# Generic Competency Dictionary

For the Provincial Government of Lanao del Norte

Australian Aid

PAHRODF PHILIPPINE-AUSTRALIA HUMAN RESOURCE & ORGANISATIONAL DEVELOPMENT FACILITY

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Philippines Australia Human Resource and Organisational Development Facility (PAHRODF)
Level 3, JMT Building, ADB Avenue
Ortigas, Pasig City
Tel. No.: (632) 638-9686
Email: hrodf@hrodf.org.ph
Website: www.pahrodf.org.ph

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# ABOUT AUSTRALIA'S AID PROGRAM IN THE PHILIPPINES

Australia's Official Development Assistance to the Philippines for 2015-16 is estimated at A$84 million and will deliver targeted advice and technical assistance that will have a catalytic effect on reform efforts and capacity of the Philippine Government. Given the country's strong economic position, focus will shift from basic service delivery towards supporting the government to better manage its own resources.

Australia's aid will align with the priorities of the Philippine Government which is seeking to put the country on the path of accelerated and inclusive development. The Philippine Administration has an ambitious reform agenda to tackle poverty, improve governance and address corruption, while pushing through important social sector reforms, including education, and promoting peace in Southern Philippines.

Our aid program is organised around the following three mutually reinforcing objectives

## Enhancing the Foundations for Economic Growth

Australia will make greater investment in building the foundations for economic growth through carefully targeted investments in infrastructure, aid for trade and education. Education investments will lay the ground work for a better educated workforce and promote higher participation in the formal labour market.

## BUILDING STRONGER INSTITUTIONS FOR TRANSPARENT AND ACCOUNTABLE GOVERNANCE

Improving the quality of governance in the Philippines is fundamental to the country's prosperity and stability. In response to the challenge of weak institutions and corruption, we will support the national government as it fosters a culture of accountability and transparency.

## IMPROVING CONDITIONS FOR PEACE AND STABILITY

Decades of conflict have resulted in the development of Mindanao, in southern Philippines, slipping behind. Poverty, a lack of basic education and weak governance are ongoing problems in conflict-affected areas. Our programs introduce education in remote communities and provide new opportunities for youth involved with armed groups. We will help the Philippines conduct credible and legitimate elections and improve its accountability to citizens in Mindanao.

# ABOUT PAHRODF

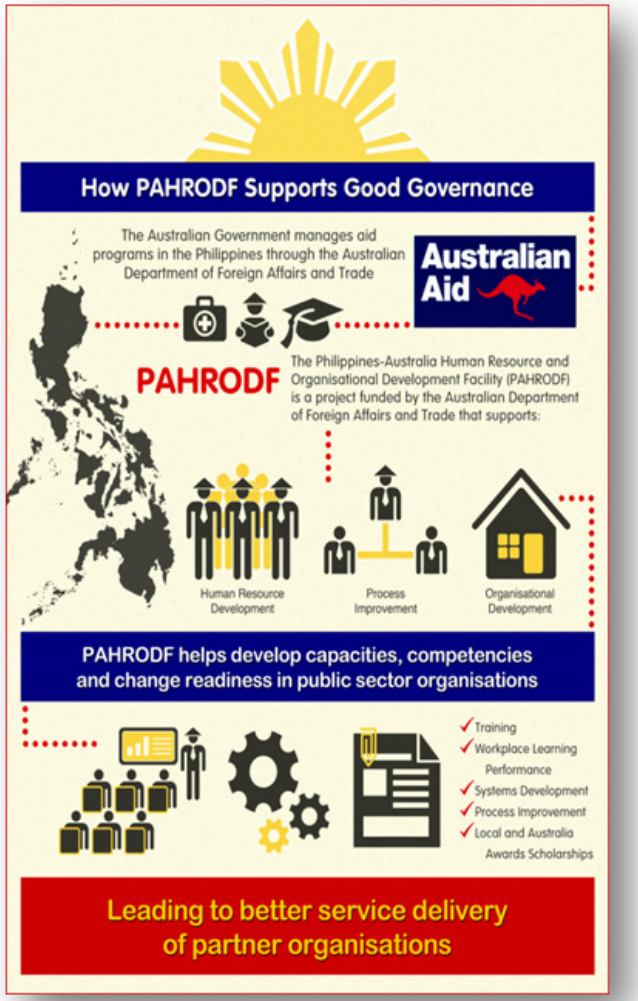
The Philippines Australia Human Resource and Organisational Development Facility (PAHRODF) is a program of the Australian Government tasked to support to the Australian Government's initiatives under the Australia-Philippines Development Program Statement of Commitment.

In support of the Statement of Commitment's goal and objectives, PAHRODF provides human resource development and institutional strengthening support to targeted national and local government agencies that play a key role in promoting education reforms, enhancing foundations for economic growth, building better disaster preparedness capabilities, and improving the conditions for peace and security.

It is recognised that for Australian aid to have meaningful impact, it must help improve governance by building capacity of relevant government institutions and facilitating partnerships between government and civil society to create stronger demand and accountability for change.

PAHRODF helps build the foundation of good governance in selected organisations critical in delivering the two countries' mutual development priorities so they can be more capable of delivering services and affecting positive changes in the Philippines. The Facility does this by assisting partners organisations address their human resource and organisational development needs in terms of:

- Identifying, prioritising, and developing targeted capacities and competencies to support organisational change;
- Making better use of capacities and competencies to improve service delivery; and
- Sharing and building on enhanced capacities and competencies as basis for continuous improvement and learning.
- This dictionary on competencies for the public sector is one of the knowledge products that PAHRODF offers to its partners in the HROD community at large.



# PROVINCIAL GOVERNMENT OF LANAO DEL NORTE

Lanao del Norte is situated in Northern Mindanao, along the northwest and southwest coast of the Mindanao Island. The province prides itself as a major contributor to the overall development of Mindanao. It hosts three of the seven Agus Hydropower Plants, which generates 80% of the Mindanao power grid. With more than 70,000 hectares of land planted with coconuts, Lanao del Norte is the second largest producer of copra in the region. Other major products include rice, fruits, corn, and aquaculture products.

**Vision**. Lanao del Norte is envisioned to be a "globally competitive agro-industrial community of God-loving, ecology-conscious, culturally diverse people working together in peace and harmony to achieve equity and prosperity".

Aligned with its governance reform programs, the Provincial Government of Lanao del Norte (PGLDN) is working on a 3-point agenda, namely, social development, rural livelihood, and infrastructure development.

PGLDN is one of the local government units supported by AusAID through the Provincial Roads Management Facility (PRMF) and the Philippines Australia Human Resource and Organisational Development Facility (HRODF). Through the capacity development support of PRMF, the PGLDN was able to achieve the following:

- Formulated a Provincial Road Network Development Strategy (PRNDS) and established criteria to classify and rank/prioritize provincial road through multi-stakeholder consultation. The Provincial Engineer's Office has also started using GIS application for road inventory and road condition survey.
- Enhanced Strategic Financial Management Plan that incorporates the seven critical dimensions of performance in Public Finance Management
- Strengthened internal control and internal audit to drive the reforms towards establishing a fully functioning internal control system including an independent internal audit
- Increased awareness on transparent procurement process
- Strengthened HRMD functions by creating into a department the Human Resource Management Office to take the lead in setting strategic HR directions for the province and in promoting awareness on improving HR systems. The office has developed the competency-based provincial Human Resource Development Plan, formulated its Learning and Development (L&D) Manual and enhanced competencies of an L&D facilitator pool.

# ACRONYMS

| | |
|---|---|
| **BEI** | Behavioral Event Interview |
| **BIAS** | Basic, Intermediate, Advanced, Superior (The code for the rubrics/levels of the Competency Models) |
| **BLGF** | Bureau of Local Government Finance |
| **COA** | Commission of Audit |
| **CSC** | Civil Service Commission |
| **DBM** | Department of Budget and Management |
| **DENR** | Department of Environment and Natural Resources |
| **ENRO-PGLDN** | Environment and Natural Resource Office of the Provincial Government of Lanao del Norte |
| **KSA** | Knowledge, Skills and Attitude |
| **GIS** | Geographical Information System |
| **HR** | Human Resource |
| **HRD** | Human Resource Development |
| **HRDPM** | Human Resource Development Plan and Management Strategy |
| **HRM** | Human Resource Management |
| **HRMD** | Human Resource Management and Development |
| **L&D** | Learning and Development |
| **LGU** | Local Government Unit |
| **NEDA** | National Economic and Development Authority |

| | |
|---|---|
| **PGLDN** | Provincial Government of Lanao del Norte |
| **PAHRODF** | Philippine-Australia Human Resource and Organizational Development Facility [also known as HRODF] |
| **PAccO** | Provincial Accounting Office |
| **PBO** | Provincial Budget Office |
| **PHRMO** | Provincial Human Resource Management Office |
| **PIAO** | Provincial Internal Audit Office |
| **PPDO** | Provincial Planning and Development Office |
| **PRMF** | Provincial Road Management Facility |
| **PRNDS** | Provincial Road Network Development Strategy |
| **PTO** | Provincial Treasury Office |

# 1

# THE COMPETENCIES: IMPROVING HRMD PROCESS AND SYSTEMS

# THE COMPETENCIES: IMPROVING HRMD PROCESSES AND SYSTEMS

In relation to PGLDN's implementation of reforms to ensure good governance and effective delivery of essential services, the comprehensive human resource development plan and management strategy (HRDPMS) is considered one of the target reform areas alongside (1) sustainable road maintenance, (2) transparent and accountable budget and expenditure management, (3) fully functioning internal control system, including an independent internal audit, and (4) transparent procurement process.

PAHRODF has been assisting selected LGUs like PGLDN to ensure that their reform objectives could be achieved by providing interventions aimed at increasing the LGUs' capability to manage and develop human resources and improved HRMD processes and systems. This assistance includes, among others, enabling the LGUs to develop a "pool of human resources who possess the necessary competencies in order that they can competently perform mandated functions, thus enabling the LGUs to deliver essential services and to meet their priority development directions". The key step to capability building is the development of job competency models.

A Job Competency Model defines the set of knowledge, skills and attributes required to perform job duties and tasks vis-à-vis the goals and strategic directions of an organisation. Each job in the organization has a defined set of competency requirements. Once defined, these job competency requirements become the standard against which decisions in HR such as hiring and placement, training and development, performance management, rewards and compensation, career pathing and succession planning are made. In essence, job competency requirements are the common platform that link and harmonize the various HR systems and processes. When an organization integrates the competency framework into its HR processes, then it would have moved into a Competency-Based Human Resource Management System.

Given the various HR applications of job competency models, the PGLDN envisions its initial integration into human resource development. In fact, as PGLDN undertakes its HRD Planning, the competency models have been used or referred to.

In developing PGLDN's competency framework, the work was guided by appropriate Civil Service Commission and DBM guidelines. In addition, in defining the KSAs required of employees in leadership and managerial positions, the PGLDN Leadership and Managerial competencies were aligned to the Civil Service Commission (CSC) Leadership and Managerial Competency Framework, the result of an earlier competency profiling intervention similarly accomplished through the assistance of HRODF.

# COMPETENCIES DEFINED

Competencies are observable, measurable and vital knowledge, skills and attributes (KSA) which are translations of capabilities essential for organizational success. Competencies describe behaviors that exemplify exemplary performance in an organizational context, which lead to the delivery and/or achievement of desired goals/targets/results. Competencies are the "how" to achieve the "what" or the goals. The "how" pertains to applied knowledge, manifested skills and motives to produce success. Competencies underscore the validity and reliability of the "how" and ensure that achieving the "what" is repeatable.

There are three types of Competencies, namely:

- **Core competencies** relate to organization's values, mission and strategy
- **Technical/Functional competencies** pertain to specific bodies of knowledge and skills required to perform the defined activities in a job, function, and industry
- **Leadership and Managerial competencies** relate to skills needed to perform managerial work and processes

Competencies establish common criteria for hiring, appraising and rewarding people. Likewise, it establishes expectations for performance excellence, resulting in a systematic approach to professional development. In addition, competencies do clarify work standards for easier communication of performance expectations, and provides the basis for a more objective dialogue about performance, development, and career related issues. In brief, competencies may be applied to: Job/Role Alignment, Talent Profiling, Performance Management, Talent Inventory, Training and Development and Succession Management

# 2

# ELEMENTS OF COMPETENCY MODELS

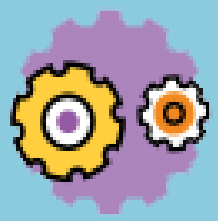
# DEFINITION OF COMPETENCY

It is a description of the competency including the critical few tasks and outcomes without which the capability would not be demonstrated; it may describe important contextual influences (technical requirements, legal certification requirements, and customer or stakeholder requirements)

The definition provides the basic components of a competency which may describe the key activities or elements of the work covered by the competency. These basic components describe, in outcome terms, functions a person is able to perform in a particular aspect of work as a result of the competency.

# COMPETENCY LEVEL/RUBRIC

A rubric articulates in progressing order, the quality of each criterion used for assessing a particular type of work or performance. It is used also for the purpose of producing assessments that are far more descriptive than a single, holistic grade or judgment.  For flexibility in expressing these gradations, four-level rubrics were used for the competencieswith the following descriptive terms (coded as BIAS): Level 1 is BASIC, Level 2 is INTERMEDIATE, Level 3 is ADVANCED, and Level 4 is SUPERIOR

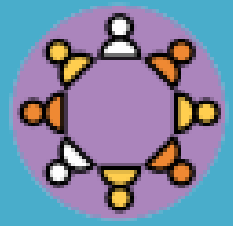


**BASIC**

LEVEL 1

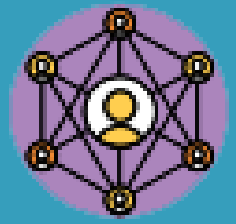
**INTERMEDIATE**

LEVEL 2



**ADVANCED**

LEVEL 3



**SUPERIOR**

LEVEL 4

Instead of merely saying that an individual is “very good,” or “outstanding” a rubric-based competency model describes the manner in which a behavior is demonstrated on one or more dimension. These descriptions are illustrated by Behavioral Indicators.

# BEHAVIORAL INDICATORS

These are used to provide an objective description of what might be viewed as demonstration of the competency. They provide evidence that officers/staff either have or do not have the expected or required level of proficiency.

*Behavioral indicators, in the Models are simply examples of what behaviors could look like in each of the levels or BIAS, and are not to be inclusive of all behaviors that demonstrate each level of performance for the competency.*

# 3

# DEVELOPING COMPETENCY MODELS

# DEVELOPING COMPETENCY MODELS

## BORROW AND BUILD APPROACH

The following Competency Models were developed using the Borrow and Build Approach. As differentiated from Competency Models Building Approach (which is to develop competency models based on analysis of job duties and tasks and without referring to related models from other organizations) and from Buying Competency Models (which is acquiring Competency Models that are considered applicable to one's organization from commercial sources with an existing database) , the Borrow and Build Approach is a combination of referring to applicable Competency Models of other organizations and customizing it title/name, definition, and behavior indicators to ensure the most effective application to HR processes and system in view of the organization's vision-mission, strategic goals and directions.

## DATA GATHERING TO BUILD

The Approach begins from the gathering of pertinent documents (vision-mission, strategic goals and directions) and referencing from various sources significant to the operations of the LGU Offices/units specially the mandates from and/or directives of national government units concerned. Referencing tasks entailed interviews with officials or designated representatives of the provincial/regional offices of DBM, BLGF, NEDA, COA and DENR.

Data Gathering also took into consideration the processes and the expected outputs of the Offices/units, and captured the KSA necessary to effectively and efficiently deliver the targets/goals.

Another, important component of the Data Gathering stage was the determination of sample behavioral indicators for each of the initially themed KSAs, with tentative Competency titles. The participants provided descriptions of behaviors that officers and staff are required to manifest as proofs of having the initially identified competencies.

## DRAFTING AND BORROWING

During the drafting of the Competency Models, the Borrow Approach was effected. During the writing of the first drafts of the Competency Models, information from documents provided by the LGUs and Interviews were referenced against other Competency Models of both government agencies and private corporations. Relevant terms and concepts were captured (or borrowed) from the external references and used to complement the initial outputs.

The competency laundry list were then filtered to determine the Core and Technical following the definition mentioned above --- the consideration

being, KSA that are responsive to the demands/requirements of select processes specific to particular Offices/units are considered Technical Competencies, while those that were readily considered applicable and necessary for all officers and staff of the LGU were classified as Core Competencies.

Finally, the draft Models were subjected to Validation exercise (last part of the 2nd Phase of the TA) to get first hand views/insights from selected incumbents per Office/units [see page 86 for general insights on Validating Competency].

# DEVELOPING COMPETENCY MODELS PROCESS MAP

## 1 Data Gathering

- Coordination with LGUs for documents to be reviewed/ analyzed
- Interview with representatives of the provincial/regional offices of DBM, BLGF, NEDA, COA and DENR
- Data Gathering exercise with representatives of Offices/ units of participating LGUs
- Document review/analysis

## 2 Drafting of Competency Models

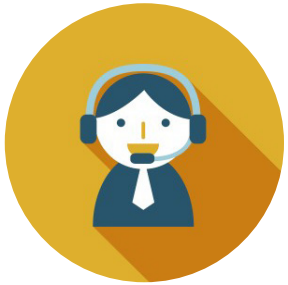
## 3 Review of the Draft

## 4 Validation exercise with representatives of Offices/units of participating LGUs

## 5 Finalisation of Competency Models

# CORE COMPETENCIES

Exemplifying Integrity



Communicating Effectively

Personal Effectiveness

Commitment to Excellent Public Service

Advocating Care for Ecology and Readiness to Natural Disasters

Demonstrating Gender and Cultural Responsiveness

Stewardship

# TECHNICAL COMPETENCIES

| | | |
|---|---|---|
| **PAccO** | • Accounting<br>• Financial Acumen | • Generating Report and Documentation |
| **PBO** | • Budget Preparation<br>• Budget  Execution and Control<br>• Financial Acumen | • Generating Reports and Documentation<br>• Planning, Organizing and Delivering<br>• Risk Assessment and Management |
| **ENRO-PGLDN** | • Advocating Environmental Protection and Preservation of Natural Resources<br>• Community Organizing<br>• Environmental Project/Programs Implementation<br>• Generating Reports and Documentation | • Planning, Organizing and Delivering<br>• Monitoring and Evaluating<br>• Risk Assessment and Management |
| **PHRMO** | • Benefits, Compensation and Welfare Administration<br>• HR Planning, Recruitment and Placement<br>• Strengthening Employee Relations<br>• Learning & Development | • Generating Reports and Documentation<br>• Planning, Organizing and Delivering<br>• Monitoring and Evaluating<br>• Risk Assessment and Management<br>• Monitoring and Evaluating |
| **PIAO** | • Internal Audit Planning and Management<br>• Financial Acumen | • Risk Assessment and Management<br>• Generating Reports and Documentation |
| **PPDO** | • Provincial Development Planning<br>• Research in Development Planning<br>• Generating Reports and Documentation | • Planning, Organizing and Delivering<br>• Risk Assessment and Management<br>• Monitoring and Evaluating |

| | | |
|---|---|---|
| **PTO** | • Revenue Collection and Management<br>• Cash Management<br>• Financial Management<br>• Planning, Organizing and Delivering | • Monitoring and Evaluating<br>• Risk Assessment and Management<br>• Generating Reports and Documentation |
| **BAC** | • Bid Planning, Assessment and Recommendation<br>• Financial Acumen<br>• Monitoring and Evaluating | • Risk Assessment and Management<br>• Generating Reports and Documentation |

# LEADERSHIP COMPETENCIES

Developing People

Managing Performance

Partnering and Networking

Building Commitment

Thinking Strategically

Leading Change

Coaching for Results

These Leadership Competencies are adapted from the CSC models that are to be promoted across the bureaucracy.

# 4

# CORE COMPETENCIES

Exemplifying Integrity

Communicating Effectively

Personal Effectiveness

Commitment to Excellence Public Service

Demonstrating Gender and Cultural Responsiveness

Advocating Care for the Ecology and Readiness for National Disasters

Stewardship

# EXEMPLIFYING INTEGRITY

Adhering to moral and ethical standards in the performance of public duties.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Familiarizes self with the moral and ethical standards of public service (RA 9163)<br><br>1.2 Acts and decides on the basis of these standards<br><br>1.3 Reports violations of moral and ethical standards<br><br>1.4 Maintains a modest lifestyle<br><br>1.5 Refuses to accept bribes, expensive gifts and other forms of corruption<br><br>1.6 Respects government property; does not partake of office equipment and supplies for personal use | 2.1 Admits own fault and accountability; does not "pass the buck"<br><br>2.2 Takes on a fair share of the work and acknowledges others to whom credit is due<br><br>2.3 Is above board in his dealings even in difficult situations<br><br>2.4 Takes independent action to correct situations that are in conflict with what is socially and professionally acceptable | 3.1 Shows moral courage by doing the right thing even when it is not popular or by expressing dissent when actions or pending decisions would be against values, laws and ethical norms<br><br>3.2 Maintains confidentiality and protects the privacy of employees, customers, and other members of the public<br><br>3.3 Calls the attention of peers and offices regarding issues not in accordance with ethical standards<br><br>3.4 Holds discussions and dialogues with staff and peer regarding professional behavior, identifying potential or common areas of concern/deviations and appropriate measures to address such | 4.1 Demonstrates public service as a higher calling and an honorable profession, both through personal example as well as through the principles that visibly guide the organization<br><br>4.2 Establishes procedures and policies that support an organizational moral compass<br><br>4.3 Sets clear and explicit standards of behavior, and ensures aggressive and visible commitment to observing these standards<br><br>4.4 Enforces sanctions for people committing ethical transgressions<br><br>4.5 Identifies emerging areas of concern regarding practice of moral and ethical behavior, evaluates and develops measures and programs to address such concerns |

# COMMUNICATING EFFECTIVELY

Conveying and receiving information, both written and spoken and listen actively to promote collective understanding with various audiences.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Pays attention to instructions, listens, asks questions and clarification<br><br>1.2 Crafts clear and concise messages using guides and formats<br><br>1.3 Communicates in a courteous manner<br><br>1.4 Mindful of verbal and non-verbal cues | 2.1 Listens actively, asks questions and shares ideas and relevant information during conversations<br><br>2.2 Asks for feedback to make sure that information was clearly received<br><br>2.3 Utilizes appropriate methods and modes of communication in familiar situations<br><br>2.4 Listens, observes and validates personal understanding of messages, contexts and circumstances when receiving and providing feedback<br><br>2.5 Displays confidence and composure when addressing different types of audiences in familiar contexts and circumstances | 3.1 Crafts messages in the language that the target audience understands<br><br>3.2 Identifies the ways target audiences receive information and delivers messages accordingly<br><br>3.3 Adapts communication style to the needs of diverse audiences and/or complex situations<br><br>3.4 Leads in a group discussion and facilitates agreement among group members<br><br>3.5 Specific, succinct and clear when delivering messages and providing feedback<br><br>3.6 Utilizes positive inquiry techniques when exploring others' needs, perspectives and ideas<br><br>3.7 Summarizes key points and ask questions to check if messages/information are understood correctly<br><br>3.8 Responds to different types of inquiries promptly<br><br>3.9 Delivers the message and accomplishes communication objectives tactfully even during stressful situations | 4.1 Teaches others about crafting communication materials clearly and accurately, using a variety of form and style suitable to different types of audiences and contexts<br><br>4.2 Explains ideas and information in different perspectives to generate collective understanding<br><br>4.3 Uses facts, principles and illustrates different contexts and perspectives when convincing others<br><br>4.4 Simplifies and translates complex ideas and concepts suitable to different types of audiences and addresses barriers to communications<br><br>4.5 Identifies different communication needs and designs mechanics of communication applicable to different scenarios and audiences in compliance with appropriate principles and regulations<br><br>4.6 Maintains composure, objectivity and impartiality when engaged in arguments and discussions |

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| | | | 4.7 Holds/facilitates meetings, dialogues and other fora to promote shared understanding regarding various issues and with different audiences |

# PERSONAL EFFECTIVENESS

Taking personal responsibility in developing oneself in order to accomplish assigned tasks and fulfill current and future responsibilities and roles, adapting self to become responsive to various changes in public service like new technology, work systems and structures, work environment , people and the like.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Delivers own workload in an organized and time efficient manner<br><br>1.2 Responds positively and to feedback regarding performance and adjusts accordingly<br><br>1.3 Seeks guidance and support when faced with unfamiliar tasks and situations<br><br>1.4 Willingly tries new ideas, approaches, and technology introduced at work<br><br>1.5 Studies and adopts to relevant technologies introduced to promote efficiencies at work like required computer applications like basic applications such as internet, MSOffice (Word, Excel, PowerPoint)<br><br>1.6 Organizes work and schedule to allow time for personal activities | 2.1 Sets realistic work objectives consistent to unit goals<br><br>2.2 Solicits feedback on own performance for improvement<br><br>2.3 Verifies and validates information and shares constructive feedback to others' work performance that affects own performance<br><br>2.4 Ask questions, clarifications and shares opinions, ideas and suggestions when adopting new processes, methods, technologies at work<br><br>2.5 Suggest/recommends alternative approaches, methodologies and solutions to work issues, concerns or difficulties within familiar contexts and circumstances<br><br>2.6 Manages time and prioritizes work considering personal and other people/unit's requirements<br><br>2.7 Explores and seeks ways to improve the use of appropriate computer programs and applications specific to one's functions or tasks<br><br>2.8 Engages in fun and leisure activities | 3.1 Sets realistic personal and unit work objectives consistent to organizational goals,<br><br>3.2 Evaluates gaps and barriers to performance<br><br>3.3 Evaluates own performance and seeks feedback and ways to improve regularly<br><br>3.4 Utilizes observation, verifies and validates data and provides evidence-based feedback to other people and unit's performance<br><br>3.5 Identifies needs, evaluates work systems and processes, technologies etc. and conducts consultations when introducing new ways to improve performance<br><br>3.6 Explores and evaluates solutions to current and potential work requirements and various scenarios<br><br>3.7 Teaches others about the different functionalities of computer programs and applications at their disposal like advance functionalities of MSOffice Excel and Access, Word, outlook, managing data bases etc.<br><br>3.8 Practices self-reflection and pursues activities for self-improvement like participation in professional training, conferences and | 4.1 Sets, communicates and aligns realistic organizational goals and takes responsibility for goal attainment<br><br>4.2 Pursues performance evaluation and feedback mechanisms at various levels (personal, unit and organizational)<br><br>4.3 Conducts activities and provides opportunities for others to think of new approaches, and ways on how to improve personal, unit and organizational performance<br><br>4.4 Identifies barriers to performance, and institutes appropriate solutions mindful of organizational capabilities, reactions and risks<br><br>4.5 Determines and implements mechanisms to facilitate adoption of new ways, approaches, technologies at work (eg. consultation and training people)<br><br>4.6 Takes an active role in promoting self and professional development programs in the organization and the public service<br><br>4.7 Encourages sharing of experiences and techniques in maintaining composure under stressful circumstances |

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| | to maintain enthusiastic and energetic disposition | professional organizations<br>3.9 Maintains focus, composure and grace during stressful situations<br>3.10 Engages and encourages others to pursue fun and leisure activities to maintain work-life balance | 4.8 Develops and implements programs that promotes work-life balance |

# COMMITMENT TO EXCELLENT PUBLIC SERVICE

Sustaining delivery of service with high regard for client satisfaction, exploring alternative solutions and anticipating future possible requirements for transactions at hand.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Attends to clients promptly, and in an enthusiastic and friendly manner<br><br>1.2 Conforms to set service standards such as timeliness, accuracy, and completeness<br><br>1.3 Asks questions to clarify own understanding of queries/needs of clients in order to align actions to be undertaken<br><br>1.4 Maintains a calm demeanor when dealing with difficult clients<br><br>1.5 Uses courteous language and behavior | 2.1 Resolves client concerns through established mechanisms and elevates issues to higher authority if all measures available at their level have been exhausted<br><br>2.2 Listen to feedback on the quality of service provided and explores ways to improve own work that impact on client satisfaction<br><br>2.3 Keeps clients up-to-date with information and decisions that affect them<br><br>2.4 Proposes new, creative and sound alternatives to improve service based on observations and customer feedback | 3.1 Establishes a system to collect client feedback/comments and reviews protocol to improve processes or services<br><br>3.2 Explores issues behind recurring client complaints/issues and recommends actions to higher authority<br><br>3.3 Anticipates and identifies other client needs not currently met based on knowledge of LGU mandates<br><br>3.4 Presents an argument to influence changes in practices and even in policies to address client's unusual or out-of-scope needs | 4.1 Develops service standards and implements strategies to ensure that employees conform<br><br>4.2 Rewards or makes recommendations to reward those who show exemplary performance in service delivery<br><br>4.3 Identifies impediments to excellent service delivery and initiates appropriate changes in internal structures, policies, culture and relationships |

# DEMONSTRATING GENDER AND CULTURAL RESPONSIVENESS

Supporting and promoting the welfare and rights of women and people with special needs .

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Provides the same level of service to all clients regardless of gender, ethnicity and economic status<br><br>1.2 Prioritises physically challenged, pregnant and elderly clients when rendering service<br><br>1.3 Adjusts to the temperament, pace and other shortcomings of persons with special needs | 2.1 Participates in and/or lends a helping hand to the province's programs in gender and development, and programs/activities for PWDs, IPs and the elderly<br><br>2.2 Seeks/shares information and studies about the unique concerns and interests of people and groups with different backgrounds to increase understanding of issues affecting them<br><br>2.3 Suggests schemes to address the special needs of indigenous peoples, and the physically challenged, pregnant and elderly constituents | 3.1 Suggests programs and projects that empower women in the office and the women in the general public<br><br>3.2 Organizes and/or helps organize inter-office and inter-agency activities that strengthen gender responsiveness and promote cultural equality in the workplace<br><br>3.3 Looks for opportunities to collaborate with individuals and organizations, including other government bodies to broaden the reach of programs for women and the marginalized | 4.1 Takes a lead role in the development of policies and legislation that address the needs of women and the marginalized in the province<br><br>4.2 Provides budget for programs and projects that benefit women, indigenous peoples, and the physically challenged, pregnant and elderly constituents<br><br>4.3 Puts self as example by acting and making decisions that exemplify respect for women and sensitivity to the needs of the marginalized |

# ADVOCATING CARE FOR THE ECOLOGY AND READINESS FOR NATIONAL DISASTERS

Displaying awareness and support for environmental preservation and protection and enhancing response-ability when natural calamities occur.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Segregates and recycles office and housekeeping supplies<br><br>1.2 Conserves water, electricity and other energy sources<br><br>1.3 Disposes of waste properly<br><br>1.4 Complies with policies and follows processes advocating environmental protection<br><br>1.5 Strictly observes "No Smoking Policy" in the workplace | 2.1 Participates in environmental programs and advocacies<br><br>2.2 Volunteers in the organization of activities to deliver basic services during and/or after natural calamities<br><br>2.3 Encourages colleagues and constituents to participate in environmental programs and advocacies | 3.1 Monitors and assesses compliance with environmental policies and programs<br><br>3.2 Carries out processes in line with the Provincial Calamity Plan for the continued delivery of basic services during and/or after natural calamities<br><br>3.3 Identifies the environmental risks the constituents are exposed to and recommends programs and strategies to minimize or mitigate risks<br><br>3.4 Reaches out to other government agencies in the locality in order to harmonise and/or co-develop plans and programs in environmental protection | 4.1 Leads in developing LGU policies and programs aimed at mitigating disasters<br><br>4.2 Leads in the development of the Provincial Calamity Plan<br><br>4.3 Allocates resources for the purchase of equipment and tools that enhance the readiness of the LGU in responding to disasters<br><br>4.4 Reaches out to national agencies and/or private institutions with shared interests to seek support for programs |

# STEWARDSHIP

Managing, preserving and safeguarding resources entrusted to a public servant.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Follows specifications for operating office equipment, machines and tools in order to prolong their useful life<br><br>1.2 Uses government properties strictly for official purposes<br><br>1.3 Reports damaged or lost assets for proper action (repair, disposal, documentation, etc.)<br><br>1.4 Turns over unserviceable equipment to GSO for proper disposal | 2.1 Identifies wasteful practices and opportunities for optimizing resource use and brings these up to management for action<br><br>2.2 Safeguards resources within own area from theft, vandalism, or misuse<br><br>2.3 Makes purchasing decisions for goods, supplies, equipment and services based on value-for-money proposition | 3.1 Evaluates proposed purchase/activity vis-a-vis its contribution to the achievement of the LGU mandate<br><br>3.2 Proposes and advocates to Management the adoption of measures on the efficient utilization of resources<br><br>3.3 Maintains a schedule for maintenance work on office equipment and facilities under their jurisdiction | 4.1 Institutes control and management system for the deployment and safeguarding of government resources for small-medium and even long-term projects/programs<br><br>4.2 Channels resources towards identified priorities and those which yield the highest return<br><br>4.3 Designs systems/processes to maximize resource utilization |

# 5

# TECHNICAL COMPETENCIES

Provincial Accounting Office

Provincial Budget Offiice

Provincial Environment and Natural Resource Office

Provincial Human Resource Management Office

Provincial Governor's Office - Internal Audit Services

Provincial Planning and Development Office

Provincial Treasurer's Office

Provincial General Services Office - Bids and Awards Committee

# PROVINCIAL ACCOUNTING OFFICE (PAccO)

# ACCOUNTING

## Provincial Accounting Office (PAccO)

Systematically recording, measuring, classifying, verifying, summarizing, interpreting and communicating financial information of the LGU and preparing mandatory financial reports required by regulatory agencies and other related institutions.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Encodes entries and updates records in subsidiary ledgers;<br><br>1.2 Files accountable forms and business documents<br><br>1.3 Processes vouchers, purchase orders or claims for payments and prepares journal entries<br><br>1.4 Performs work in line with acceptable general accounting principles and government financial and accounting policies and procedures | 2.1 Examines and verifies journal entries and other records involving cash advances, accounts receivable, accounts payable, and other accounts<br><br>2.2 Prepares bank reconciliation and schedules for various accounts<br><br>2.3 Analyses and verifies details of various accounts | 3.1 Consolidates and finalises financial statements and all related reports of the LGU for submission to the leadership and regulatory agencies<br><br>3.2 Studies and analyses reports on status of appropriations and trends of expenditures and identifies causes of variances<br><br>3.3 Identifies irregularities/loopholes in LGU accounting and financial practices and recommends remedial action<br><br>3.4 Checks compliance to general accounting principles and government accounting and financial reporting policies and procedures | 4.1 Develops and implements LGU accounting and financial policies, processes, and systems and reporting procedures including documentation of the same, in line with general accounting principles and government financial and accounting policies and procedures<br><br>4.2 Safeguards the LGU financial papers<br><br>4.3 Circulates and explains to all concerned parties new or updates on accounting and finance policies/procedures<br><br>4.4 Monitors and follows through compliance with all applicable rules, regulations and standards in the classification of accounts and in the preparation of financial statements and reports |

# FINANCIAL ACUMEN

## Provincial Accounting Office (PAccO)

Applying appropriate and accepted financial management principles in the execution of processes and in making decisions that are fiscally sound and responsible.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Complies with standard government and generally accepted financial framework, rules, regulations and guidelines when performing basic and procedural financial related tasks<br><br>1.2 Looks for ways and adopts work practices that optimize use of financial resources | 2.1 Checks conformance to rules and, regulations in order to avoid anomalies and drain in financial resources<br><br>2.2 Spots opportunities where cost effective approaches and measures can be implemented<br><br>2.3 Explores least-cost-option when making purchases, without sacrificing quality and performance | 3.1 Analyses pros and cons and calculates the risks of financial decision options<br><br>3.2 Interprets and analyses financial information to verify facts and/or substantiate issues at hand<br><br>3.3 Validates whether proposed purchases and expenditures are necessary and/or add value | 4.1 Aligns finances to organisational priorities<br><br>4.2 Analyses impact of financial decisions on the bottom line<br><br>4.3 Checks the overall financial health of the organization<br><br>4.4 Promulgates LGU financial policies and procedures that promote transparency and fiscally sound practices |

# GENERATING REPORTS AND DOCUMENTATION

## Provincial Accounting Office (PAccO)

Writing comprehensive and understandable official documentation and reports containing simple to complex information on events/programs/projects, with analysis and recommendations as required.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Accomplishes pro-forma documents accurately<br><br>1.2 Records correct data and information about events/programs<br><br>1.3 Uses simple but clear and coherent sentences | 2.1 Documents in chronological order, the proceedings in a regular meeting or event<br><br>2.2 Writes summary reports and other documentation related to the performance of one's tasks, duties and responsibilities<br><br>2.3 Uses grammatically correct, concise, clear, and coherent sentences | 3.1 Writes technical documents and formal communications<br><br>3.2 Simplifies technical jargon and technical information when report/document is intended for non-technical audience<br><br>3.3 Presents data in table, graph, or chart format and provides correct analysis and interpretation<br><br>3.4 Develops templates for simple and routine reports | 4.1 Reviews, edits, critiques technical documentation based on accepted standards of technical writing<br><br>4.2 Recognises trends and patterns in current and past data/information and provides correct analysis and recommendation<br><br>4.3 Develops report format appropriate for the content and target audience |

# PROVINCIAL BUDGET OFFICE (PBO)

# BUDGET PREPARATION

## Provincial Budget Office (PBO)

Coordinating preparation of the budgetary plans for the different provincial offices and its municipal components and consolidating these into the provincial budget.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Prepares abstract of quotations, project design, LBM / ARO for the pre, ongoing and post budget hearing /calls<br><br>1.2 Encodes budget proposals of different offices in the Local Expenditures Program<br><br>1.3 Follows up on budget submissions as directed<br><br>1.4 Provides Secretariat services during Budget hearings/Calls to facilitate conduct of activities and consolidation of data | 2.1 Makes preliminary review of municipal budgets by checking individual items & accurateness of figures<br><br>2.2 Provides information on budgetary processes, forms and guidelines<br><br>2.3 Communicates assumptions/ considerations and guidelines to different offices and specific departments (treasurer, accountant, and the planning and development coordinator)<br><br>2.4 Computes for Statutory and Mandatory Obligations | 3.1 Reviews and checks municipal budgets as to accuracy and conformity to existing budgeting laws, rules and regulations<br><br>3.2 Consolidates the heard budget proposals as inputs to the annual and supplemental budgets;<br><br>3.3 Counter-checks computations of Statutory and Mandatory Obligations submitted<br><br>3.4 Prepares forms, orders and circulars related to budgetary and appropriation matters<br><br>3.5 Recommends improvements in budgeting processes, policies and procedures | 4.1 Convenes the budget forum<br><br>4.2 Checks the correctness of and compliance to statutory requirements of the consolidated budget proposals of different offices and departments of the LGU<br><br>4.3 Presents the consolidated and approved budget to the PLFC and to the Governor for final approval prior to submission to SP<br><br>4.4 Revises the budget based on results of the hearing and the directions of the governor<br><br>4.5 Submits periodic budgetary reports to Department of Budget and Management<br><br>4.6 Analyses and presents historical pattern of budget utilisation as basis for strategic planning and decision making |

# BUDGET ADMINISTRATION AND CONTROL

## Provincial Budget Office (PBO)

Disbursing funds and processing claims based on approved budgets and following processes and systems that promote transparency and accountability in public spending.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Processes purchase orders and obligation requests<br><br>1.2 Checks completeness of required support documents<br><br>1.3 Receives and encodes financial documents such as vouchers, purchase requests and other financial documents<br><br>1.4 Transmits documents to approving and concerned offices<br><br>1.5 Maintains files of important documents | 2.1 Disseminates approved Local Budget Matrix / Allotment Release Orders to offices concerned<br><br>2.2 Prepares certification documents needed by parties for the purpose of availability of funds to support request for augmentation and other purposes<br><br>2.3 Checks financial documents as to accuracy and conformity with the approved provincial budgets | 3.1 Checks and reviews Local Budget Matrix and Allotment Release Order of programs and projects<br><br>3.2 Prepares monthly status reports of appropriations, allotments and obligations of General Fund and Special Education Fund<br><br>3.3 Evaluates/checks Program of Works and Activity Designs / Logical Frameworks and other requests as to availability of funds<br><br>3.4 Provides technical assistance to the Sanggunian concerned in reviewing the approved budgets of component Local Government Unit | 4.1 Approves Obligation Requests certifying as to the existence of appropriation of all financial claims<br><br>4.2 Evaluates budgetary implications of proposed legislation and submit comments and recommendations<br><br>4.3 Prepares annual reports regarding performance targets vis-à-vis semestral performance evaluation<br><br>4.4 Harmonises directions/priorities with the Provincial Treasurer and other concerned officials in order to protect the financial standing of the province<br><br>4.5 Reviews the fund allocation of Program of Works and Activity Designs / Logical Frameworks submitted by the different offices before the issuance of Allotment Release Order |

# FINANCIAL ACUMEN

## Provincial Budget Office (PBO)

Applying appropriate and accepted financial management principles in the execution of processes and in making decisions that are fiscally sound and responsible.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Complies with standard government and generally accepted financial framework, rules, regulations and guidelines when performing basic and procedural financial related tasks<br><br>1.2 Looks for ways and adopts work practices that optimize use of financial resources | 2.1 Checks conformance to rules and, regulations in order to avoid anomalies and drain in financial resources<br><br>2.2 Spots opportunities where cost effective approaches and measures can be implemented<br><br>2.3 Explores least-cost-option when making purchases, without sacrificing quality and performance | 3.1 Analyses pros and cons and calculates the risks of financial decision options<br><br>3.2 Interprets and analyses financial information to verify facts and/or substantiate issues at hand<br><br>3.3 Validates whether proposed purchases and expenditures are necessary and/or add value | 4.1 Aligns finances to organisational priorities<br><br>4.2 Analyses impact of financial decisions on the bottom line<br><br>4.3 Checks the overall financial health of the organization<br><br>4.4 Promulgates LGU financial policies and procedures that promote transparency and fiscally sound practices |

# GENERATING REPORT AND DOCUMENTATION

## Provincial Budget Office (PBO)

Writing comprehensive and understandable official documentation and report containing simple to complex information on events/programs/projects with analysis and recommendations as required.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Accomplishes pro-forma documents accurately<br><br>1.2 Records correct data and information about events/programs<br><br>1.3 Uses simple but clear and coherent sentences | 2.1 Documents in chronological order, the proceedings in a regular meeting or event<br><br>2.2 Writes summary reports and other documentation related to the performance of one's tasks, duties and responsibilities<br><br>2.3 Uses grammatically correct, concise, clear, and coherent sentences | 3.1 Writes technical documents and formal communications<br><br>3.2 Simplifies technical jargon and technical information when report/document is intended for non-technical audience<br><br>3.3 Presents data in table, graph, or chart format and provides correct analysis and interpretation<br><br>3.4 Develops templates for simple and routine reports | 4.1 Reviews, edits, critiques technical documentation based on accepted standards of technical writing<br><br>4.2 Recognises trends and patterns in current and past data/information and provides correct analysis and recommendation<br><br>4.3 Develops report format appropriate for the content and target audience |

# PLANNING, ORGANIZING AND DELIVERING

## Provincial Budget Office (PBO)

Developing programs and projects, and mobilizing and managing resources, both material and human, in order to fully achieve the set objectives and targets of the Provincial Government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Schedules one's assigned tasks according to agreed priorities<br><br>1.2 Works with resources at his/her own disposal, in accordance with set guidelines and standards<br><br>1.3 Requests for colleague support or additional resources if all means at disposal have been exhausted, in order to meet timelines and other standards | 2.1 Sets own priorities in support of the objectives of the operating unit they belong to<br><br>2.2 Develops work plan to achieve deliverables in own area of responsibility, including the resource needed to accomplish the work plan on schedule<br><br>2.3 Identifies barriers that may hamper implementation of plans and programs, and secures help through the immediate superior | 3.1 Develops programs or projects within own area of responsibility to support the objectives and targets of the LGU, utilising existing structures, available resources and information<br><br>3.2 Communicates priorities for the team members and allocates resources for the delivery of outputs<br><br>3.3 Taps resources outside the team and secures senior management support when own unit resources are exhausted and projects/ program face risk of failure<br><br>3.4 Conducts constant review of plans, and takes corrective action in order to stay on track | 4.1 Establishes a strategic framework to achieve strategic goals of the LGU, and sets priorities accordingly<br><br>4.2 Harmonises the programs and projects of the various operating units to ensure LGU resources are channeled to priority areas<br><br>4.3 Allocates resources according to priorities<br><br>4.4 Recognises when priorities might change and realigns resources to meet LGU objectives<br><br>4.5 Utilises project management principles, techniques and similar tools in managing projects towards successful completion |

# RISK ASSESSMENT AND MANAGEMENT

## Provincial Budget Office (PBO)

Identifying, analysing, evaluating, and managing risks relative to the achievement of goals and targets of the local government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Identifies obstacles to own performance<br><br>1.2 Takes action to eliminate obstacles within own area of influence<br><br>1.3 Seeks the help of colleagues and/or superior when magnitude is beyond his/her control | 2.1 Identifies the obstacles to the delivery of plans/programs within own area of responsibility, supported by analysis of facts and information<br><br>2.2 Assesses own capabilities of managing the risk and secures the help of others as needed<br><br>2.3 Takes action within authority granted or makes recommendations to authorized parties in order to eliminate or mitigate the risks | 3.1 Identifies the evident as well as the not-so-evident issues within the immediate LGU environment that can affect success of plans and programs<br><br>3.2 Analyses the source of risk and defines its complexity and magnitude<br><br>3.3 Develops action plans /strategies to mitigate risks<br><br>3.4 Engages the support of persons-in-authority in the implementation of risk management plan | 4.1 Analyses the broader environment such as political structures at the provincial and national level which can impact achievement of LGU goals<br><br>4.2 Utilises a range of harmonized strategies to address risks<br><br>4.3 Builds a coalition of support to implement actions/strategies to manage risks<br><br>4.4 Institutes changes in systems/processes methods in order to mitigate risks |

# ENVIRONMENT AND NATURAL RESOURCE OFFICE (ENRO)

# ADVOCATING ENVIRONMENTAL PROTECTION and PRESERVATION OF NATURAL RESOURCES

## Environment and Natural Resource Office (ENRO)

Developing and instituting systems, processes and procedures that promotes compliance of project proponents, local government and its partner agencies/organisations to commitments in the implementation of projects, programs and activities related to and/or has adverse impact directly or indirectly to the environment and natural resources.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Walks the talk; own behavior reflects care for the environment and natural resources (ENR)<br><br>1.2 Disseminates information to the general public on projects, programs and activities related to and/or has direct/indirect impact on the environment and natural resources, committed by the local government and its partner agencies/ organisations<br><br>1.3 Collects and provides updates on activities among pertinent offices and government agencies to keep efforts coordinated<br><br>1.4 Collects on-the-ground basic information on environmental risks or suspect activities that are harmful to the ENR<br><br>1.5 Explains relevant Republic Acts, laws, circulars and regulatory provisions related to ENR programs | 2.1 Conducts fora, information campaign and similar activities to educate private groups and the public about general facts, issues, developments and actions that are critical and may significantly affect the environment and natural resources<br><br>2.2 Conducts environmental assessment of the localities under the jurisdiction of the LGU to identify environmental risks and harmful practices<br><br>2.3 Investigates informal reports about environmental abuses and directs findings to the proper authorities<br><br>2.4 Checks that involved parties comply with corrective measures agreed upon and if found to be non-compliant, elevates the matter to the right authority for proper action<br><br>2.5 Identifies tools that can be used and practices that can be observed to significantly affect the protection of the environment and natural resources | 3.1 Conducts site inspections and similar activities to check if the various entities and the general public comply with environment policies and guidelines<br><br>3.2 Recommends activities and programs on how to conserve ecologically sensitive habitats and ecosystems and which promote the optimal use of natural resources and protection/preservation of the environment<br><br>3.3 Formulates mitigating measures to minimize the real and/or potential unfavorable impact of activities to the environment, for approval by higher authority<br><br>3.4 Guides the LGU in operationalizing and adopting national ENR strategies responsive/ suitable to the needs, opportunities and challenges peculiar to the locality<br><br>3.5 Implements a safe mechanism for reporting activities that adversely affect the environment and natural resources | 4.1 In consultation with various interest groups, leads in the development of the LGU strategy and its implementing guidelines for the protection of the environment and preservation of natural resources<br><br>4.2 Identifies priorities based on the provincial environmental risk assessment<br><br>4.3 Harmonises the programs, projects and activities of the Local government units, other government agencies and involved interest sectors in support of the strategy<br><br>4.4 Crafts LGU policies to reward LGUs or groups whose programs, projects or activities have significantly contributed to environmental protection and preservation of natural resources<br><br>4.5 Leads in the development of clear policies to detract abusers and abusive behaviors |

# COMMUNITY ORGANIZING

## Environment and Natural Resource Office (ENRO)

Engaging and organizing members of different communities involved and/or affected in environment and natural (ENR) resources-related projects to provide on-the-ground support for successful implementation.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Secures the support and endorsement of a respected member of the community prior to engaging the populace<br><br>1.2 Integrates self positively with the local community to create a helpful climate<br><br>1.3 Gathers information on the environmental concerns of the community<br><br>1.4 Enrolls members to the cause by appealing both to their emotions and intellect | 2.1 Profiles the power dynamics in the community/ies and enlists the support of key influencers who are in formal roles as well as those looked up to as informal leaders<br><br>2.2 Identifies environmental issues and concerns unique to each community, studies their impact on the populace, and uses this information as a "selling proposition" to enroll community supporters<br><br>2.3 Facilitates dialogue and consultations with members of community concerned<br><br>2.4 Uses shared goals and aspirations to unify community members who may have disparate interests and varying levels of environmental awareness | 3.1 Gauges the readiness of the community and its leaders in embracing the programs, and develops strategies to gain their support and buy-in<br><br>3.2 Involves community members in identifying and implementing necessary actions or adjustments suitable to their respective situations during program implementation<br><br>3.3 Facilitates resolution of conflicts between the community members which can impact on the success of the programs<br><br>3.4 Identifies needs, formulates recommendations and implements programs that build/strengthen capabilities in managing community development programs among community members | 4.1 Utilizes a variety of approaches in community organizing that are responsive to various community contexts and outlines corresponding implementation guidelines<br><br>4.2 Provides training, coaching, mentoring and other learning and development opportunities to others in order to develop their competencies in carrying out community organizing work<br><br>4.3 Consolidates learning in community organizing and develops/designs programs that build/strengthen the capabilities in managing community development programs among community members |

# GENERATING REPORTS AND DOCUMENTATION

## Environment and Natural Resource Office (ENRO)

Writing comprehensive and understandable official documentation and report containing simple to complex information on events/programs/projects with analysis and recommendations as required.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Accomplishes pro-forma documents accurately<br><br>1.2 Records correct data and information about events/programs<br><br>1.3 Uses simple but clear and coherent sentences | 2.1 Documents in chronological order, the proceedings in a regular meeting or event<br><br>2.2 Writes summary reports and other documentation related to the performance of one's tasks, duties and responsibilities<br><br>2.3 Uses grammatically correct, concise, clear, and coherent sentences | 3.1 Writes technical documents and formal communications<br><br>3.2 Simplifies technical jargon and technical information when report/document is intended for non-technical audience<br><br>3.3 Presents data in table, graph, or chart format and provides correct analysis and interpretation<br><br>3.4 Develops templates for simple and routine reports | 4.1 Reviews, edits, critiques technical documentation based on accepted standards of technical writing<br><br>4.2 Recognises trends and patterns in current and past data/information and provides correct analysis and recommendation<br><br>4.3 Develops report format appropriate for the content and target audience |

# PLANNING, ORGANIZING AND DELIVERING

## Environment and Natural Resource Office (ENRO)

Developing programs and projects, and mobilizing and managing resources, both material and human, in order to fully achieve the set objectives and targets of the Provincial Government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Schedules one's assigned tasks according to agreed priorities<br><br>1.2 Works with resources at his/her own disposal, in accordance with set guidelines and standards<br><br>1.3 Requests for colleague support or additional resources if all means at disposal have been exhausted, in order to meet timelines and other standards | 2.1 Sets own priorities in support of the objectives of the operating unit they belong to<br><br>2.2 Develops work plan to achieve deliverables in own area of responsibility, including the resource needed to accomplish the work plan on schedule<br><br>2.3 Identifies barriers that may hamper implementation of plans and programs, and secures help through the immediate superior | 3.1 Develops programs or projects within own area of responsibility to support the objectives and targets of the LGU, utilising existing structures, available resources and information<br><br>3.2 Communicates priorities for the team members and allocates resources for the delivery of outputs<br><br>3.3 Taps resources outside the team and secures senior management support when own unit resources are exhausted and projects/ program face risk of failure<br><br>3.4 Conducts constant review of plans, and takes corrective action in order to stay on track | 4.1 Establishes a strategic framework to achieve strategic goals of the LGU, and sets priorities accordingly<br><br>4.2 Harmonises the programs and projects of the various operating units to ensure LGU resources are channeled to priority areas<br><br>4.3 Allocates resources according to priorities<br><br>4.4 Recognises when priorities might change and realigns resources to meet LGU objectives<br><br>4.5 Utilises project management principles, techniques and similar tools in managing projects towards successful completion |

# MONITORING AND EVALUATING

## Environment and Natural Resource Office (ENRO)

Gathering and evaluating information to determine whether or not the on-going activities of a program are in line with intended direction or results.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Conducts random site inspection to check on program/project progress<br><br>1.2 Checks status against a proforma checklist<br><br>1.3 Relies on status reports submitted by program stakeholders<br><br>1.4 Relies on updates provided by others | 2.1 Collects data from various sources<br><br>2.2 Maintains and updates databases of all R&D projects/ activities for effective M & E<br><br>2.3 Reviews and analyzes data and cross validates to spot anomalies or to confirm findings<br><br>2.4 Provides on-time and complete updates to superior/s and colleagues regarding problems/issues, and suggests appropriate steps to address the issue | 3.1 Leads in the monitoring and evaluation activities of projects and activities<br><br>3.2 Prepares a checklist of project parameters to be measured including progress indicators<br><br>3.3 Encourages others to use the developed M/E tools and system for programs/projects<br><br>3.4 Investigates the cause of gaps or discrepancies against programmed results/ schedules and recommends actions to narrow the gaps<br><br>3.5 Prepares the Project Evaluation Report (PER) | 4.1 Undertakes in-depth review of the PER and suggests revisions<br><br>4.2 Designs M&E approach and methodology appropriate for the projects<br><br>4.3 Checks if systems/ components are in place to effectively monitor and evaluate progress<br><br>4.4 Initiates design of information systems, databases for effective monitoring and evaluation of projects and activities |

# RISK ASSESSMENT AND MANAGEMENT

## Environment and Natural Resource Office (ENRO)

Identifying, analyzing, evaluating, and managing risks relative to the achievement of goals and targets of the local government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Identifies obstacles to own performance<br><br>1.2 Takes action to eliminate obstacles within own area of influence<br><br>1.3 Seeks the help of colleagues and/or superior when magnitude is beyond his/her control | 2.1 Identifies the obstacles to the delivery of plans/programs within own area of responsibility, supported by analysis of facts and information<br><br>2.2 Assesses own capabilities of managing the risk and secures the help of others as needed<br><br>2.3 Takes action within authority granted or makes recommendations to authorized parties in order to eliminate or mitigate the risks | 3.1 Identifies the evident as well as the not-so-evident issues within the immediate LGU environment that can affect success of plans and programs<br><br>3.2 Analyses the source of risk and defines its complexity and magnitude<br><br>3.3 Develops action plans /strategies to mitigate risks<br><br>3.4 Engages the support of persons-in-authority in the implementation of risk management plan | 4.1 Analyses the broader environment such as political structures at the provincial and national level which can impact achievement of LGU goals<br><br>4.2 Utilises a range of harmonized strategies to address risks<br><br>4.3 Builds a coalition of support to implement actions/strategies to manage risks<br><br>4.4 Institutes changes in systems/processes methods in order to prevent recurrence |

# HUMAN RESOURCE MANAGEMENT OFFICE (HRMO)

# BENEFITS, COMPENSATION AND WELFARE ADMINISTRATION

## Human Resource Management Office (HRMO)

Establishing and implementing policies and procedures for the effective delivery/provision of compensation, benefits and welfare programs and systems to all employees.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Relies on manual recording and physical safekeeping of documents required for computing net pay and for complying with statutory requirements<br><br>1.2 Responds to queries with correct information on general government and LGU policies, rules and guidelines relating to benefits, compensation and welfare<br><br>1.3 Communicates the requirements for personnel benefits<br><br>1.4 Evaluates requirements and other supporting documents and gives guidelines on how to be compliant<br><br>1.5 Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits based on existing guidelines | 2.1 Utilizes technology to expedite benefits administration to employees<br><br>2.2 Analyzes new rules, policies and guidelines and explains their implications<br><br>2.3 Checks the LGU's compliance to statutory requirements<br><br>2.4 Refers to updated information regarding regulations, policies, procedures and public practices, contact persons and appropriate offices/agencies (CSC/GSIS/ Pag-IBIG) pertinent to employee benefits and administration when doing related work<br><br>2.5 Identifies areas for improvements in policies and procedures for administering benefits and prepares corresponding recommendations/proposals | 3.1 Conceptualizes and recommends innovative ways of providing incentives, recognition and benefits to employees within the bounds of existing laws and regulations<br><br>3.2 Prepares, generates, validates and maintains compensation information and other related documents / statistics needed for management decision-making<br><br>3.3 Interprets correctly and communicates the philosophy, rationale, concept and guidelines governing reward mechanisms of the LGU | 4.1 Benchmarks with other institutions and studies best practices in compensation and benefits management to explore more effective methods to spur employee engagement<br><br>4.2 Possesses technical capability to conduct compensation, benefits and welfare studies, i.e., Job evaluation, benchmarking to support recommended changes in compensation and benefits programs<br><br>4.3 Renders opinion/position on the queries pertaining to salary/wages/benefits claims |

# HR PLANNING, RECRUITMENT AND PLACEMENT

## Human Resource Management Office (HRMO)

Identifying manpower requirements and adopting processes and systems to attract and select the right people with the right competencies for the right jobs.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Complies with regulatory and Competency-Based recruitment guidelines in posting job vacancies and screening applications<br><br>1.2 Maintains proper documentation of the selection process, making sure that appropriate documents and reports are readily available for proper disposition<br><br>1.3 Updates data base of vacancies and employee movements (transfers, promotions, resignations, separations, terminations etc.) | 2.1 Checks for completeness and accuracy of information indicated in employment documents like personnel data sheet, appointment, contracts etc.<br><br>2.2 Observes established procedures and standards, and uses audio-recording to maintain integrity of the documentation of proceedings during Selection Board deliberations<br><br>2.3 Observes established procedures and standards in conducting screening interviews (initial and BEI), administration of pertinent tests, scoring, rating and ranking applicants | 3.1 Monitors and checks compliance to existing pertinent policies, processes and procedures<br><br>3.2 Reviews recruitment performance results and identifies areas and opportunities for improvement<br><br>3.3 Recommends changes in policies and procedures to keep recruitment system responsive to the needs of the LGU<br><br>3.4 Analyses existing organization structure vis-à-vis strategic goals and priorities to determine manpower requirements of the LGU | 4.1 Leads in the streamlining/updating of Recruitment policies and processes<br><br>4.2 Equips the Recruitment and Placemen staff as well as officers and staff of hiring offices involved in the recruitment and selection process with the tools and capabilities to assess candidates<br><br>4.3 Provides guidance and appropriate advice to staff in the implementation of recruitment policies, guidelines and procedures |

# STRENGTHENING EMPLOYEE RELATIONS

## Human Resource Management Office (HRMO)

Developing and implementing programs/interventions that creates and maintains conducive employer-employee working environment through various activities that promote and contribute to productivity, motivation and morale.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Refers to policies, issuances and guidelines when addressing routine employee relations inquiries and seeks guidance with unfamiliar concerns<br><br>1.2 Refers and adheres to appropriate policies, guidelines and procedures in implementing the provisions of the employee's code of conduct and in dealing with simple to moderate employee offenses<br><br>1.3 Organizes the records of employee cases, and keeps the database for all employee relations related documents and activities updated<br><br>1.4 Organizes the resources and schedules of activities to facilitate the implementation of employee wellness programs | 2.1 Explains/clarifies employee relations memoranda and issuances, guidelines and policies when addressing inquiries<br><br>2.2 Observes appropriate procedures and practices objectivity when conducting investigations about disciplinary cases<br><br>2.3 Is firm when handing out disciplinary sanctions to erring employees<br><br>2.4 Keeps employees informed about wellness programs and keeps records to monitor level of interest | 3.1 Uses appropriate mediation techniques in settling grievances<br><br>3.2 Analyzes employee profile and other pertinent data to support recommendations on new Employee Wellness programs and to support recommendations on policy enhancements | 4.1 Translates ER goals into programs and activities and provides guidance in the implementation of ER programs<br><br>4.2 Develops the capabilities of staff in implementing ER programs including identifying needs and handling clarifications, inquiries, complaints and grievances |

# LEARNING AND DEVELOPMENT

## Human Resource Management Office (HRMO)

Formulating and implementing appropriate learning interventions that will develop individual and/or group capabilities in achieving organizational goals.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Administers appropriate training needs assessment tools (templates and forms) in gathering TNA data<br><br>1.2 Keeps data base for TNA results and training records updated<br><br>1.3 Keep records of data from interviews and Focus Group Discussions<br><br>1.4 Applies basic training design principles in developing instructional materials and simple training modules, seeking guidance with unfamiliar subjects and procedures<br><br>1.5 Adheres to standards in learning delivery when providing appropriate support like distribution of training materials, attending to learners and speakers needs, managing training logistics etc. during training | 2.1 Employs appropriate assessment tools in routine learning gaps and training needs analysis, seeking guidance in unfamiliar instances<br><br>2.2 Applies principles, techniques and standards in the conduct of focus group discussions and interviews with appropriate guidance.<br><br>2.3 Performs quantitative and qualitative analysis on needs assessment and organizes such based on prescribed format, seeking guidance as necessary<br><br>2.4 Applies learning and training design principles (e.g., Adult learning, instructional systems design etc.) in developing training courses and modules<br><br>2.5 Runs energizers and simple learning activities that do not require complex processing of learning | 3.1 Uses quantitative and qualitative analysis in identifying training and learning needs<br><br>3.2 Utilizes assessment results, job performance results, and updated knowledge on learning and development (adult learning, instruction systems design etc.) in designing/customizing training programs or its components (program of instruction, modules, reference materials, etc.)<br><br>3.3 Provides guidelines to and engages LSP in exchange of ideas to customize content and learning delivery modalities appropriate to the target groups<br><br>3.4 Reviews evaluation results and training reports to keep track of the progress of the implementation of training programs | 4.1 Sets the L&D direction, translating L&D goals into programs and activities, providing guidance in the implementation of L&D programs<br><br>4.2 Conducts discussions and consultations and studies to assess the responsiveness of L&D programs and learning delivery modalities to the development needs of employees and directs changes accordingly |

# GENERATING REPORTS AND DOCUMENTATION

## Human Resource Management Office (HRMO)

Writing comprehensive and understandable official documentation and report containing simple to complex information on events/programs/projects with analysis and recommendations as required.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Accomplishes pro-forma documents accurately<br><br>1.2 Records correct data and information about events/programs<br><br>1.3 Uses simple but clear and coherent sentences | 2.1 Documents in chronological order, the proceedings in a regular meeting or event<br><br>2.2 Writes summary reports and other documentation related to the performance of one's tasks, duties and responsibilities<br><br>2.3 Uses grammatically correct, concise, clear, and coherent sentences | 3.1 Writes technical documents and formal communications<br><br>3.2 Simplifies technical jargon and technical information when report/document is intended for non-technical audience<br><br>3.3 Presents data in table, graph, or chart format and provides correct analysis and interpretation<br><br>3.4 Develops templates for simple and routine reports | 4.1 Accomplishes pro-forma documents accurately<br><br>4.2 Records correct data and information about events/programs<br><br>4.3 Uses simple but clear and coherent sentences |

# PLANNING, ORGANISING AND DELIVERING

## Human Resource Management Office (HRMO)

Developing programs and projects, and mobilizing and managing resources, both material and human, in order to fully achieve the set objectives and targets of the Provincial Government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Schedules one's assigned tasks according to agreed priorities<br><br>1.2 Works with resources at his/her own disposal, in accordance with set guidelines and standards<br><br>1.3 Requests for colleague support or additional resources if all means at disposal have been exhausted, in order to meet timelines and other standards | 2.1 Sets own priorities in support of the objectives of the operating unit they belong to<br><br>2.2 Develops work plan to achieve deliverables in own area of responsibility, including the resource needed to accomplish the work plan on schedule<br><br>2.3 Identifies barriers that may hamper implementation of plans and programs, and secures help through the immediate superior | 3.1 Develops programs or projects within own area of responsibility to support the objectives and targets of the LGU, utilising existing structures, available resources and information<br><br>3.2 Communicates priorities for the team members and allocates resources for the delivery of outputs<br><br>3.3 Taps resources outside the team and secures senior management support when own unit resources are exhausted and projects/ program face risk of failure<br><br>3.4 Conducts constant review of plans, and takes corrective action in order to stay on track | 4.1 Establishes a strategic framework to achieve strategic goals of the LGU, and sets priorities accordingly<br><br>4.2 Harmonises the programs and projects of the various operating units to ensure LGU resources are channeled to priority areas<br><br>4.3 Allocates resources according to priorities<br><br>4.4 Recognises when priorities might change and realigns resources to meet LGU objectives<br><br>4.5 Utilizes project management principles, techniques and similar tools in managing projects towards successful completion |

# RISK ASSESSMENT AND MANAGEMENT

## Human Resource Management Office (HRMO)

Identifying, analyzing, evaluating, and managing risks relative to the achievement of goals and targets of the local government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Identifies obstacles to own performance<br><br>1.2 Takes action to eliminate obstacles within own area of influence<br><br>1.3 Seeks the help of colleagues and/or superior when magnitude is beyond his/her control | 2.1 Identifies the obstacles to the delivery of plans/programs within own area of responsibility, supported by analysis of facts and information<br><br>2.2 Assesses own capabilities of managing the risk and secures the help of others as needed<br><br>2.3 Takes action within authority granted or makes recommendations to authorized parties in order to eliminate or mitigate the risks | 3.1 Identifies the evident as well as the not-so-evident issues within the immediate LGU environment that can affect success of plans and programs<br><br>3.2 Analyses the source of risk and defines its complexity and magnitude<br><br>3.3 Develops action plans /strategies to mitigate risks<br><br>3.4 Engages the support of persons-in-authority in the implementation of risk management plan | 4.1 Analyses the broader environment such as political structures at the provincial and national level which can impact achievement of LGU goals<br><br>4.2 Utilises a range of harmonized strategies to address risks<br><br>4.3 Builds a coalition of support to implement actions/strategies to manage risks<br><br>4.4 Institutes changes in systems/processes methods in order to prevent recurrence |

# MONITORING AND EVALUATING

## Human Resource Management Office (HRMO)

Gathering and evaluating information to determine whether or not the on-going activities of a program are in line with intended direction or results.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Conducts random site inspection to check on program/project progress<br><br>1.2 Checks status against a proforma checklist<br><br>1.3 Relies on status reports submitted by program stakeholders<br><br>1.4 Relies on updates provided by others | 2.1 Collects data from various sources<br><br>2.2 Maintains and updates databases of all R&D projects/ activities for effective M & E<br><br>2.3 Reviews and analyzes data and cross validates to spot anomalies or to confirm findings<br><br>2.4 Provides on-time and complete updates to superior/s and colleagues regarding problems/issues, and suggests appropriate steps to address the issue | 3.1 Leads in the monitoring and evaluation activities of projects and activities<br><br>3.2 Prepares a checklist of project parameters to be measured including progress indicators<br><br>3.3 Encourages others to use the developed M/E tools and system for programs/projects<br><br>3.4 Investigates the cause of gaps or discrepancies against programmed results/ schedules and recommends actions to narrow the gaps<br><br>3.5 Prepares the Project Evaluation Report (PER) | 4.1 Undertakes in-depth review of the PER and suggests revisions<br><br>4.2 Designs M&E approach and methodology appropriate for the projects<br><br>4.3 Checks if systems/ components are in place to effectively monitor and evaluate progress<br><br>4.4 Initiates design of information systems, databases for effective monitoring and evaluation of projects and activities<br><br>4.5 Institutes measures that will effectively address the gaps identified |

# INTERNAL AUDIT OFFICE (IAO)

# INTERNAL AUDIT PLANNING AND MANAGEMENT

## Internal Audit Office (IAO)

Formulating risk-based internal audit plan to undertake the following: 1) to evaluate management controls and operations performance, 2) to identify weaknesses and develop appropriate recommendations, and 3) to determine the degree of compliance with laws, regulations, management policies, accountability measures, ethical standards and contractual obligations.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Adheres to standard procedures when conducting field work and completing assigned auditing tasks<br><br>1.2 Checks the completeness and accuracy of data/samples collected per audit requirement<br><br>1.3 Conducts appropriate test work based on plan, standard procedures and schedules<br><br>1.4 Prepares test results based on prescribed format | 2.1 Obtains knowledge on the matters/ activities to be audited through research and discussions with concerned personnel<br><br>2.2 Identifies and evaluate needs and refers to appropriate regulations and standards when preparing audit plans<br><br>2.3 Documents research findings and audit test results, collecting and organizing supporting documents and records<br><br>2.4 Observes regulations, updates and applies knowledge of auditing systems and processes and principles when performing complicated audit work<br><br>2.5 Drafts report on the audit completed | 3.1 Organizes and distributes auditing tasks and resources, tracks progress and reviews auditing activities, providing guidance as needed<br><br>3.2 Reviews and discusses overall understanding on the matters to be audited, internal audit plans and programs<br><br>3.3 Reviews written internal audit reports, verifying accuracy and completeness of information and supporting documents and compliance to standard audit procedures and format<br><br>3.4 Reviews performance and identifies needs for improvement, providing appropriate guidance, coaching, mentoring and training to audit staff<br><br>3.5 Makes oral or written presentations at the conclusion of the audit, discussing deficiencies, recommending corrective actions, and suggesting improvements in operations<br><br>3.6 Follows-up actions to determine compliance with audit recommendations | 4.1 Reviews audit performance vis-à-vis annual goals, objectives, and performance targets and takes midterm adjustments as necessary<br><br>4.2 Establishes internal auditing standards, guidelines, and procedures<br><br>4.3 Reviews audit performance and identifies areas for improvement and opportunities and measures to update audit systems, standards, guidelines and procedures and preparing recommendations for policy enhancements<br><br>4.4 Reviews and approves internal audit plans and programs that are responsive and supportive of organizational thrusts and priorities<br><br>4.5 Checks and verifies compliance and accuracy of internal audit reports, holds consultations and discussions as necessary and approves accordingly |

# FINANCIAL ACUMEN

## Internal Audit Office (IAO)

Applying appropriate and accepted financial management principles in the execution of processes and in making decisions that are fiscally sound and responsible.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Complies with standard government and generally accepted financial framework, rules, regulations and guidelines when performing basic and procedural financial related tasks<br><br>1.2 Looks for ways and adopts work practices that optimize use of financial resources | 2.1 Checks conformance to rules and, regulations in order to avoid anomalies and drain in financial resources<br><br>2.2 Spots opportunities where cost effective approaches and measures can be implemented<br><br>2.3 Explores least-cost-option when making purchases, without sacrificing quality and performance | 3.1 Analyses pros and cons and calculates the risks of financial decision options<br><br>3.2 Interprets and analyses financial information to verify facts and/or substantiate issues at hand<br><br>3.3 Validates whether proposed purchases and expenditures are necessary and/or add value | 4.1 Aligns finances to organisational priorities<br><br>4.2 Analyses impact of financial decisions on the bottom line<br><br>4.3 Checks the overall financial health of the organization<br><br>4.4 Promulgates LGU financial policies and procedures that promote transparency and fiscally sound practices |

# RISK ASSESSMENT AND MANAGEMENT

## Internal Audit Office (IAO)

Identifying, analyzing, evaluating, and managing risks relative to the achievement of goals and targets of the local government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Identifies obstacles to own performance<br><br>1.2 Takes action to eliminate obstacles within own area of influence<br><br>1.3 Seeks the help of colleagues and/or superior when magnitude is beyond his/her control | 2.1 Identifies the obstacles to the delivery of plans/programs within own area of responsibility, supported by analysis of facts and information<br><br>2.2 Assesses own capabilities of managing the risk and secures the help of others as needed<br><br>2.3 Takes action within authority granted or makes recommendations to authorized parties in order to eliminate or mitigate the risks | 3.1 Identifies the evident as well as the not-so-evident issues within the immediate LGU environment that can affect success of plans and programs<br><br>3.2 Analyses the source of risk and defines its complexity and magnitude<br><br>3.3 Develops action plans /strategies to mitigate risks<br><br>3.4 Engages the support of persons-in-authority in the implementation of risk management plan | 4.1 Analyzes the broader environment such as political structures at the provincial and national level which can impact achievement of LGU goals<br><br>4.2 Utilizes a range of harmonized strategies to address risks<br><br>4.3 Builds a coalition of support to implement actions/strategies to manage risks<br><br>4.4 Institutes changes in systems/processes methods in order to prevent recurrence |

# GENERATING REPORTS AND DOCUMENTATION

## Internal Audit Office (IAO)

Writing comprehensive and understandable official documentation and report containing simple to complex information on events/programs/projects with analysis and recommendations as required.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Accomplishes pro-forma documents accurately<br><br>1.2 Records correct data and information about events/programs<br><br>1.3 Uses simple but clear and coherent sentences | 2.1 Documents in chronological order, the proceedings in a regular meeting or event<br><br>2.2 Writes summary reports and other documentation related to the performance of one's tasks, duties and responsibilities<br><br>2.3 Uses grammatically correct, concise, clear, and coherent sentences | 3.1 Writes technical documents and formal communications<br><br>3.2 Simplifies technical jargon and technical information when report/document is intended for non-technical audience<br><br>3.3 Presents data in table, graph, or chart format and provides correct analysis and interpretation<br><br>3.4 Develops templates for simple and routine reports | 4.1 Reviews, edits, critiques technical documentation based on accepted standards of technical writing<br><br>4.2 Recognises trends and patterns in current and past data/information and provides correct analysis and recommendation<br><br>4.3 Develops report format appropriate for the content and target audience |

# PROVINCIAL PLANNING AND DEVELOPMENT OFFICE (PPDO)

# PROVINCIAL DEVELOPMENT PLANNING

## Provincial Planning and Development Office (PPDO)

Identifying, developing and evaluating projects and programs that are responsive to the development needs of the province.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Compiles LGU development records, pertinent regulatory issuances, historical information and related documents as references for provincial development planning<br><br>1.2 Keeps copies of documents outlining LGU development thrusts and priorities, policies and guidelines and ongoing activities and programs available, for information dissemination, for addressing inquiries and as reference for parties seeking clarification and guidance<br><br>1.3 Prepares requirements, organizes schedules and activities, requests resources to facilitate the provincial development planning process | 2.1 Takes direction from the LGU executive on the priority development areas of the province that are linked to election promises<br><br>2.2 Solicits and consolidates plans and programs of the various offices and municipalities into the provincial development plan<br><br>2.3 Refers to regulations (LGU, ENR Zoning etc.) to guide development planning | 3.1 Directs data gathering on the LGU demographics, geographics, socio-economic information etc and utilizes the data to validate and/or to identify development thrusts and priorities<br><br>3.2 Utilizes structured planning principles and tools such as Environmental Scanning, Situation Analysis, SWOT to logically arrive at provincial priorities<br><br>3.3 Engages the development officers of the cities and municipalities to harmonize plans and programs and to identify areas for collaboration and support<br><br>3.4 Evaluates proposed plans and programs against the identified provincial development thrusts and priorities | 4.1 Consults with and engages on-the-ground development partners such as business groups, NGOs and other interest groups to identify potential growth areas and areas of mutual cooperation<br><br>4.2 Welcomes assistance from organizations with recognized expertise in development planning to professionalize the development planning process in the province<br><br>4.3 Takes the lead in formulating plans and programs that will be pursued at the provincial level, which are harmonized with municipal and city plans and programs |

# RESEARCH IN DEVELOPMENT PLANNING

## Provincial Planning and Development Office (PPDO)

Systematically gathering and analyzing information useful in identifying, implementing and evaluating development programs supportive of the development thrusts and priorities of the LGU.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Observes guidelines and checks for completeness of required information when determining the scope and limitation of research work<br><br>1.2 Applies appropriate data gathering tools and recognizes and accesses correct information sources | 2.1 Recognizes and adopts the appropriate research methodologies and resources needed based on the identified needs and issues that must be addressed by the research<br><br>2.2 Identifies primary and alternate sources of data, applies data reconstruction techniques and data gathering methodologies to complete required data<br><br>2.3 Validates and checks for completeness and relevance of data, and organizes and classifies such according to the requirements of the research | 3.1 Performs necessary quantitative and/ or qualitative data analysis to generate the information needed, and organizes the same for presentation purposes<br><br>3.2 Refers to research standards when evaluating research processes and providing corresponding advice to team members<br><br>3.3 Reviews research results and processes with team members, and provides feedback to enhance existing processes | 4.1 Reviews research results and organizes such into useful information (socio-economic information, demographics, program/project feasibility, situationer, impact analysis etc.) in provincial development planning<br><br>4.2 Interpolates data to test possible interrelationships and to potentially establish new and groundbreaking conclusions |

# GENERATING REPORTS AND DOCUMENTATION

## Provincial Planning and Development Office (PPDO)

Writing comprehensive and understandable official documentation and report containing simple to complex information on events/programs/projects with analysis and recommendations as required.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Accomplishes pro-forma documents accurately<br><br>1.2 Records correct data and information about events/programs<br><br>1.3 Uses simple but clear and coherent sentences | 2.1 Documents in chronological order, the proceedings in a regular meeting or event<br><br>2.2 Writes summary reports and other documentation related to the performance of one's tasks, duties and responsibilities<br><br>2.3 Uses grammatically correct, concise, clear, and coherent sentences | 3.1 Writes technical documents and formal communications<br><br>3.2 Simplifies technical jargon and technical information when report/document is intended for non-technical audience<br><br>3.3 Presents data in table, graph, or chart format and provides correct analysis and interpretation<br><br>3.4 Develops templates for simple and routine reports | 4.1 Reviews, edits, critiques technical documentation based on accepted standards of technical writing<br><br>4.2 Recognises trends and patterns in current and past data/information and provides correct analysis and recommendation<br><br>4.3 Develops report format appropriate for the content and target audience |

# PLANNING, ORGANISING AND DELIVERING

## Provincial Planning and Development Office (PPDO)

Developing programs and projects, and mobilizing and managing resources, both material and human, in order to fully achieve the set objectives and targets of the Provincial Government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Schedules one's assigned tasks according to agreed priorities<br><br>1.2 Works with resources at his/her own disposal, in accordance with set guidelines and standards<br><br>1.3 Requests for colleague support or additional resources if all means at disposal have been exhausted, in order to meet timelines and other standards | 2.1 Sets own priorities in support of the objectives of the operating unit they belong to<br><br>2.2 Develops work plan to achieve deliverables in own area of responsibility, including the resource needed to accomplish the work plan on schedule<br><br>2.3 Identifies barriers that may hamper implementation of plans and programs, and secures help through the immediate superior | 3.1 Develops programs or projects within own area of responsibility to support the objectives and targets of the LGU, utilising existing structures, available resources and information<br><br>3.2 Communicates priorities for the team members and allocates resources for the delivery of outputs<br><br>3.3 Taps resources outside the team and secures senior management support when own unit resources are exhausted and projects/ program face risk of failure<br><br>3.4 Conducts constant review of plans, and takes corrective action in order to stay on track | 4.1 Establishes a strategic framework to achieve strategic goals of the LGU, and sets priorities accordingly<br><br>4.2 Harmonises the programs and projects of the various operating units to ensure LGU resources are channeled to priority areas<br><br>4.3 Allocates resources according to priorities<br><br>4.4 Recognises when priorities might change and realigns resources to meet LGU objectives<br><br>4.5 Utilizes project management principles, techniques and similar tools in managing projects towards successful completion |

# RISK ASSESSMENT AND MANAGEMENT

## Provincial Planning and Development Office (PPDO)

Identifying, analyzing, evaluating, and managing risks relative to the achievement of goals and targets of the local government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Identifies obstacles to own performance<br><br>1.2 Takes action to eliminate obstacles within own area of influence<br><br>1.3 Seeks the help of colleagues and/or superior when magnitude is beyond his/her control | 2.1 Identifies the obstacles to the delivery of plans/programs within own area of responsibility, supported by analysis of facts and information<br><br>2.2 Assesses own capabilities of managing the risk and secures the help of others as needed<br><br>2.3 Takes action within authority granted or makes recommendations to authorized parties in order to eliminate or mitigate the risks | 3.1 Identifies the evident as well as the not-so-evident issues within the immediate LGU environment that can affect success of plans and programs<br><br>3.2 Analyses the source of risk and defines its complexity and magnitude<br><br>3.3 Develops action plans /strategies to mitigate risks<br><br>3.4 Engages the support of persons-in-authority in the implementation of risk management plan | 4.1 Analyses the broader environment such as political structures at the provincial and national level which can impact achievement of LGU goals<br><br>4.2 Utilises a range of harmonized strategies to address risks<br><br>4.3 Builds a coalition of support to implement actions/strategies to manage risks<br><br>4.4 Institutes changes in systems/processes methods in order to prevent recurrence |

# MONITORING AND EVALUATING

## Provincial Planning and Development Office (PPDO)

Gathering and evaluating information to determine whether or not the on-going activities of a program are in line with intended direction or results.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Conducts random site inspection to check on program/project progress<br><br>1.2 Checks status against a proforma checklist<br><br>1.3 Relies on status reports submitted by program stakeholders<br><br>1.4 Relies on updates provided by others | 2.1 Collects data from various sources<br><br>2.2 Maintains and updates databases of all R&D projects/ activities for effective M & E<br><br>2.3 Reviews and analyzes data and cross validates to spot anomalies or to confirm findings<br><br>2.4 Provides on-time and complete updates to superior/s and colleagues regarding problems/issues, and suggests appropriate steps to address the issue | 3.1 Leads in the monitoring and evaluation activities of projects and activities<br><br>3.2 Prepares a checklist of project parameters to be measured including progress indicators<br><br>3.3 Encourages others to use the developed M/E tools and system for programs/projects<br><br>3.4 Investigates the cause of gaps or discrepancies against programmed results/ schedules and recommends actions to narrow the gaps<br><br>3.5 Prepares the Project Evaluation Report (PER) | 4.1 Undertakes in-depth review of the PER and suggests revisions<br><br>4.2 Designs M&E approach and methodology appropriate for the projects<br><br>4.3 Checks if systems/ components are in place to effectively monitor and evaluate progress<br><br>4.4 Initiates design of information systems, databases for effective monitoring and evaluation of projects and activities |

# PROVINCIAL TREASURER'S OFFICE (PTO)

# REVENUE COLLECTION AND MANAGEMENT

## Provincial Treasurer's Office (PTO)

The ability to generate local sources and manage tax and non-tax revenues based on Local Government Taxation rules stipulated in Republic Act 7160 of Local Government Code.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Posts notices on tax deadlines to remind constituents with the view to improving on-time tax payments<br><br>1.2 Observes proper procedure in computing real property tax and other local impositions<br><br>1.3 Readily attends to the processing of tax payments within set standards to make the experience pleasing to tax payers | 2.1 Prepares information campaign that markets revenue generating programs of the LGU<br><br>2.2 Explains the link between revenue generation programs to LGU development plans and programs<br><br>2.3 Tracks revenue collection and prepares updates in performance | 3.1 Analyzes progress of revenue generation programs and activities and conducts meetings and consultations to identify issues and challenges encountered<br><br>3.2 Analyzes collection trends and identifies steps to address issues and challenges during implementation<br><br>3.3 Identifies and implements contingency measures to correct/arrest problems<br><br>3.4 Identifies potential revenue streams such as fees, penalties and incentives for early settlement of tax obligations, and drafts the implementing guidelines for consideration of higher management | 4.1 Reviews and evaluates the implications of revenue generation proposals and acts on the proposal accordingly<br><br>4.2 Reviews revenue generation results against the local situation and conducts consultations to identify annual revenue targets and income estimates to be certified/ approved by the provincial treasurer<br><br>4.3 Identifies measures to regularly implement resource mobilization and revenue generation activities like conduct of public auction of delinquent properties, applying remedies based on provisions like RA7160<br><br>4.4 Benchmarks with best practices in local revenue generation and evaluates how these can be adopted |

# CASH MANAGEMENT

## Provincial Treasurer's Office (PTO)

The ability to accelerate collection of receivables, handling and usage of cash and instituting proper internal control system.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Adheres to standard procedures in receiving and issuing payments, releasing salaries and wages, handling and processing cash and check transactions, handling cash and checks and issuing receipts and appropriate documents<br><br>1.2 Checks for accuracy and completeness of information and documents when preparing financial documents like deposit slips, vouchers, liquidation reports, report of disbursement and the like, and organizes them in updated files.<br><br>1.3 Checks the accuracy and completeness of information, amounts, documents and records of monthly remittances to GSIS, Bureau of Internal Revenue, PhilHealth, and others, and remit such payments on time | 2.1 Observes standard procedures in conducting routine review and processing of vouchers or claims for payments<br><br>2.2 Checks for accuracy and completeness of information and supporting documents when preparing and keeping the following financial reports updated:<br><br>o Daily and Monthly Disbursements<br><br>o Daily and Monthly Collections and Deposits<br><br>o Report of checks issued<br><br>o Monthly list of unclaimed checks<br><br>o Comparative report of disbursements vs. posting of checks<br><br>2.3 Leverages on good working relationship with the employees of the depository bank for easier bank transactions like cash/ check deposit, checkbook requisition, bank statement generation, etc.<br><br>2.4 Maintains and updates official check register / official cash book | 3.1 Adheres to procedures and guidelines in identifying, classifying and recording collections and allotments based on sources (local, national government, other agencies) and verifies that these are posted accordingly.<br><br>3.2 Conducts actual count, tallies all cash and check transactions and verifies supporting documents and reports to be sure that all transactions are accounted for and recorded properly<br><br>3.3 Verifies validity of transactions and completeness of information and supporting documents when authorizing check and cash payments<br><br>3.4 Checks and validates transactions and records regularly to make sure that transactions are compliant and reports are updated | 4.1 Observes and conducts meetings and consultation to review processes in managing funds, to identify measures and mechanisms for improvement including areas needing policy enhancements<br><br>4.2 Verifies report on disposition of local government funds checks compliance to prescribed format for presentation to government officials and publication to the general public<br><br>4.3 Keeps abreast with regulation updates, emerging best practices in public fund management and reviews performance results towards identifying measures to build capabilities for to improve systems and processes and corresponding policy enhancements |

# FINANCIAL MANAGEMENT

## Provincial Treasurer's Office (PTO)

Directing and controlling the mobilization and utilization of funds in the LGU to ensure the institution's financial sustainability .

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Complies with standard government and generally accepted financial framework, rules, regulations and guidelines<br><br>1.2 Looks for ways and adopts work practices that optimize use of financial resources<br><br>1.3 Tracks own expenses to ensure s/he stays within budget<br><br>1.4 Disburses funds according to agreed priorities | 2.1 Checks conformance to rules and, regulations in order to avoid anomalies and drain in financial resources<br><br>2.2 Spots opportunities where cost effective approaches and measures can be implemented<br><br>2.3 Explores least-cost-option when making purchases, without sacrificing quality and performance<br><br>2.4 Monitors that LGU purchases and expenses are within budget<br><br>2.5 Pinpoints loopholes in the financial processes and recommends strategies to institute check and balances | 3.1 Analyzes spending patterns of the LGU and its offices and utilizes findings to support forecasting and budget-setting<br><br>3.2 Analyzes financial risks of proposed actions and decisions and provides fiscally sound advise to the LGU leadership and operating units<br><br>3.3 Recommends strategies the LGU can adopt to improve its financial resource base or to improve its financial resource utilization practices<br><br>3.4 Simplifies complex financial data to be easily understood by non-financial officials | 4.1 Monitors the overall financial performance of the LGU against plans and targets<br><br>4.2 Offers advise to the LGU leadership and operating units on how financial resources can be realigned to meet LGU objectives, within the bounds of the government financial framework, rules, regulations and guidelines<br><br>4.3 Develops strategies/programs to improve the LGU financial standing<br><br>4.4 Promulgates LGU financial management policies and procedures that promote transparency and fiscally sound practices |

# PLANNING, ORGANISING AND DELIVERING

## Provincial Treasurer's Office (PTO)

Developing programs and projects, and mobilizing and managing resources, both material and human, in order to fully achieve the set objectives and targets of the Provincial Government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Schedules one's assigned tasks according to agreed priorities<br><br>1.2 Works with resources at his/her own disposal, in accordance with set guidelines and standards<br><br>1.3 Requests for colleague support or additional resources if all means at disposal have been exhausted, in order to meet timelines and other standards | 2.1 Sets own priorities in support of the objectives of the operating unit they belong to<br><br>2.2 Develops work plan to achieve deliverables in own area of responsibility, including the resource needed to accomplish the work plan on schedule<br><br>2.3 Identifies barriers that may hamper implementation of plans and programs, and secures help through the immediate superior | 3.1 Develops programs or projects within own area of responsibility to support the objectives and targets of the LGU, utilising existing structures, available resources and information<br><br>3.2 Communicates priorities for the team members and allocates resources for the delivery of outputs<br><br>3.3 Taps resources outside the team and secures senior management support when own unit resources are exhausted and projects/ program face risk of failure<br><br>3.4 Conducts constant review of plans, and takes corrective action in order to stay on track | 4.1 Establishes a strategic framework to achieve strategic goals of the LGU, and sets priorities accordingly<br><br>4.2 Harmonises the programs and projects of the various operating units to ensure LGU resources are channeled to priority areas<br><br>4.3 Allocates resources according to priorities<br><br>4.4 Recognises when priorities might change and realigns resources to meet LGU objectives<br><br>4.5 Utilizes project management principles, techniques and similar tools in managing projects towards successful completion |

# MONITORING AND EVALUATING

## Provincial Treasurer's Office (PTO)

Gathering and evaluating information to determine whether or not the on-going activities of a program are in line with intended direction or results.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Conducts random site inspection to check on program/project progress<br><br>1.2 Checks status against a proforma checklist<br><br>1.3 Relies on status reports submitted by program stakeholders<br><br>1.4 Relies on updates provided by others | 2.1 Collects data from various sources<br><br>2.2 Maintains and updates databases of all R&D projects/ activities for effective M & E<br><br>2.3 Reviews and analyzes data and cross validates to spot anomalies or to confirm findings<br><br>2.4 Provides on-time and complete updates to superior/s and colleagues regarding problems/issues, and suggests appropriate steps to address the issue | 3.1 Leads in the monitoring and evaluation activities of projects and activities<br><br>3.2 Prepares a checklist of project parameters to be measured including progress indicators<br><br>3.3 Encourages others to use the developed M/E tools and system for programs/projects<br><br>3.4 Investigates the cause of gaps or discrepancies against programmed results/ schedules and recommends actions to narrow the gaps<br><br>3.5 Prepares the Project Evaluation Report (PER) | 4.1 Undertakes in-depth review of the PER and suggests revisions<br><br>4.2 Designs M&E approach and methodology appropriate for the projects<br><br>4.3 Checks if systems/ components are in place to effectively monitor and evaluate progress<br><br>4.4 Initiates design of information systems, databases for effective monitoring and evaluation of projects and activities |

# RISK ASSESSMENT AND MANAGEMENT

## Provincial Treasurer's Office (PTO)

Identifying, analyzing, evaluating, and managing risks relative to the achievement of goals and targets of the local government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Identifies obstacles to own performance<br><br>1.2 Takes action to eliminate obstacles within own area of influence<br><br>1.3 Seeks the help of colleagues and/or superior when magnitude is beyond his/her control | 2.1 Identifies the obstacles to the delivery of plans/programs within own area of responsibility, supported by analysis of facts and information<br><br>2.2 Assesses own capabilities of managing the risk and secures the help of others as needed<br><br>2.3 Takes action within authority granted or makes recommendations to authorized parties in order to eliminate or mitigate the risks | 3.1 Identifies the evident as well as the not-so-evident issues within the immediate LGU environment that can affect success of plans and programs<br><br>3.2 Analyses the source of risk and defines its complexity and magnitude<br><br>3.3 Develops action plans /strategies to mitigate risks<br><br>3.4 Engages the support of persons-in-authority in the implementation of risk management plan | 4.1 Analyzes the broader environment such as political structures at the provincial and national level which can impact achievement of LGU goals<br><br>4.2 Utilizes a range of harmonized strategies to address risks<br><br>4.3 Builds a coalition of support to implement actions/strategies to manage risks<br><br>4.4 Institutes changes in systems/processes methods in order to prevent recurrence |

# GENERATING REPORTS AND DOCUMENTATION

## Provincial Treasurer's Office (PTO)

Writing comprehensive and understandable official documentation and report containing simple to complex information on events/programs/projects with analysis and recommendations as required.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Accomplishes pro-forma documents accurately<br><br>1.2 Records correct data and information about events/programs<br><br>1.3 Uses simple but clear and coherent sentences | 2.1 Documents in chronological order, the proceedings in a regular meeting or event<br><br>2.2 Writes summary reports and other documentation related to the performance of one's tasks, duties and responsibilities<br><br>2.3 Uses grammatically correct, concise, clear, and coherent sentences | 3.1 Writes technical documents and formal communications<br><br>3.2 Simplifies technical jargon and technical information when report/document is intended for non-technical audience<br><br>3.3 Presents data in table, graph, or chart format and provides correct analysis and interpretation<br><br>3.4 Develops templates for simple and routine reports | 4.1 Reviews, edits, critiques technical documentation based on accepted standards of technical writing<br><br>4.2 Recognises trends and patterns in current and past data/information and provides correct analysis and recommendation<br><br>4.3 Develops report format appropriate for the content and target audience |

# PROVINCIAL GENERAL SERVICES OFFICE-BIDS AND AWARDS COMMITTEE (PGSO-BAC)

# BID PLANNING, ASSESSMENT AND RECOMMENDATION

## Provincial General Services Office-Bids and Awards Committee (PGSO-BAC)

The ability to manage the process of planning, sourcing, assessing and awarding contracts to suppliers of goods and services to be purchased and/or used by the organization in the course of performing its function of good governance to its constituents.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Performs administrative tasks needed by the Secretariat to the Bids and Awards Committee (BAC)<br><br>1.2 Prepares documents for the BAC specifically during meetings<br><br>1.3 Collates PPMP<br><br>1.4 Performs inventory of supplies, equipment and other properties in the Department<br><br>1.5 Performs initial screening of documents needed in various aspects of the process. | 2.1 Takes into account guidelines, regulations, activities, programs and priorities of the unit and status of current supplies and equipment, in preparing the department's requirements for supplies and equipment<br><br>2.2 Verifies records and regularity of requisitions and observes regulations when purchasing and issuing supplies<br><br>2.3 Verifies records and prepares inventory reports, keeping all equipment and supplies available and accounted for, including disposal of unserviceable equipment<br><br>2.4 Evaluates, tabulates, computes, ranks and generates data on various aspects of the procurement process and supplies management | 3.1 Prepares the Annual Procurement Plan (APP) of the LGU based on the projected requirements<br><br>3.2 Validates data, checks and verifies completeness of documents and requirements, and conducts procurement activities in compliance with guidelines and regulations<br><br>3.3 Reviews requests for procurement of supplies and equipment and recommends approval of these requests<br><br>3.4 Monitors and reviews data from various aspects of supplies management<br><br>3.5 Recommends enhancements and/ or changes in procedures, processes and policies that support transparency and equal opportunity in the procurement process | 4.1 Approves the Annual Procurement Plan vis-à-vis the approved and consistent with approved yearly budget of the LGU<br><br>4.2 Verifies regularity of requests for procurement of supplies and equipment of different departments/projects and approves accordingly<br><br>4.3 Plans and implements cost-cutting and internal control measures on the general principles and standards of procurement management<br><br>4.4 Processes service requests of different departments, with due consideration on importance/priorities based on set guidelines<br><br>4.5 Adapts measures/mechanisms to promote transparency and efficiency in the conduct of procurement procedures by streamlining policies and processes<br><br>4.6 Champions new technologies in procurement process as duly approved and consistent with government provisions |

# FINANCIAL ACUMEN

## Provincial General Services Office-Bids and Awards Committee (PGSO-BAC)

Applying appropriate and accepted financial management principles in the execution of processes and in making decisions that are fiscally sound and responsible.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Complies with standard government and generally accepted financial framework, rules, regulations and guidelines when performing basic and procedural financial related tasks<br><br>1.2 Looks for ways and adopts work practices that optimize use of financial resources | 2.1 Checks conformance to rules and, regulations in order to avoid anomalies and drain in financial resources<br><br>2.2 Spots opportunities where cost effective approaches and measures can be implemented<br><br>2.3 Explores least-cost-option when making purchases, without sacrificing quality and performance | 3.1 Analyses pros and cons and calculates the risks of financial decision options<br><br>3.2 Interprets and analyses financial information to verify facts and/or substantiate issues at hand<br><br>3.3 Validates whether proposed purchases and expenditures are necessary and/or add value | 4.1 Complies with standard government and generally accepted financial framework, rules, regulations and guidelines when performing basic and procedural financial related tasks<br><br>4.2 Looks for ways and adopts work practices that optimize use of financial resources |

# MONITORING AND EVALUATING

## Provincial General Services Office-Bids and Awards Committee (PGSO-BAC)

Gathering and evaluating information to determine whether or not the on-going activities of a program are in line with intended direction or results.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Conducts random site inspection to check on program/project progress<br><br>1.2 Checks status against a proforma checklist<br><br>1.3 Relies on status reports submitted by program stakeholders<br><br>1.4 Relies on updates provided by others | 2.1 Collects data from various sources<br><br>2.2 Maintains and updates databases of all R&D projects/ activities for effective M & E<br><br>2.3 Reviews and analyzes data and cross validates to spot anomalies or to confirm findings<br><br>2.4 Provides on-time and complete updates to superior/s and colleagues regarding problems/issues, and suggests appropriate steps to address the issue | 3.1 Leads in the monitoring and evaluation activities of projects and activities<br><br>3.2 Prepares a checklist of project parameters to be measured including progress indicators<br><br>3.3 Encourages others to use the developed M/E tools and system for programs/projects<br><br>3.4 Investigates the cause of gaps or discrepancies against programmed results/ schedules and recommends actions to narrow the gaps<br><br>3.5 Prepares the Project Evaluation Report (PER) | 4.1 Undertakes in-depth review of the PER and suggests revisions<br><br>4.2 Designs M&E approach and methodology appropriate for the projects<br><br>4.3 Checks if systems/ components are in place to effectively monitor and evaluate progress<br><br>4.4 Initiates design of information systems, databases for effective monitoring and evaluation of projects and activities |

# RISK ASSESSMENT AND MANAGEMENT

## Provincial General Services Office-Bids and Awards Committee (PGSO-BAC)

Identifying, analyzing, evaluating, and managing risks relative to the achievement of goals and targets of the local government in general and of the offices/departments in particular.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Identifies obstacles to own performance<br><br>1.2 Takes action to eliminate obstacles within own area of influence<br><br>1.3 Seeks the help of colleagues and/or superior when magnitude is beyond his/her control | 2.1 Identifies the obstacles to the delivery of plans/programs within own area of responsibility, supported by analysis of facts and information<br><br>2.2 Assesses own capabilities of managing the risk and secures the help of others as needed<br><br>2.3 Takes action within authority granted or makes recommendations to authorized parties in order to eliminate or mitigate the risks | 3.1 Identifies the evident as well as the not-so-evident issues within the immediate LGU environment that can affect success of plans and programs<br><br>3.2 Analyses the source of risk and defines its complexity and magnitude<br><br>3.3 Develops action plans /strategies to mitigate risks<br><br>3.4 Engages the support of persons-in-authority in the implementation of risk management plan | 4.1 Analyzes the broader environment such as political structures at the provincial and national level which can impact achievement of LGU goals<br><br>4.2 Utilizes a range of harmonized strategies to address risks<br><br>4.3 Builds a coalition of support to implement actions/strategies to manage risks<br><br>4.4 Institutes changes in systems/processes methods in order to prevent recurrence |

# GENERATING REPORTS AND DOCUMENTATION

## Provincial General Services Office-Bids and Awards Committee (PGSO-BAC)

Writing comprehensive and understandable official documentation and report containing simple to complex information on events/programs/projects with analysis and recommendations as required.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Accomplishes pro-forma documents accurately<br><br>1.2 Records correct data and information about events/programs<br><br>1.3 Uses simple but clear and coherent sentences | 2.1 Documents in chronological order, the proceedings in a regular meeting or event<br><br>2.2 Writes summary reports and other documentation related to the performance of one's tasks, duties and responsibilities<br><br>2.3 Uses grammatically correct, concise, clear, and coherent sentences | 3.1 Writes technical documents and formal communications<br><br>3.2 Simplifies technical jargon and technical information when report/document is intended for non-technical audience<br><br>3.3 Presents data in table, graph, or chart format and provides correct analysis and interpretation<br><br>3.4 Develops templates for simple and routine reports | 4.1 Reviews, edits, critiques technical documentation based on accepted standards of technical writing<br><br>4.2 Recognises trends and patterns in current and past data/information and provides correct analysis and recommendation<br><br>4.3 Develops report format appropriate for the content and target audience |

# 6

# LEADERSHIP COMPETENCIES

Developing People

Managing Performance

Partnering and Networking

Building Commitment

Thinking Strategically

Leading Change

Coaching for Results

# DEVELOPING PEOPLE

Planning and supporting individual or team skills and abilities so that they can fulfill current or future job/role responsibilities effectively.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Determines the competency and performance gaps of individuals and/or of own team based on simple observation and analysis<br><br>1.2 Provides staff members access to available interventions such as training programs or knowledge or reference aids accessible within the LGU<br><br>1.3 Talks to staff/team about skills gaps and its impact on their performance | 2.1 Dialogues with individuals or groups to discuss actual or perceived knowledge, skill or attitude challenges and builds personal or team motivation to address such.<br><br>2.2 Dialogues with staff to understand career aspirations and supports them with learning opportunities to prepare for future roles<br><br>2.3 Provides individuals and/or team with opportunities to share and apply newly acquired knowledge and newly learned skills<br><br>2.4 Partners with others in the design, development and implementation of interventions that would enhance the knowledge, skill or attitude individuals or groups | 3.1 Develops policies, processes and/or mechanisms for identifying talent, managing and developing them and preparing them for new or future assignments<br><br>3.2 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 | 4.1 Directs funds and organizational resources to support programs and activities aimed at developing employees' capabilities<br><br>4.2 Invests on technologies aimed at enhancing talent development in the organization |

# MANAGING PERFORMANCE

Keeping the employee performance within and/or above standards by setting clear goals and expectations, tracking progress against goals, giving feedback and addressing performance problems and issues promptly.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Clarifies roles and responsibilities of the members of the team, as well as expected levels of performance<br><br>1.2 Checks and monitors the progress against agreements<br><br>1.3 Asks the team what support they need in order to meet targets<br><br>1.4 Provides help resources and materials support that are readily available and within his/her authority | 2.1 Describes the job in terms of outputs and agrees on standards and measures of performance<br><br>2.2 Identifies resources and skills needed to deliver the outputs and plans for people, material or technology resources needed to support delivery of results<br><br>2.3 Monitors and evaluates employee performance regularly against agreed standards<br><br>2.4 Gives feedback on how staff/team is progressing against agreements<br><br>2.5 Administers corrective discipline when necessary to put staff/team back on track | 3.1 Assesses the capability and readiness of the Office and its staff/officers in achieving its objectives and implements action plans to address the shortfalls<br><br>3.2 Addresses capability requirements of the team either by engaging external expertise, providing coaching or similar strategies to address competency gaps<br><br>3.3 Seeks the support of relevant parties in the Provincial government to augment resources and/or to address system gaps or similar issues<br><br>3.4 Regularly conducts performance assessment, performance discussion and action planning | 4.1 Assesses and delivers the long-term people, material, technology and information requirements of the Provincial Government in order to sustain, improve and elevate its level of performance<br><br>4.2 Implements updates and changes in the current performance management policies and guidelines |

# PARTNERING AND NETWORKING

The ability to build, develop and utilise collaborative relationships with local and/or international partners to facilitate the accomplishment of provincial government goals.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Maintains good relations with point-persons of different organizations from whom different types of information may be easily requested and acquired<br><br>1.2 Responds to the requests for assistance such as sharing of information or resources with potential partners/networks in order to nurture a mutually beneficial relationship<br><br>1.3 Adopts non-discriminatory practices in dealing with different sectors and groups | 2.1 Participates on joint initiatives and contributes to the advancement of common interests<br><br>2.2 Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives<br><br>2.3 Facilitates dialogues among various sectors regarding common concerns and opinions and makes decisions through consensus | 3.1 Initiates contact to establish partnership and/or collaborative programs with various sectors/groups in the province<br><br>3.2 Seeks the introduction of present contacts in order to widen the network<br><br>3.3 Stays alert and informed of political, cultural and religious issues in order to anticipate and respond appropriately to potential problems affecting the partnership<br><br>3.4 Practices win-win approach in resolving differences. | 4.1 Forges agreements or understandings (MOA/MOU) with private and/or public to ensure greater impact of the goals in relations to the strategic direction of the provincial government<br><br>4.2 Recognizes ways to reinforce and expand successful partnerships<br><br>4.3 Seeks opportunities for collaboration with foreign partners<br><br>4.4 Supports international organizations with different points of views to work together in meeting mutual goals |

# BUILDING COMMITMENT

Inspiring and creating an environment that is conducive to learning, encourages positive interaction and guides members toward Provincial Government goal accomplishment.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Performs own task at the expected level of performance; carries his/her own load<br><br>1.2 Keeps focus on own work and deliverables even when circumstances are trying<br><br>1.3 Encourages co-workers to do the same | 2.1 Explains how the interests and aspirations of the staff are met when the goals and objectives of the Provincial government are met<br><br>2.2 Encourages team members to do their best in executing their tasks<br><br>2.3 Encourages sharing of experience, knowledge, best practices to facilitate synergies across functions. | 3.1 Resolves differing viewpoints and positions by bringing the focus back on shared goals and ideals<br><br>3.2 Creates opportunities for teams across functions to work together to solve issues that cut across teams<br><br>3.3 Removes barriers that hinder teamwork and collaboration across teams | 4.1 Articulates a vision that is exciting and compelling<br><br>4.2 Defines and articulates the shared ideals (values and principles) of the organization<br><br>4.3 Translates the Vision into actions and activities that members can relate to<br><br>4.4 Institutionalizes a mechanism to reward staff members and teams whose actions and behaviors manifest the Vision and ideals of the Provincial Government |

# THINKING STRATEGICALLY

The ability to direct and establish short and long-range plans, and to calculate and manage risks based on future or emerging trends and outcomes of decisions to achieve Provincial Government goals.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Articulates to others the vision, mission, values, objectives and purposes of the provincial government<br><br>1.2 Guides members of the team in the preparation, of the Individual Performance Commitment Review (IPCR)<br><br>1.3 Explains the structure of the Provincial Government and its relationship with national government offices<br><br>1.4 Explains the importance of agency rules, regulations, guidelines, policies and practices to others | 2.1 Aligns IPCR with the Office Performance Commitment Review (OPCR) based on the strategic direction of the provincial government<br><br>2.2 Keeps self informed of local and national events and developments (laws passed, Court decisions, the political dynamics within and between LGUs and the central government, CSO lobbyists, etc.) that may impact on the way work is done<br><br>2.3 Analyzes the long-term or broad implications of these developments and discusses views with superiors and other concerned parties.<br><br>2.4 Makes recommendations as to how his/her unit or the agency can respond positively to these | 3.1 Links/Aligns OPCR with the LGU Strategy Map/Road Map/Scorecard.<br><br>3.2 Provides significant inputs and contribution in the development, implementation review, evaluation of strategic actions of the provincial<br><br>3.3 Guides, teaches and coaches others on how their plans should be aligned to the LGU long-term goals and strategies<br><br>3.4 Identifies risks in the implementation of plans based on emerging and future trends; establishes and implement evaluation and monitoring structures and mechanism | 4.1 Leads in the development of the LGU Strategy Map/Road Map/Scorecard<br><br>4.2 Observes national and global events, developments and trends that affect the LGU and analyzes its implications to the strategy and goals.<br><br>4.3 Recommends and advocates changes in policy and/or strategy, and plans in response to these<br><br>4.4 Undertakes consultations with national government offices and relevant parties when LGU strategies or policies<br><br>4.5 Establishes a workable mechanism for getting work done based on understanding of the government bureaucracy |

# LEADING CHANGE

The ability to initiate and facilitate planned change and motivate people to embrace it.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Adheres to changes in systems and processes instituted by the LGU leadership<br><br>1.2 Encourages others to do the same | 2.1 Updates one's self with relevant policies that impact on the change management plan of the Department (or office) and makes adjustments accordingly<br><br>2.2 Explains to colleagues and relevant parties the benefits of change as well as the potential but manageable risks and/or consequences | 3.1 Collects information useful to manage the change, assessing people's reception and recommending alternatives to make the change implementation more appropriate<br><br>3.2 Removes barriers to the implementation of change within one's functional area<br><br>3.3 Obtains and provide resources to implement change initiatives and works to make others feel ownership of the change | 4.1 Influences and empowers officers and key personnel of the provincial government to implement the change agenda<br><br>4.2 Establishes the context of the change agenda and communicates clearly its rationale<br><br>4.3 Aligns programs and projects of the provincial government to ensure that they are in congruence with the overall change management plan<br><br>4.4 Develops strategies to deal with resistance to change, and provides resources to enable the change process to happen |

# COACHING FOR RESULTS

The ability to nurture learning and growth.

| BASIC | INTERMEDIATE | ADVANCED | SUPERIOR |
|---|---|---|---|
| 1.1 Articulates the Goals, Reality, options, and Wrap Up (GROW) framework<br><br>1.2 Explains the difference between directive and non-directive coaching and when is it is best to use this in a coaching situation<br><br>1.3 Articulates the 10 components of the "Thinking Environment" principles<br><br>1.4 Explains differences between coaching, counseling and mentoring<br><br>1.5 Applies the right type of questions utilized in coaching | 2.1 Adheres to the concept of "coaching is coachee driven" when conducting coaching sessions to staffs in a division<br><br>2.2 Encourages coachee to be aware, to take responsibility and independently think for both his/her destination and journey to reach his/her performance goal for the division<br><br>2.3 Asks powerful questions that begins with what, when, who, how much and how many to make coachee understand the root cause of long-standing issues or a situation that falls short of his/her superior's expectation<br><br>2.4 Encourages the coachee to find a solution to his/her needs, issues and concerns related to work<br><br>2.5 Uses questions to help people identity goals, reality, options, and what they will do | 3.1 Listens to the other person; does not interrupt<br><br>3.2 Offers a genuine acknowledgement of a person's qualities, and practicing a 5:1 ratio of appreciation to criticism<br><br>3.3 Encourages coachee to go to the cutting edge of ideas and not such ideas<br><br>3.4 Gives the coachee the space to release emotional tension and to restore thinking.<br><br>3.5 Supplies the facts to coachee that will enable them to think well<br><br>3.6 Uses questions to enable people to think more effectively and creatively and motivate them to take positive actions towards achieving their goals and improving their performance | 4.1 Welcomes divergent thinking especially in-group coaching and valuing reward different thinking of different stakeholders in several regions or offices<br><br>4.2 Makes him or herself available as a resource to his or her direct reports to provide information. Helps removes obstacles to their effectiveness and acts as a sounding board to generate new ideas for<br><br>4.3 Aligns his/his management style and behavior to the leadership brand of Coaching for Excellence and Integrity<br><br>4.4 Uses questions to help people to identify limiting assumptions and replace them with liberating assumptions that enable them to achieve their goals |

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# VALIDATING MODELS

# VALIDATING THE MODELS

Consistent with the essence of Competency as briefly explained above, the development of the Models was anchored on the goals, the priority development thrusts and strategic directions of PGLDN. Having referred to documents and resources provided by HRMO Officers/Staff of PGLDN our data gathering exercises resulted into the identification of KSAs which further led to the initial lists of competencies, both core and functional.

From the competencies that were initially identified, the ones that were considered necessary and applicable across all offices/units to achieve the goals and to respond effectively to strategic directions were classified as Core, while those that pertain to specific KSAs required to perform the defined activities of particular mandates, tasks and responsibilities of different offices/units were designated as Technical Competencies.

The elements of draft Competency Models (Core and Technical) were validated with the following as guiding principles

- Competency models are appropriate and complete vis-à-vis goals, development thrusts, mandates and strategic directions of PGLDN
- Operational definitions of the competencies covers the significant sample tasks and outcomes without which the capability would not be demonstrated
- Sample behaviors of the draft competency models sufficiently considers the demonstrable capabilities staff and officials of the select offices

# 8

# REFERENCES

# REFERENCES

1. Workshop/Seminar materials of similar projects, namely, CSC Competency Modeling and Position Profiling and OCD Competency Development and Position Profiling
2. Various documents acquired during Data Gathering phase of the TA
3. Websites:

- http://www.lanaodelnorte.gov.ph/
- http://www.prmf.org.ph/public/
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