Training Team



Intervention Title	Development of Competency Based Job Descriptions and Competency Models of 4 remaining RRD's not covered by PRMF and PAHRODF interventions
Planned Schedule	October - November 2014
Target Learners (Office/Positions)	Administrative Officers from: PHRMO (RRD) 11 RRD
Number of Participants	16
Financial Requirement	P146,000.00
Source of Funds	Training Budget/PHRMO

Levels of Evaluation	Indicators (What will you measure?)	Methods/ Tools	Data Sources	Frequency	Person/s Responsible
Level 4: Desired Outcome	Updated competency-based Job Descriptions and Competency Models for technical positions.  Standardised policies and guidelines in developing job descriptions and competency models	Documents review	Approved compilation of competency-based Job Description  Units responsible for developing job descriptions (PHRMO RSP and Learning and Development divisions)  Administrative Officers of other departments  Checklist of job description and competency models for technical positions per department	4 months after intervention	Process Owner: PHRMO RSP and Learning and Development Division
Level 3: Application	Participants develop job descriptions and competency models applying set policies and guidelines.	Documents review	Administrative Officers of other departments. Compilation of Competency Models of 4 remaining RRD's not covered by PRMF and PAHRODF interventions Compilation of competency-based job descriptions for RRD positions. Policies and guidelines on	2 months after intervention (depending on the number of technical positions in RRDs not covered in current competency modelling projects of HRODF and PRMF)	Process Owner: PHRMO RSP and Learning and Development division  PGA M&E committee

Level 2: Learning	Participants are able to: identify competencies needed for specific positions; conduct task analysis to generate job descriptions; identify elements of policies and guidelines for preparing competency-based job descriptions.	Review of intervention outputs Pre-Test and Post Test	updating/changing of job description to fit organizational needs. Job descriptions and competency models for technical positions per department developed by AO's	During the intervention	Facilitator and Training team
Level 1: Learners' Reaction	Achievement of intervention objectives Favourable feedback on effectiveness of learning environment	Post Intervention Evaluation Sheets	Participants	At the end of intervention	Facilitator and Training team



## **ANNEX 4:**

# **LIST AND DEFINITION OF PRIORITISED COMPETENCIES IN THE SLRM KEY REFORM AREAS**

## LIST AND DEFINITION OF PRIORITISED COMPETENCIES IN THE SLRM KEY REFORM AREAS

COMPETENCY	DEFINITION
<b>Annual Investment Planning</b>	Implementing a timely, consultative, and harmonized planning process in identifying and allocating funds for priority programs, projects, and activities aligned with PGA's over-all strategic directions
<b>Application of DILG Guidelines in Road Rehabilitation and Maintenance</b>	Complying with DILG Guidelines in road rehabilitation and maintenance to ensure compliance to DPWH technical standards for provincial roads.
<b>Application of NetR9 and R3</b>	Accurately capturing technical provincial roads data needed for road design with the proper use of the Trimble NetR9 Global Navigation Satellite System (GNSS) Reference Receiver and Trimble NetR3 GNSS Reference Sensor
<b>Asset Management</b>	Managing the process of operating, maintaining, upgrading, and disposing the LGU's tangible (e.g., buildings and equipment) and intangible (e.g., intellectual property) assets to optimise utilisation and value-for-money
<b>Audit Risk Assessment</b>	Identifying and analysing risks to the achievement of operational objectives in order to better manage audit risks
<b>Business Planning</b>	Formulating a plan for establishing and sustaining business ventures aimed at generating local revenue for the province, including business goals, products, financial projections, and resource requirements
<b>Cash Management</b>	Managing the process of collecting, handling, disbursing and investing cash to ensure the LGU's financial stability and solvency
<b>Climate Change Adaptation</b>	Planning for effects of extreme weather events on road projects to mitigate or prevent risks of damage
<b>Coaching</b>	Facilitating the development of specific outputs or completion of tasks by providing effective guidance, giving and eliciting constructive feedback, and sustaining motivation through demonstrated support
<b>Competency Modelling</b>	Defining the clusters of knowledge, skills, and attitudes that are needed to effectively perform functions and tasks of specific positions
<b>Development of Competency-based Job Description</b>	Integrating competency requirements in job descriptions to adequately define needed qualifications of position holders

COMPETENCY	DEFINITION
<b>Development of Environmental Management Plan (EMP)</b>	Formulating site-specific plans for identifying, managing and monitoring potential environmental and social impacts and issues relative to provincial road projects
<b>Disaster Risk Reduction Management</b>	Mainstreaming disaster prevention, mitigation, preparedness, responsiveness, rehabilitation and recovery in the design and execution of road projects to anticipate and mitigate disaster risks
<b>eBudget Application</b>	Accessing and using the government's eBudget system in an accurate and timely manner to facilitate the release of DBM documents during budget execution
<b>eProcurement Application</b>	Accessing and using the government's eProcurement system to manage the bidding process in procuring goods and services
<b>Equipment Management</b>	Formulating measures and strategies to ensure that construction/maintenance heavy and light equipment are maintained in optimal working condition to ensure safety of users and minimise repair costs
<b>Equipment Operation</b>	Proper use of construction/maintenance heavy and light equipment guided by familiarity with its features and conditions for its operation
<b>Facilitating</b>	Guiding groups in discussions or processes for collectively assessing needs and issues, making decisions, and developing plans towards achievement of agreed-upon goals or objectives
<b>Flowcharting</b>	Developing a graphic representation of steps in a process for use in analysing, designing, documenting, improving, or managing the process
<b>Harmonizing Planning and Budget Processes</b>	Reconciling the process of formulating different PLGU plans and budgets to ensure that strategically-prioritised sectoral and departmental plans, programs and activities (PPAs) are consistently included and budgeted
<b>HR Systems Development and Implementation</b>	Developing, installing and implementing policies, systems and processes for managing and developing human resources to ensure high level of performance among employees
<b>HRMIS Application</b>	Accessing the Human Resource Management and information System (HRMIS) to update employee information and conduct personnel transaction
<b>ICS System Analysis and Design</b>	Assessing the efficiency and effectiveness of internal control structures and designing systems to ensure that functions and activities of the PLGU contribute to achieving strategic, financial, and operational goals

COMPETENCY	DEFINITION
<b>Implementation of Road Safety Awareness Campaign</b>	Conducting information, educational, and communication (IEC) activities among relevant stakeholders to raise their awareness on the importance of road safety and encourage them to comply with and promote road safety laws and policies
<b>Internal Control</b>	Applying systems and procedures to ensure operational efficiency, safeguard organisational assets and resources, and deter errors and fraud
<b>Local Government Taxation</b>	Applying relevant legislations on local taxation in crafting and implementing the PLGU local revenue code
<b>M&amp;E Systems Development and Installation</b>	Developing and implementing a process to objectively assess if activities of a plan, program or project are producing the desired results and outcomes
<b>Managing Change</b>	Proactively adapting to new processes and procedures that are needed to enhance organisational efficiency and productivity
<b>Manual Development</b>	Designing and producing a documentation of processes, procedures, tools, and other reference materials that is readable and easy for users to follow
<b>Meeting Documentation</b>	Preparing accurate and timely minutes of pre-procurement and pre-bid conferences, bidding, post-qualification, and other procurement activities
<b>Meeting Management for the Infrastructure Committee</b>	Organising, conducting, and evaluating meetings to ensure that all planned agenda items are discussed and documented for effective follow-up on agreed actions and responsibility centers
<b>Module Development</b>	Designing and developing orientation materials aimed at conveying information to a specific audience (e.g., procurement process)
<b>Organisational Review and Redesign</b>	Assessing the effectiveness of the current organisational structure and recommending necessary changes to enhance operational efficiency
<b>Partnership-Building</b>	Identifying opportunities for and establishing and maintaining strategic linkages and relationships with internal and external stakeholders to achieve mutual interests and goals
<b>PHILGEPS Application</b>	Accessing and uploading recent and accurate information and communication relative to the conduct of procurement procedures through the Philippine Government Electronic Procurement System (PHILGEPS)

COMPETENCY	DEFINITION
<b>Plan-Based Budget Preparation, Utilisation, and Monitoring</b>	Managing financial resources effectively by ensuring that allocation and utilisation of budget is based on planned activities
<b>Preparation and Evaluation of Appointments</b>	Applying established CSC criteria and guidelines in evaluating proposed appointments and preparing the necessary documentation requirements
<b>Presentation</b>	Delivering messages and ideas during planned communication activities in a manner that is appropriate to the needs and characteristics of the targeted audience
<b>Process Documentation</b>	Developing a written description of a series of actions/steps that are taken in transactions and processes, specifying roles, inputs, and deliverables
<b>Procurement Process Management</b>	Applying policies and provisions of RA 9184 in procuring of goods and services to optimize utilisation of PLGU resources
<b>Project Management</b>	Developing feasible project proposals, and effectively implementing, monitoring, and evaluating planned activities against set timelines and performance indicators to ensure achievement of project goals and objectives
<b>Provincial Road Network Development Planning</b>	Formulating plans in consultation with key stakeholders for the development and maintenance of an efficient provincial roads network to strategically support the development thrust of the LGU
<b>Real Property Valuation</b>	Applying effective methods in developing sound and reliable estimates of fair market value of real estate in the PLGU
<b>Research and Data Evaluation</b>	Collecting and analysing relevant data to support recommendations and facilitate decision-making
<b>Revenue Generation Planning</b>	Defining, administering, and maintaining schedules for realising revenue from sales of products and services as required by the Bureau of Local Government Finance (BLGF)
<b>Strategic Financial Management Planning</b>	Formulating a plan for allocating financial resources, reducing costs, and managing investments to ensure that the LGU has sufficient resources to sustain initiatives and achieve broad long-term goals
<b>Strategic HRM Planning</b>	Formulating plans along the different human resource management systems to facilitate the engagement (optimal acquisition, utilisation, and maintenance) of human resource in accordance with Civil Service laws and rules and pursue the PLGU strategic directions and development priorities
<b>Technical Writing</b>	Presenting complex technical concepts and ideas into reports and other written materials containing



COMPETENCY	DEFINITION
	information that is clear and easily understood by its intended readers
<b>Traffic Data Collection and Gathering</b>	Collecting, recording, and consolidating traffic data (volume of traffic per vehicle type per road section) needed in road design in accurate and timely manner using standard templates
<b>Training Design and Development</b>	Developing the design of training and development interventions to facilitate the learning process, including setting learning objectives, identifying and sequencing content, selecting learning methods, and developing training materials
<b>Training Needs Analysis</b>	Assessing competency gaps and recommending appropriate interventions to close identified gaps

Legend:  KRA 1  KRA 2  KRA 3  KRA 4  KRA 5  All KRAs

# **ANNEX 5:**

## **HRD IMPLEMENTATION PLAN 2014**

Tasks/ Activities	Responsible Person/Unit	Outputs	Duration (Days)	November 2013	December 2013	January	February	March	April	May	June	July	August	September	October	November	December	January 2015	
				Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4
<b>1 Preparation for HRD Plan Implementation</b>																			
1.1 Mobilise the expanded HR Core Team		Established and institutionalised expanded HR Core Team	1 week																
1.1.1 Conduct planning session to clarify assignments for the year	PHRMO L&D Division																		
1.1.2 Formalise their involvement through the necessary/issuance/s			1 week																
1.2 Communicate the strategic HRD Plan to key stakeholders		Developed and delivered communication program and materials/collaterals	2 days																
1.2.1 Plan and develop channels of communication and feedback	PHRMO L&D Division with HR Core Team		1 day																
1.2.2 Schedule meetings and presentations			7 days																
1.2.3 Plan and develop communication			2 weeks																
1.2.4 Launch the communication program			Regular monthly																
1.2.5 Conduct regular communication activities																			
1.3 Establish the Trainers' Pool		Established and institutionalised Pool of Trainers	1 week																
1.3.1 Establish roles and guidelines in the development and participation of the Trainers' Pool in HRD	HR Core Team		1 week																
1.3.2 Identify technical experts within the PGA who can be tapped as resource persons in HRD activities			1 day																
1.3.3 Conduct a meeting to orient them about the roles and responsibilities of the Trainers' Pool and get their support			1 week																
1.2.4 Formalise their involvement through the necessary/issuance/s																			
<b>2 HRD Planning for 2015 (Update)</b>																			
2.1 Validate planned HRD interventions for 2015		Departmental Competency Gaps	1 month																
2.1.1 Collect data from departments regarding identified competency gaps along priority programs and proposed HRD interventions	PHRMO L&D Division with HR Core Team		2 weeks																
2.1.2 Update HRD Plan to reflect planned and new interventions (if any)		Draft HRD Plan 2015	6 weeks																
2.1.3 Prepare budget estimates for planned interventions		Validated HRD Plan 2015	2 month																
2.1.4 Validate and finalise proposed interventions for 2015 with top management		Budgeted and harmonised HRD Plan	1 day																
2.1.5 Submit plan for inclusion in AP and other PGA plans																			
<b>2.2 Institutionalise centralisation of budget for PGA-wide HRD interventions</b>																			
2.2.1 Develop proposal	PHRMO L&D Division with HR Core Team	Proposal re Centralisation of Training Budget	1 month																
2.2.2 Conduct consultations with PGA management		Validate and endorsed proposal	2 months																
2.2.3 Seek approvals		Approved proposal	1 month																

Tasks/ Activities	Responsible Person/Unit	Outputs	Duration (Days)	November 2013	December 2013	January	February	March	April	May	June	July	August	September	October	November	December	January 2015	
				Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4
2.2.4	Implement centralisation of budget	Implemented centralisation in the 2015 budget	During PGA budgeting																
<b>3</b>	<b>Implementation of HRD Activities</b>																		
3.1	Training in Real Property Valuation																		
	Develop HRD activity design and materials; invite resource persons	Training Design	1 month																
	Organise HRD activity (participants, venue, equipment, supplies, materials, etc.)	Organised Activity	3 weeks																
	Conduct activity	Updated SFMV of RPT	5 days																
	Conduct M&E activities	M&E Report	During activity and quarterly thereafter																
	Prepare report on the completed activity	Completion Report	1 week																
3.2	Cash Management and Its ICS for Collecting & Disbursing Officers																		
	Develop HRD activity design and materials; invite resource persons	Training Design	1 month																
	Organise HRD activity (participants, venue, equipment, supplies, materials, etc.)	Organised Activity	3 weeks																
	Conduct activity	Updated handbook for on Cash Management System for disbursing officers	3 days																
	Conduct M&E activities	M&E Report	During activity and annually thereafter																
	Prepare report on the completed activity	Completion Report	1 week																
3.3	Technical Writing, Manual Development for the RRDs																		
	Develop HRD activity design and materials; invite resource persons	Organised Activity	1 month																
	Coordinate activities for PGA	Reliable and friendly-user manual as a reference/ means of verification	3 days																
	Conduct M&E activities	M&E Report	During activity and annually thereafter																
3.4	Training on Enterprise Asset Management																		
	Develop HRD activity design and materials; invite resource persons	Training Design	1 month																



Tasks/Activities	Responsible Person/Unit	Outputs	Duration (Days)	2013																				
				November	December	January	February	March	April	May	June	July	August	September	October	November	December	January						
				Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	
Conduct activity		Localized Module on RA 9184	3 days																					
Conduct M&E activities		M&E Report	During activity and 6 months																					
Prepare report on the completed activity		Completion Report	1 week																					
<b>3.8 Training on Business Planning</b>																								
Develop HRD activity design and materials; invite resource persons	EEDD	Training Design	1 month																					
Organise HRD activity (participants, venue, equipment, supplies, materials, etc.)		Organised Activity	3 weeks																					
Conduct activity		Comprehensive business plan of the Economic Enterprise Development Department CDQS																						
Conduct M&E activities		M&E Report	During activity and monthly quarterly thereafter																					
Prepare report on the completed activity		Completion Report	1 week																					
<b>3.9 Annual Investment Planning</b>																								
Develop HRD activity design and materials; invite resource persons	PPDO	Training Design	2 weeks																					
Organise HRD activity (participants, venue, equipment, supplies, materials, etc.)		Organised Activity	3 weeks																					
Conduct activity		Department Annual Investment Plan	2 days																					
Conduct M&E activities		M&E Report	During activity and annually thereafter																					
Prepare report on the completed activity		Completion Report	1 week																					
<b>3.10 Development of EIMP, including orientation on Environmental Impact Assessment</b>																								
Develop HRD activity design and materials; invite resource persons	AKENRO (with PRMF)	Organised Activity	1 month																					
Conduct activity		Environmental Management Plans	3 days training + 2 days coaching																					
Coordinate activities for PGA		M&E Reports	During activity and 1 year thereafter																					

Tasks/ Activities	Responsible Person/Unit	Outputs	Duration (Days)	2015																								
				November	December	January	February	March	April	May	June	July	August	September	October	November	December	January										
				Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	
3.11 Harmonised Planning and Budgeting																												
Develop HRD activity design and materials; invite resource persons	PPDO & PBO	Training Design	1 month																									
Organise HRD activity (participants, venue, equipment, supplies, materials, etc.)		Organised Activity	3 weeks																									
Conduct activity		Approved Annual Budget prepared consistent with the Approved Annual Investment Plan wherein priorities of the long term plans of the province are considered																										
Conduct M&E activities		M&E Report	During activity and 6 months thereafter																									
Prepare report on the completed activity		Completion Report	1 week																									
3.12 Enhancing development competency on Flowcharting and Risk Assessment																												
Develop HRD activity design and materials; invite resource persons	APIAO	Training Design	1 month																									
Organise HRD activity (participants, venue, equipment, supplies, materials, etc.)		Organised Activity	3 weeks																									
Conduct activity		Finalized Flowcharts and Risk Assessment Matrices	3 days + coaching for all RRDs																									
Conduct M&E activities		M&E Report	During activity and annually																									
Prepare report on the completed activity		Completion Report	1 week																									
3.13 Benchmarking on Business Planning																												
Develop benchmarking design and materials; issue requests to benchmarking sites	EEDD	Benchmarking Design	1 month																									
Organise HRD activity (participants, transportation, tokens, etc.)		Organised Activity	3 weeks																									
Conduct activity		Benchmarking Report including list of best practices of other LGUs in business planning and its application to																										
		PGA																										

Tasks/ Activities	Responsible Person/Unit	Outputs	Duration (Days)	November 2013		December 2013		January		February		March		April		May		June		July		August		September		October		November		December		January 2015						
				Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4			
Conduct M&E activities		M&E Report	During activity and quarterly annually																																			
Prepare report on the completed activity		Completion Report	1 week																																			
3.14 Competency-Based Recruitment, Selection and Promotion (RSP) System Coordinate activities for PGA	PHRMO (with PAHRODF)	Organised Activity	3 weeks																																			
Conduct activity		Interview guides Handbook on recruitment, selection and placement policies, standards and processes	70 days																																			
Conduct M&E activities		M&E Report	During activity and quarterly thereafter																																			
3.15 Organisational Review and Redesign		Training Design	1 month																																			
Develop HRD activity design and materials; invite resource persons	PHRMO with HR Core Team	Organised Activity	1 month																																			
Organise HRD activity (participants, venue, equipment, supplies, materials, etc.)		Organisational Assessment tools and guidelines; Analysis of Organisational Structure and Staffing Levels; Proposed Organisational Structure and Staffing Pattern/Completion; Guidelines for the creation of new positions	37 days																																			
Conduct activity		M&E Report	During activity and quarterly thereafter																																			
Prepare report on the completed activity		Completion Report	2 weeks																																			
3.16 Implementation of Road Safety Awareness Campaign		Training Design	2 weeks																																			
Develop HRD activity design and materials; invite resource persons	PEO																																					



Tasks/ Activities	Responsible Person/Unit	Output/s	Duration (Days)	November 2013	December 2013	January	February	March	April	May	June	July	August	September	October	November	December	January 2015	
				Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4	Wk1 Wk2 Wk3 Wk4
Organise HRD activity(participants, venue, equipment, supplies, materials, etc.)		Organised Activity	3 weeks																
Conduct activity		Action Plan for Implementation of Road Safety Campaign Road Safety/IEC	2 days																
Conduct M&E activities		M&E Report	During activity and 6 months thereafter																
Prepare report on the completed activity		Completion Report	1 week																
<b>3.17 Equipment Management and Operation</b>																			
Develop HRD activity design and materials; invite resource persons	PEO	Training Design	1 month																
Organise HRD activity(participants, venue, equipment, supplies, materials,		Organised Activity	3 weeks																
Conduct activity		Well-maintained equipment	3 days																
Conduct M&E activities			During activity and 6 months thereafter																
Prepare report on the completed activity		Completion Report	1 week																
<b>3.18 Skills Development and Capability Building Training Workshop for</b>																			
Develop HRD activity design and materials; invite resource persons	PTO	September Report	1 month																
Organise HRD activity(participants, venue, equipment, supplies, materials, etc.)		Organised Activity	3 weeks																
Conduct activity		Draft Revenue Generation Strategic plan	2 days																
Conduct M&E activities			During activity and monthly quarterly thereafter																
Prepare report on the completed activity		Completion Report	1 week																
<b>3.19 Development of Competency Models (of 4 remaining RRD's not covered by PRMF and PAHRDF interventions)</b>																			
Develop HRD activity design and materials; invite resource persons	PHRMO	Training Design	2 weeks																
Organise HRD activity(participants, venue, equipment, supplies, materials, etc.)		Organised Activity	3 weeks																

Tasks/ Activities	Responsible Person/Unit	Output/s	Duration (Days)	November 2013	December 2013	January	February	March	April	May	June	July	August	September	October	November	December	January 2015	
				Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4
Conduct activity		Completion of Competency Models of identified positions; Completion of competency-based job descriptions; Policies and guidelines on updating/changing of job description to fit organizational needs	30 days																
Conduct M&E activities		M&E Report	During activity and 4 months thereafter																
Prepare report on the completed activity		Completion Report	1 week																
<b>3.20 Benchmarking on Revenue Generation and Cash Management</b>																			
Develop benchmarking design and materials; issue requests to benchmarking sites	PTO	Training Design	1 month																
Organise HRD activity (participants, transportation, tokens, etc.)		Organised Activity	3 weeks																
Conduct activity		Benchmarking Report, including list of best practices of other LGUs in revenue generation and cash management and its application to M&E Report	5 days																
Conduct M&E activities		M&E Report	During activity and quarterly/annually thereafter																
Prepare report on the completed activity		Completion Report	1 week																

LEGEND:

Planned

Tenative; subject to scheduling of funding agency



# **ANNEX 6: CHANGE MANAGEMENT PLAN**

**Provincial Government of Aklan  
Strategic HRD Planning  
CHANGE MANAGEMENT PLAN**

**DEFINING THE CHANGE**

**CHANGE VISION**

PHRMO as a strategic partner in achieving PGA's Sustainable Local Road Management (SLRM) Reform Agenda through its leadership in building and enhancing competencies of employees to deliver road services.

**Objective of Change**

To facilitate the PGA's transition from opportunity-driven to needs-based and strategic management of human resource development programs and activities for its road sector.

Current Status	Desired Status	Change Issues	Actions Needed
1. Learning and development system has yet to be put in place.	<ul style="list-style-type: none"> <li>Mechanisms for planning, implementing, monitoring and evaluating, and sustaining PGA learning and development programs are in place.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate competency to establish the system</li> </ul>	<ul style="list-style-type: none"> <li>Enhance competencies for HRD system development</li> </ul>

Current Status	Desired Status	Change Issues	Actions Needed
<p>2. There is no integrated human resource management (HRD) plan that addresses competency needs of employees.</p> <ul style="list-style-type: none"> <li>o Departments identify and conduct/attend training activities without involving PHRMO's Learning and Development (L&amp;D) Division.</li> </ul>	<ul style="list-style-type: none"> <li>• PGA HRD activities are guided by a strategic HRD Plan that identifies appropriate learning and development interventions that are responsive to the priority HRD needs of the road sector. <ul style="list-style-type: none"> <li>- HRD Planning is mainstreamed in the annual planning and budgeting processes.</li> </ul> </li> <li>• PHRMO oversees the implementation of training activities included in the strategic HRD Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of processes for mainstreaming HRD Planning in the annual planning and budgeting process</li> <li>• Possible resistance by departments to L&amp;D's oversight of learning activities</li> <li>• Low readiness by L&amp;D Division to take on the oversight role</li> </ul>	<ul style="list-style-type: none"> <li>• Institutionalise the mainstreaming of HRD planning in the PLGU planning and budgeting processes <ul style="list-style-type: none"> <li>o Engage departments in establishing and implementing the processes</li> <li>o Clarify the role of L&amp;D Division and establish the process for performing the role</li> </ul> </li> </ul>
<p>3. Participation in training is mostly in compliance to invitations from oversight agencies that implement public offering.</p>	<ul style="list-style-type: none"> <li>• Selection of training participants is targeted and need-based.</li> </ul>	<ul style="list-style-type: none"> <li>• No competency in training needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Develop competency in training needs assessment</li> </ul>
<p>4. MOOE budget for training per department is not optimised.</p>	<ul style="list-style-type: none"> <li>• MOOE budget for training is optimised with the establishment of a centralised budget managed in PHRMO for learning and development activities that cut across PGA.</li> </ul>	<ul style="list-style-type: none"> <li>• Possible resistance to reduction of department budget to establish a centralised budget</li> </ul>	<ul style="list-style-type: none"> <li>• Engage LCE, department heads and SP in establishing centralised budget</li> <li>• Communicate the value of this budgeting system to optimise investments in learning and development</li> </ul>

Current Status	Desired Status	Change Issues	Actions Needed
<p>5. There is no pool of experts that can serve as trainers for learning activities.</p>	<ul style="list-style-type: none"> <li>A pool of trainers coming from different departments assists in planning and implementing training activities.</li> </ul>	<ul style="list-style-type: none"> <li>Potential conflict of training activities with regular functions of members of the pool of trainers</li> </ul>	<ul style="list-style-type: none"> <li>Official involvement of trainers' pool in training function               <ul style="list-style-type: none"> <li>Secure LCE approval</li> <li>Incorporate training functions in performance targets of trainers</li> </ul> </li> </ul>
<p>6. Monitoring and evaluation of learning and development activities are not conducted.</p>	<ul style="list-style-type: none"> <li>An HRD monitoring and evaluation system is set-up and managed by an M&amp;E Team in PHRMO to ensure return of expectation/investment in learning and development activities.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of competency in M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>Develop competency in M&amp;E</li> </ul>

## ANALYSIS OF ENVIRONMENT FOR CHANGE

Factors	Forces Driving Change	Forces Restraining Change	Action/s Needed
<p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>• Employees are given opportunity to develop competencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Most trained employees are not monitored to determine application of learning on the job.</li> <li>• Some employees refuse to be trained because they do not want to get out of their comfort zone or assume additional responsibilities.</li> <li>• Trained staff are not ready to face the challenge of introducing learned new/better ways of doing things because of potential conflict with fellow employees and appearing like a "know-it-all".</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an HRD M&amp;E system where:               <ul style="list-style-type: none"> <li>- PHRMO conducts M&amp;E of PHRMO-implemented activities</li> <li>- Department Head and supervisors jointly implement strict monitoring and evaluation of technical training implemented by departments.</li> </ul> </li> <li>• Institutionalise mechanisms for transfer of learning to the workplace (echo seminars, coaching, etc.).</li> <li>• Discuss with Department Heads regarding participation of employees to planned training activities (including the value of attending)</li> <li>• Link attendance to training with the performance management system</li> <li>- Clarify deliverables of office and individual contributions of employees</li> </ul>



Factors	Forces Driving Change	Forces Restraining Change	Action/s Needed
<p><b>Leaders</b></p>	<ul style="list-style-type: none"> <li>• Top management (LCE and SP) support training and development.</li> <li>• Department heads demonstrate openness to planned improvements in HRD such as strategic planning, validation activities, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Some training and development programs are perceived as time-consuming expense not as an investment.</li> <li>• Training is given lower priority over regular functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain communication with LCE and SP on HRD initiatives.</li> <li>• Communicate or report outcomes of training and development activities.</li> </ul>
<p><b>Organisation</b></p>	<ul style="list-style-type: none"> <li>• There are established HRD strategic goals/objectives.</li> <li>• Citizens' Charter establishes a system of operation within and among departments and provides basis for identification of performance discrepancies.</li> <li>• PGA is compliant with HRD requirements of oversight agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Majority of employees are unaware of PGA's strategic directions and objectives for human resource development and their role in supporting these.</li> <li>• Installed systems are not effectively implemented because of competency gaps.</li> <li>• PGA's capacity to adopt system changes hinders performance of competent employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation/Re-orientation of employees about strategic management of HRD in PGA and their role in its implementation</li> <li>• Review performance in implementing systems to identify competency gaps.</li> </ul>
<p><b>Resources</b></p>	<ul style="list-style-type: none"> <li>• Funds are allocated for learning and development programs.</li> <li>• Appropriate materials and facilities for external training activities.</li> <li>• Competent training facilitators/consultants</li> <li>• Potential internal experts among Australian Aid scholars, HR Core Team and other trained staff</li> </ul>	<ul style="list-style-type: none"> <li>• There is no centralised budget for learning and development interventions managed by PHRMO.</li> <li>• Training investment is not maximised because training activities and participants are not targeted.</li> <li>• Inadequate facilities for HRD activities within the PGA.</li> <li>• Pool of trainers have not been identified and set up.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish centralised budget for implementation of PGA-wide HRD interventions.</li> <li>• Identify training activities that respond to competency gaps and limit participants to targeted trainees.</li> <li>• Upgrade existing facilities within the PGA.</li> <li>• Establish a pool of trainers and design incentive system to motivate its</li> </ul>

Factors	Forces Driving Change	Forces Restraining Change	Action/s Needed
		<ul style="list-style-type: none"> <li>• PLGU cannot afford professional fees of external consultants.</li> <li>• Incentive system for potential internal experts not yet developed.</li> </ul>	<ul style="list-style-type: none"> <li>• members to perform additional functions.</li> <li>• Sustained communication with LCE, Department heads and PHRMO on HRD Plan and its resource requirements</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Access to training provided by CSC and other oversight agencies.</li> <li>• Greater expectations for excellent and transparent service delivery among clients trigger the need to enhance competencies.</li> <li>• Selection of PGA as a core partner institution of the PAHRODF and PRMF and local and foreign funding institutions.</li> <li>• Recognition of PGA by award-giving organisations compels continuous improvement of services.</li> </ul>	<ul style="list-style-type: none"> <li>• Some information about training/seminars required by oversight agencies are not provided ahead of time to aid planning.</li> <li>• Mechanisms established to comply with requirements for recognition programs are not sustained and institutionalised.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake proactive networking and partnership building with prospective support institutions.</li> <li>• Encourage clients to provide honest and timely feedback on employee performance</li> <li>• Deliver on expectations of donor agencies to sustain/strengthen partnerships.</li> </ul>

## ANALYSIS OF STAKEHOLDERS

Stakeholder/s	Level of Impact	Level of Influence	Possible Reaction to the Change	Action/s Needed
<b>Employees</b>	High	Medium	<ul style="list-style-type: none"> <li>Unwillingness to attend planned training activities</li> </ul>	<ul style="list-style-type: none"> <li>Communicate value of training in improving job performance</li> </ul>
<b>PHRMO</b>	High	High	<ul style="list-style-type: none"> <li>Support for plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Take the lead in sustaining strategic management of HRD</li> </ul>
<b>LCE</b>	High	High	<ul style="list-style-type: none"> <li>Support for plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Leverage support to champion strategic management of HRD</li> </ul>
<b>SP</b>	Medium	High	<ul style="list-style-type: none"> <li>Support for HRD plan implementation subject to presentation of well-defined HRD priorities and programs</li> </ul>	<ul style="list-style-type: none"> <li>Lobby with local legislators to generate support and approval of the budget allocation for the Plan</li> </ul>
<b>Department Heads and Supervisors</b>	High	High	<ul style="list-style-type: none"> <li>Support for plan implementation</li> <li>Reservations about allocating department funds for the implementation of planned PGA-wide learning and development activities</li> </ul>	<ul style="list-style-type: none"> <li>Fully optimise support by engaging them as partners in plan implementation, specifically for interventions along their area/s of specialisation</li> </ul>
<b>Funding Institutions</b>	Low	High	<ul style="list-style-type: none"> <li>Expectations about delivery of project outputs and implementation of sustained changes in the HRD system and processes</li> </ul>	<ul style="list-style-type: none"> <li>Document and report milestones and accomplishment of project deliverables</li> <li>Develop and communicate a Sustainability Action Plan (SAP)</li> </ul>
<b>External Clients</b>	High	Low	<ul style="list-style-type: none"> <li>Expectation of improved efficiency in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Communicate improvements in the process as a result of enhanced competencies of employees</li> <li>Encourage clients to support HRD plan</li> </ul>

Stakeholder/s	Level of Impact	Level of Influence	Possible Reaction to the Change	Action/s Needed
<b>Oversight Agencies</b>	Medium	High	<ul style="list-style-type: none"> <li>• Support for plan implementation</li> </ul>	<p>implementation by providing honest and timely feedback</p> <ul style="list-style-type: none"> <li>• Leverage on their support by accessing resources and expertise that can facilitate HRD Plan implementation</li> </ul>

## STRATEGISING FOR CHANGE

### ACTION PLAN

Action Steps	Timeline	Person/s Responsible	Resources Required	Support Needed (What and from whom)
1. Conduct orientation about strategic management of HRD in the PGA <ul style="list-style-type: none"> <li>Communicate the value of strategic HRD (What's in it for them)</li> <li>What will change and its implications for them</li> </ul>	November 2013	HR Core Team	Presentation Materials Venue	Departments to sponsor snacks for orientation
2. Secure buy-in for proposed changes and support for the implementation of the change management plan <ul style="list-style-type: none"> <li>LCE</li> <li>SP</li> <li>Department Heads, Assistant Department Heads and Supervisors</li> </ul>	October 2013	PHRMO L&D with HR Core Team	Presentation Materials Venue	PGO to sponsor snacks for orientation
3. Set up the Learning and Development (HRD) System: <ul style="list-style-type: none"> <li>Policies and Guidelines</li> <li>Procedures and Tools for planning, implementation, and M&amp;E of HRD</li> </ul>	January – June 2014	PHRMO L&D	Approved funding from PAHRODF for an HRD intervention for PGA Supplies and Materials	LCE to grant authorisation to participate in activities PHRMO Department Head to ensure flexibility of schedule to

Action Steps	Timeline	Person/s Responsible	Resources Required	Support Needed (What and from whom)
interventions				attend to required outputs in installing systems
<p>4. Install supporting systems for implementation of strategic HRD:</p> <ul style="list-style-type: none"> <li>• Expansion of HR Core Team</li> <li>• Establishment of a trainers' pool</li> <li>• Centralisation of budget for PGA-wide training and development programs</li> </ul>	<p>October 2013</p> <p>December 2013</p> <p>July 2014 (prior to budgeting)</p>	PHRMO L&D	<p>Budget for snacks</p> <p>Venue for meetings</p> <p>Supplies and Materials</p>	<p>LCE to endorse planned action (expansion of core team, setting up of trainers' pool, centralisation of HRD budget)</p>
<p>5. Celebrate milestones and accomplishments in the introduction of desired changes</p> <ul style="list-style-type: none"> <li>• Recognise success stories</li> </ul>	2014 (Continuing)	PHRMO L&D with HR Core Team	Budget for rewards Supplies and Materials	Department Heads to sponsor rewards
6. Sustain communication and regularly generate feedback about ongoing changes	October 2013 - 2014 (Continuing)	PHRMO L&D with HR Core Team	Budget for data-gathering activities (e.g., surveys and FGDs) Supplies and Materials	Department Heads to participate and endorse participation of their staff in data gathering activities
<p>7. Institutionalise the mainstreaming of HRD planning in the PLGU planning and budgeting processes</p> <ul style="list-style-type: none"> <li>• Issuance of Executive Order to install the mainstreaming process</li> <li>• Communicate the mainstreamed process to the PGA management and planning</li> </ul>	January - June 2014 (prior to budgeting)	PHRMO L&D with Finance and Planning representatives of HR Core Team	<p>Budget for meeting expenses (meals)</p> <p>Venue</p> <p>Supplies and Materials</p>	<p>Local Finance Committee (LFC) to participate in consultative discussions and endorse agreements</p> <p>LCE to approve</p>

Action Steps	Timeline	Person/s Responsible	Resources Required	Support Needed (What and from whom)
<p>personnel</p> <ul style="list-style-type: none"> <li>• Orient the PHRMO and the Learning and Development Division about their role in the mainstreaming process</li> </ul>				<p>proposal/plan and issue Executive Order</p>

## RISK MANAGEMENT PLAN

Critical Action Steps	Potential Problems	S	Likely Causes	P	Preventive Action	Who	When	Cost	Contingent Action	Who	When	Cost
1. Secure buy-in for proposed changes and support for the implementation of the change management plan from PGA management	Key members of PGA Management might not buy-in and support the implementation of the change management plan	H	They consider training and development as a lower priority over regular functions and perceive it as a time-consuming expense that does not produce evident positive changes after training	M	Communicate the value and importance of strategic training and development activities using innovative communication strategies (such as presentations, one-on-one meetings, testimonials/ success stories, regular updating, etc.)  - Provide evidence of improvement in performance as a result of training such as completed outputs and improved processes	PHRMO with Core Team	Oct 2013	Snacks c/o DevConsult on 10 Oct	Actively engage a very influential change champion (ally) to generate support for the change	PHRMO with Core Team	Oct 2013	None
2. Conduct orientation to concerned departments about strategic	Employees of concerned departments who need to be oriented about	H	a. Reluctance to get out of their comfort zone or assume additional	M	a. Generate support from the supervisor	PHRMO with Core Team	Nov 2013	Snacks c/o Departments	a. Schedule another orientation for those who did not attend	PHRMO with Core Team	Dec 2013	Snacks c/o Departments



Critical Action Steps	Potential Problems	S	Likely Causes	P	Preventive Action	Who	When	Cost	Contingent Action	Who	When	Cost
management of HRD in the PGA	strategic HR might refuse/resist to attend the orientation		<ul style="list-style-type: none"> <li>b. Orientation is given lower priority over regular functions</li> <li>c. Conflict of schedules with other activities (late invitation or too many concerns to attend to)</li> </ul>	M	<ul style="list-style-type: none"> <li>b. Communicate the value and benefits of strategic HRD Plan</li> <li>c. Send invitations ahead of schedule and confirm attendance</li> </ul>				<ul style="list-style-type: none"> <li>b. Have attendance to the orientation sessions mandated</li> </ul>			
3. Sustain communication and regularly generate feedback about ongoing changes	<ul style="list-style-type: none"> <li>a. Department Heads might not allow their staff to participate in feedback generation activities</li> <li>b. Resistance of staff to participate in feedback generation activities</li> </ul>	H M	<ul style="list-style-type: none"> <li>a. High work demand of respondents</li> <li>b. Respondents: <ul style="list-style-type: none"> <li>- perceive feedback generation activities as added work</li> <li>- may lack time to participate in it</li> </ul> </li> </ul>	H	<ul style="list-style-type: none"> <li>a. Furnish schedule of activities to concerned departments in advance to enable them to manage time</li> <li>b. Hold orientation sessions to explain the value of feedback activities and address concerns about non-action on feedback</li> </ul>	PHRMO	Before each scheduled activity	None	<ul style="list-style-type: none"> <li>a. Draw up a backup list and invite alternate participants from other concerned departments</li> <li>b. Reschedule activities to a later date for originally targeted participants</li> <li>c. Use available feedback tools, where there are difficulties in setting up</li> </ul>	PHRMO	During data gathering activity	None

Critical Action Steps	Potential Problems	S	Likely Causes	P	Preventive Action	Who	When	Cost	Contingent Action	Who	When	Cost
	c. Inadequate or ineffective feedback mechanism to generate data	H	<ul style="list-style-type: none"> <li>- see it as waste of time because of past experience when feedback was not acted upon</li> </ul> <p>c. Feedback mechanisms may not be fully developed and institutionalised</p>	H	<p>c. Develop and institutionalise feedback mechanisms</p> <ul style="list-style-type: none"> <li>• Include mechanism for reporting action taken on feedback</li> </ul>	PHRMO L&D Division	Before setting up the systems	Approved intervention to be funded by PAHRODF	improved feedback mechanism	L&D Head and staff	Upon advise of PAHRODF to initiate the project	P50,000.00
<b>4. Set up the Learning and Development (HRD) System</b>	Inadequate competency of PHRMO Learning and Development (L&D) Division staff to develop and install HRD systems (including formulation of Policies and Guidelines, Procedures and Tools for planning, implementation and M&E of HRD interventions	H	L&D Division staff has not yet undergone training on setting up HRD systems	H	Provide training programs to build competencies of L&D staff	PHRMO L&D Division	Before setting up the systems	Approved intervention to be funded by PAHRODF	Seek technical assistance from experts (internal or external)	L&D Head and staff	Upon advise of PAHRODF to initiate the project	P50,000.00

Critical Action Steps	Potential Problems	S	Likely Causes	P	Preventive Action	Who	When	Cost	Contingent Action	Who	When	Cost
<b>5. Install supporting systems for implementation of strategic HRD</b> <ul style="list-style-type: none"> <li>Establishment of a trainers' pool</li> <li>Expansion of HR Core Team</li> <li>Centralisation of budget for PGA-wide training and development programs</li> </ul>	a. There might be an inadequate number of potential members who will be part of the trainers' pool or HRD Core team	H	a.1. Identified candidates might feel they lack competence in training a.2. Candidates lack interest because they consider being part of the trainer/HR Core team as an additional burden that may not positively contribute to their performance.	H	a.1. Conduct competency building interventions for trainer's pool and HR Core Team a.2. Institutionalisation of the trainer's pool and HR Core Team <ul style="list-style-type: none"> <li>Official involvement</li> <li>Inclusion in performance targets</li> <li>Full support of Department Heads</li> </ul> b. Conduct consultations with top management then concerned departments	PHRMO L&D with Core Team	Nov 2013 (Core Team) Dec 2013 (Trainers' Pool)	To be determined	a.1. Issuance of Office Order designating members of Core Team and Trainers Pool a.2. Tap Australian Aid scholars and APGAO members applying a set selection criteria	LCE	Oct 2013 (Core Team) Dec 2013 (Trainers Pool)	None
	b. There might be resistance to the centralisation of training and development budgets for PGA-wide programs.	H	b. Departments might perceive they are losing control over their training budget	H		PHRMO L&D with PBO, PTO and PPDO	July 2014 (prior to budgeting)	To be determined	b. Explore alternative arrangements for sharing of training budget among departments and PHRMO	PHRMO L&D with PBO, PTO and PPDO	July 2014 (prior to budgeting)	To be determined

Critical Action Steps	Potential Problems	S	Likely Causes	P	Preventive Action	Who	When	Cost	Contingent Action	Who	When	Cost
6. Institutionalise the mainstreaming of HRD planning in the PLGU planning and budgeting processes	Department Heads might resist /not adopt Strategic HRD Planning in their respective departments.	H	<p>a. Department heads still have the perception that HR is the sole responsibility of PHRMO</p> <p>b. They lack an appreciation of their departments' role in HRD</p> <p>c. Strategic thinking and planning is not practiced in the departments</p>	H	<p>a. Conduct orientation sessions with Department Heads to "sell" the benefits of a strategic approach to HRD in the PLGU</p> <p>b. Establish strategic planning as required process</p> <p>c. Conduct training on strategic thinking and management</p>	PHRMO L&D PBO PPDO	Jan - Jun 2014 (prior to budgeting)	P50,000	Proactively collect data on learning and development requirements from PGA departments to input into the HRD Plan	PHRM O L&D	Jan - Jun 2014 (prior to budgeting)	None

Legend: S – Seriousness P - Probability

## COMMUNICATION PLAN

Target Audience	Communication Objectives	Key Messages	Communication Strategies	Sender	Responsible Unit/Office/s	Resources Required	Timeframe
LCE Department Heads SP Members	1. Top management can articulate their commitment to pursue strategic HRD in the PLGU and perform their roles in the execution of the PGA's Strategic HRD Plan	<p>"Human Resource Development is an investment, not an expense"</p> <ul style="list-style-type: none"> <li>Implementing the HRD plans will redound to benefits for PGA and its different units.</li> <li>There are concrete and measurable outputs and outcomes resulting from the learning and development interventions undergone by the employees</li> </ul> <p>"Your support is critical to successful HRD Plan execution."</p> <ul style="list-style-type: none"> <li>Top management sponsorship is a key factor in the achievement of strategic HRD goals</li> <li>The LCE, department heads and SP members are the champions of HRD Plan execution.</li> <li>The HRD Core Team should be expanded</li> </ul>	<ul style="list-style-type: none"> <li>Meetings/ Conversations with LCE, SP Members, Department Heads</li> <li>Formal Presentation to the: <ul style="list-style-type: none"> <li>Executive Committee</li> <li><i>Sangguniang Panlalawigan</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>PHRMO</li> <li>HR Core Team</li> </ul>	<ul style="list-style-type: none"> <li>PHRMO</li> </ul>	<ul style="list-style-type: none"> <li>Presentation Materials</li> <li>Office Supplies and Equipment</li> <li>Snacks during meetings</li> </ul>	<ul style="list-style-type: none"> <li>During HRD Planning</li> <li>While seeking approval of HRD Plan</li> <li>Upon approval of HRD Plan</li> </ul>

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PGA Employees	2. The PGA employees can explain PLGU's strategic HRD Plan and its value to the organisation and its employees	<p>"Competency development is a shared responsibility of the PLGU and its employees."</p> <ul style="list-style-type: none"> <li>The PGA puts premium in developing its human resources to support the PLGU's strategic directions</li> <li>Seize opportunities to upgrade competencies and better contribute to the PGA's mission and vision</li> </ul>	<ul style="list-style-type: none"> <li>Broad Media <ul style="list-style-type: none"> <li>Weekly Flag Ceremony</li> <li>Memoranda (from LCE/PHRMO/ Department Heads)</li> <li>Telephone Trees</li> </ul> </li> <li>Social Media <ul style="list-style-type: none"> <li>PGA Facebook Page</li> </ul> </li> <li>Group Meetings <ul style="list-style-type: none"> <li>APGAO Meetings</li> <li>PHRMO Weekly meetings</li> <li>HRD Core team and Extended HRD Core team meetings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>LCE</li> <li>PHRMO</li> <li>HR Core Team</li> </ul>	<ul style="list-style-type: none"> <li>PHRMO</li> </ul>	<ul style="list-style-type: none"> <li>Snacks for Meetings</li> <li>Office Supplies and Equipment</li> <li>Computer</li> <li>Communication bites for posting in FB</li> <li>Flyers</li> </ul>	<ul style="list-style-type: none"> <li>Upon approval of HRD Plan</li> </ul>
Oversight Agencies: • CSC • DBM	3. Oversight agencies acknowledge the PLGU's efforts to develop and implement a	<p>"Let's work hand in hand to professionalize public servants through strategic HRD"</p> <ul style="list-style-type: none"> <li>The PGA shares the</li> </ul>	<ul style="list-style-type: none"> <li>Written Communication Meetings/ Conversations with Field/ Provincial</li> </ul>	<ul style="list-style-type: none"> <li>LCE</li> <li>PHRMO</li> </ul>	<ul style="list-style-type: none"> <li>PHRMO</li> </ul>	<ul style="list-style-type: none"> <li>Office Supplies and Equipment</li> <li>Strategic HRD Plan</li> </ul>	<ul style="list-style-type: none"> <li>Upon approval of HRD Plan</li> </ul>

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<ul style="list-style-type: none"> <li>• COA</li> <li>• DILG</li> </ul>	Strategic HRD Plan and express commitment to support these	<p>oversight agencies' goal to develop human resources to improve service delivery</p> <ul style="list-style-type: none"> <li>• The PGA complies with national policies and programs</li> </ul>	Officers of Oversight Agencies				
<p>Partner/ Funding Agencies:</p> <ul style="list-style-type: none"> <li>• Australian Aid</li> <li>• PHRODF</li> <li>• PRMF</li> <li>• Potential donors</li> <li>• NGOs</li> <li>• Learning Institutions</li> </ul>	4. Partner/funding agencies acknowledge the PLGU's efforts to pursue strategic HRD and express willingness to support its execution	<p>"The PGA shares your organisations' development goal"</p> <ul style="list-style-type: none"> <li>• (PGA Mission) The PLGU aims to develop its agri-industrial capabilities to complement the booming eco-tourism industry, improve education, promote commerce and trade, protect the environment, and bring about balanced progress in both the rural and urban centers</li> <li>• The PLGU recognises that its human resources is its greatest asset in bringing about change.</li> <li>• The PGA needs partner agencies' support to execute its Strategic HRD Plan.</li> <li>• The PGA can assure</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation/ Conversations with Partner organisations</li> <li>• Multipartite Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• LCE</li> <li>• PHRMO</li> </ul>	<ul style="list-style-type: none"> <li>• PHRMO</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation Materials</li> <li>• HRD Project Proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Upon approval of HRD Plan</li> </ul>

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Target participants in planned training interventions	5. Target participants commit to full participation in the planned HRD interventions	<p>partner agencies value from their investments.</p> <p>"Be the most competent employee that you can be"</p> <ul style="list-style-type: none"> <li>Identified participants are provided with specific and appropriate training to develop their competencies.</li> </ul> <p>"Learn, Lead and Succeed!"</p> <ul style="list-style-type: none"> <li>Learning is FUN with HRD</li> <li>The HRD plan will provide interventions to bring out the best in the participants and help them succeed in their work</li> </ul>	<ul style="list-style-type: none"> <li>Personal Media <ul style="list-style-type: none"> <li>Memoranda</li> <li>Letters of Invitation</li> <li>Email and fax messages</li> </ul> </li> <li>Group and Team Meetings</li> </ul>	PHRMO Department heads	PHRMO Department Heads	Office Supplies and Equipment Messenger Snacks during meetings  Training Prospectus Presentation Materials	At the start of every quarter
	6. Target participants provide feedback on the effectiveness of the HRD interventions	<p>"We want to deliver the best learning experience for you"</p> <ul style="list-style-type: none"> <li>The Learning and Development Team wants to ensure continuous improvement of PGA learning interventions.</li> <li>Participants' feedback is necessary to accomplish this.</li> </ul>	<ul style="list-style-type: none"> <li>Personal Media <ul style="list-style-type: none"> <li>Memoranda</li> <li>Email and fax messages</li> </ul> </li> <li>Group and Team Meetings</li> </ul>	PHRMO	PHRMO	Office Supplies and Equipment Messenger Snacks during meetings  Feedback Forms	At the start and end of interventions