

# COMPETENCY FRAMEWORK AND DICTIONARY MANUAL

for DILG central office



**Australian  
Aid**



**PAHRODF**  
PHILIPPINES AUSTRALIA  
HUMAN RESOURCE AND ORGANISATIONAL  
DEVELOPMENT FACILITY

# TABLE OF CONTENTS

MESSAGES .....	3
INTRODUCTION .....	7
DIG COMPETENCY MODEL .....	8
• 1000 .....	9
• NON-1000 .....	10
COMPETENCY DICTIONARY .....	11
COMPETENCY LEVELS .....	13
DIG COMPETENCY DICTIONARY .....	14
● CORE COMPETENCY .....	16
● LEADERSHIP COMPETENCY .....	23
● FUNCTIONAL COMPETENCY: 1000 .....	28
● FUNCTIONAL COMPETENCY: NON-1000 .....	39
● UNIT-BASED PROFICIENCY .....	46



## MESSAGE


My warmest congratulations to the Administrative Service-Human Resource Management Division (AS-HRMD) and the Financial Management Service-Management Division (FMS-MD) of the DILG Central Office together with the Australian Aid (AusAid) and the Philippines Australia Human Resource and Organisational Development Facility (PAHRODF) for producing this “Competency Framework and Dictionary Manual for the DILG Central Office”

This publication is a manifestation of our unceasing commitment in realizing the DILG Central Office’s Quality Policy to continually improve our Quality Management System (QMS) towards organizational competence and effectiveness in pursuing our mandate and the satisfaction of our clients.

Competencies required in the DILG Central Office workforce that are important in achieving our goals are now more defined through this framework and dictionary manual.

Our special thanks to AS-HRMD, FMS-MD, Ausaid, and PAHRODF for finishing this initiative in support to the DILG Central Office’s aim to have an ISO 9001:2008 QMS Certification.

May this truly serve its purpose and inspire innovativeness among our present as well as future fellow public servants.

  
**ISMAEL D. SUENO**  
Secretary







## MESSAGE

I laud the men and women of the DILG Central Office especially the Administrative Service-Human Resource Management (AS-HRMD) and the Financial Management Service-Management Division (FMS-MD) for coming up with our **“Competency Framework and Dictionary Manual”**.

This manual spells out the structure of competencies from the rank and file up to the supervisors, division chiefs, heads of offices/bureaus and department leaders in compliance with the requirement of the ISO 9001:2008 Quality Management System Certification of the DILG.

Defining competencies such as core competencies, functional competencies, leadership competencies, and unit-based competencies are important for the organization to better address existing gaps in competencies among officers and employees.

Knowing the competency gaps will help us train future managers and leaders who can take charge and aptly supervise teams in order to accomplish tasks, programs, and projects. We also need people who can collaboratively help, support and assist team members to effectively help us achieve our targets with increased productivity and quality service.

I thank the Australian Aid (AusAid) and the Philippines Australia Human Resource and Organizational Development Facility (PAHRODF) for helping us in this endeavor.

Congratulations!

**AUSTERE A. PANADERO**  
Undersecretary



## MESSAGE

I wish to convey my heartfelt felicitations and appreciation to the hard-working men and women of the Human Resource Management Division, Department of the Interior and Local Government (DILG) for developing this Competency Framework and Dictionary Manual.

This Manual will provide the DILG Central Office management with a unified benchmark on the aptitudes and competencies necessary in hiring new employees who will join the workforce as required by the ISO 9001 Quality Management System.

This guidebook will also serve as a reference tool for DILG personnel, from the top management to the lowest rank and file, to have a common understanding of the competency framework and terminologies.

It is therefore, my fervent hope that with this manual, we will be able to achieve its goals and enable us to gain the competencies required for dedicated public servants and models of excellence in local governance.

**ESTER A. ALDANA, CESO II**  
Assistant Secretary





## MESSAGE

It is with pride that I present to you the Department of the Interior and Local Government (DILG) Competency Framework and Dictionary Manual through the efforts of our very own Administrative Service-Human Resource Management Division (AS-HRMD).

Our gratitude goes to the DILG management, bureaus and services and the Financial Management Service (FMS) who extended their assistance in helping us craft this manual. We also thank the Australian Aid (AusAid) and the Philippines-Australia Human Resource and Organisational Development Facility (PAHRODF) for helping us in making this publication a reality.

This Manual is a clear testimony of the Department's unwavering commitment to continually enhance the competencies of our own people.

This manual is a valuable reference for the HRMD to determine the core, functional, leadership and unit-based competencies of our employees and what appropriate interventions are needed to help develop their knowledge, skills and competencies that will ultimately redound the success of the Department's programs, projects and activities.

We hope to continually improve the tool as an effective benchmark for competency-based human resource management, in order for the DILG management to identify the right people to join our growing and goal-oriented DILG family.

Congratulations to all!

  
**ATTY. JENA J. JAYAREZ**  
OIC, Administrative Service

# INTRODUCTION

---

## Competency Model

The **Competency Model** structures the various competencies required for positions belonging to an organization. Depending on the organization, one or a combination of kinds and categories may surface. Competency Models carry the competency requirements which apply to a particular type of work.

Effective competency modeling strategies usually focus on select competencies which affect the primary objectives of an organization. Identifying related knowledge and skills become the basis of smaller and more actionable programs. By competencies that influence specific outcomes, not only smaller, more actionable programs can be built but tracking success by tying it with measurable results becomes possible.

While traditional Job Descriptions or Position Description Forms look at elements of the job and defines the job into sequences of tasks necessary to perform the job, current Job Descriptions or Position Description Forms define jobs in terms of the characteristics and behaviors of exemplary performers. They indicate not only the duties and responsibilities to be performed by the position holder but also competencies required.

# DILG Competency Model

A Competency Model illustrating a structured inventory of competencies has been drafted and validated by incumbents and Steering Committee, composed of representatives from Top Management. They are broken down in two images to present the unique competencies for Local Government Operations Officers and Support Services. Definitions and possible behaviors for each of these competencies can be found on the DILG Competency Dictionary. In summary, the following competencies surfaced:

## Core Competencies

1. Commitment to Ethical Service and Good Governance
2. Customer Focus
3. Ensuring Excellent Results
4. Organizational Sensitivity

## Leadership Competencies

1. Developing and Inspiring Others
2. Planning Work and Managing Teams
3. Problem Solving and Decision Making
4. Organizational Awareness

## Functional Competencies

### *Local Government Operations Officers (LGOOs)*

1. Effective Communication
2. Influence
3. Managing Knowledge and Information
4. Policy Research and Analysis
5. Program Development and Management
6. Relationship Building
7. Technical Proficiency

### *Non-LGOO Officers (Administrative Officers, IT Officers, Legal Officers, Planning and Evaluation Officers)*

1. Critical/ Analytical Thinking
2. Collaboration/ Working with others
3. Process Orientation
4. Information/Data/Records Management
5. Effective Communication (for specific units and positions)

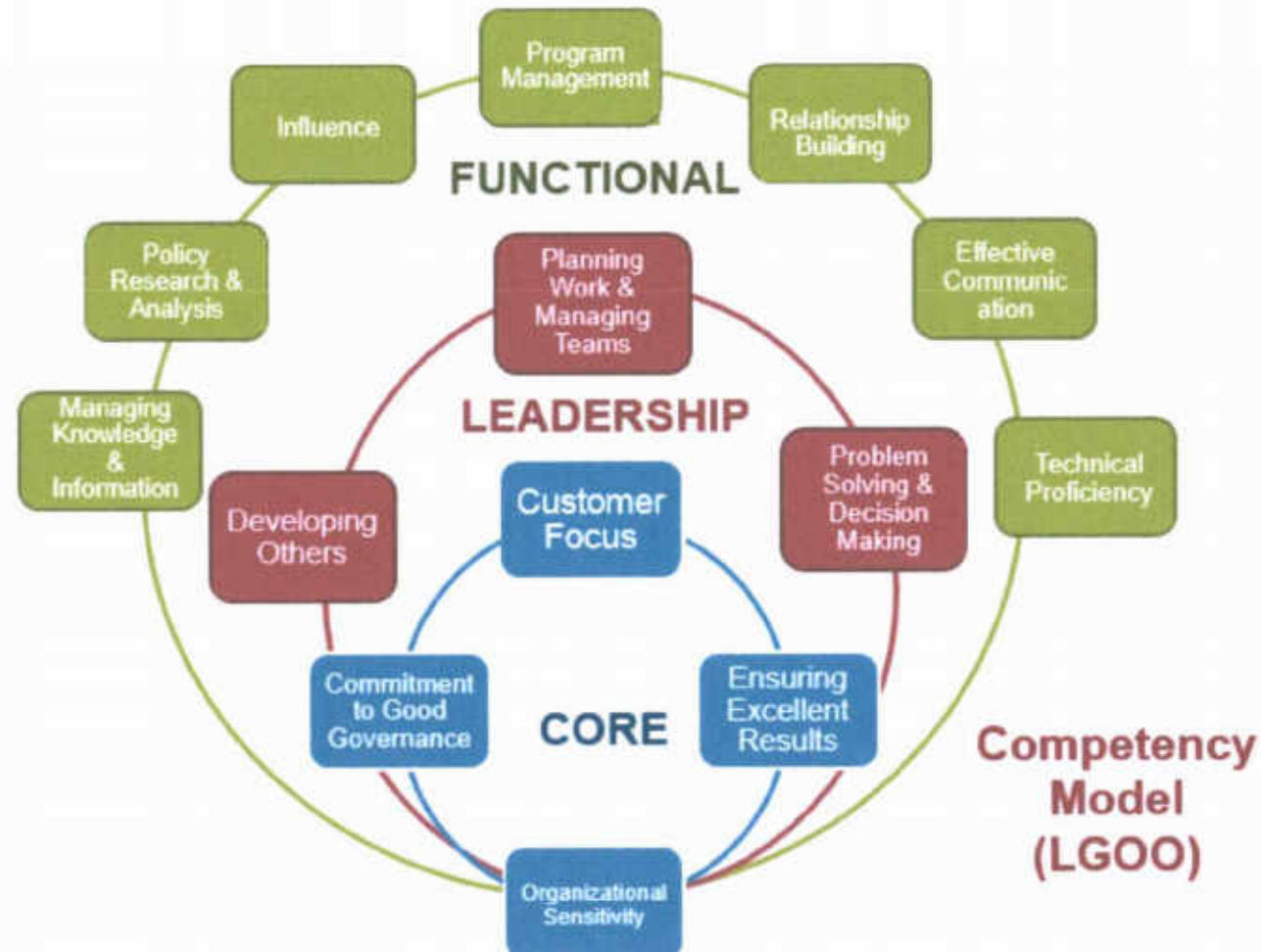
### 6. Administrative Services Proficiency

- a. PD –Recruitment
- b. HRMD –Learning & Development
- c. HRMD –Performance Management
- d. PD–Employee Welfare & Benefits Administration
- e. General Services –Cash Management
- f. General Services –Property Management
- g. General Services –Procurement
- h. General Services –Motorpool Management
- i. Financial Management Services –Budget
- j. Financial Management Services –Accounting
- k. Financial Management Services –Management
- l. Planning: Results Based Monitoring and Evaluation
- m. Legal Services Proficiency
- n. Information Technology -Software Development & Maintenance
- o. Information Technology –Network Installation and Administration
- p. Information Technology –Equipment Installation and Maintenance
- q. Information Technology –Systems Analysis



# the competency models

FIGURE 1. Local Government Operations Officer



**FIGURE 1.** Non-Local Government Operations Officer



# Competency Dictionary

---

The **Competency Dictionary** has been designed as a reference tool for the Department of the Interior and Local Government (DILG) Human Resource Management Division (HRMD) initiatives. Its primary purpose is to further discuss the competencies that are important for DILG to achieve its strategic goals. It also aims to create a common objective language for discussing key behaviors that demonstrate these competencies. While initially intended for the purpose of developing a learning and development plan, the document can also be used for planning and implementing initiatives for other human resource management and development functions such as recruitment and staffing, performance management, and personnel administration.

The **Competency Dictionary** consists of two major sections. The first part provides fundamental information about competencies, what they are about and how they can be organized for practical application. It also contextualizes the use of competencies particular to DILG, based on the positions that were identified and considered for competency modeling. It includes a discussion of the kinds of competencies, the progression of key behaviors, and how the positions are leveled based on the scale of progression.

The second part provides the list of competencies, corresponding definitions, and the key behaviors that demonstrate them per level following the scale of progression. These competencies were developed through a step by step competency modeling process comprised of activities such as behavior-based interviews, focus group discussions, thematic analyses, and validation sessions with subject matter experts in the organization.

## COMPETENCIES

A **competency** is a cluster of related knowledge, skills and attitudes that affect an individual's ability to achieve job success. It refers to any individual characteristic that can be reliably measured or counted and that can be shown to differentiate superior from average performers (Spencer, et al, 1994). It also refers to demonstrable characteristics of a person that enable him to do a job very well. Common examples of competencies would include Attention to Detail, Organizational Awareness or Communication.

The two major elements of a competency are:

1. The **overall definition** of the competency that is considered to be critical to successful performance on the job. The definition explains what the competency means in general terms. The definition also provides a common way of looking at a particular behavior and will help everyone in an institution to understand the term in the same way.



2. The **key behaviors** commonly illustrating levels of proficiency known as a competency scale. The levels describe the noticeable differences in performance that can be observed and measured for a particular competency.

## Types of Competencies

There are commonly three types of competencies, namely: Core, Managerial/Leadership and Functional Competencies.

- **Core Competencies** relate to the institution's values, mission and culture; these are competencies that reflect organizational core capabilities and should be possessed by all employees regardless of function.
- **Leadership Competencies** relate to skills, knowledge and behaviors needed to perform managerial work and processes; it deals with interactions between individuals or groups of people.
- **Functional Competencies** pertain to specific bodies of knowledge and skills required to perform the defined activities in a function or job. It includes the abilities to use the procedures, techniques and knowledge of a specialized field.

## Competency Dictionary





The **Competency Dictionary** contains a listing of competencies identified in the Competency Model with their corresponding definitions and possible key behaviors. It serves as a reference tool for the practical application of competencies and complements the use of competency models and competency-based job descriptions.

In using the Competency Dictionary, one can begin by reviewing the definition of each competency. The definition provides a common language that enables everyone in the institution to understand competency the same way. Aside from understanding the competency definitions, one must also familiarize himself/herself with the competency scale which often consists of a minimum of four levels. Each level includes a set of key behaviors that are observable. The competency scale provides users with a target level of performance needed for a particular job.

Each position would require a set of competencies ranging across core, leadership, and functional competencies with corresponding proficiency levels for each. Employees must demonstrate the behaviors identified therein to successfully perform a job. This is helpful whether competencies are used for appraising performance of and training employees (competencies as performance expectations) or selecting an applicant for a position in the institution (competencies as job requirements).

## Understanding Competency Levels – Progression of Proficiency

The behaviors for the different competencies can be categorized on a scale of progression. Common considerations for progression include: the degree of scope or context of work, complexity of work, and the autonomy and responsibility. The scale commonly ranges from Level 1 to Level 4, where Level 1 shows the most basic, rudimentary and supervised level while Level 4 shows most complex, expert and autonomous level.

LEVEL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
ICON				
DESCRIPTIVE TERM	BASIC	INTERMEDIATE	ADVANCE	EXPERT
Scope/Context	Limited to own tasks and usually requires supervision and further training, competency is at a level where specific procedures are observed	Generally confined in own set of tasks, but has tasks that require working with others, with some activities not necessarily covered by procedures	Covers/integrates work of different individuals/ work groups, multiple tasks, diverse work units, varied situations	Involves work of different units, operational systems and processes in a dynamic environment
Complexity	Basic, rudimentary and routine tasks requiring less analysis and needed information is almost always given	Less information is present, requires resourcefulness and some degree of analysis, related to other tasks, less routine	Requires moderate degree of analysis and evaluation of routine and non-routine tasks, interdependence of tasks and own and others performance	Requires high degree of analysis of systems and processes, results and performance and environmental and institutional variables
Autonomy and responsibility	Completely supervised, consults, no decision making authority	Most tasks / activities can be done independently given clear directions, standards and procedures of work, requires consultation for non-familiar, non-routine tasks/situations	Independent work covering responsibility for others' work	Independent work and covers responsibility and accountability over various unit's (operational/organizational) performance



## DILG COMPETENCY DICTIONARY

The DILG's Competency Dictionary serves as a primary reference for the implementation of its Competency Model. The Competency Model illustrates a structured inventory of competencies for identified positions, namely: LGOOs from the Bureau of Local Government Service (BLGS), Bureau of Local Government Development (BLGD), National Barangay Operations Office (NBOO), and Office of Project Development Service (OPDS) in the Central Office and officers from the following units Planning Service (PS), Legal, Legislative, and Liaison Service (LLS), Information Systems and Technology Management Service (ISTMS), and Financial Management Service (FMS).

In summary, the DILG Competency Model reflects the following competencies:

### Core Competencies

1. Commitment to Ethical Service and Good Governance
2. Customer Focus
3. Ensuring Excellent Results
4. Organizational Sensitivity

### Leadership Competencies

1. Developing and Inspiring Others
2. Planning Work and Managing Teams
3. Problem Solving and Decision Making
4. Organizational Awareness

### Functional Competencies

#### Local Government Operations Officers (LGOOs)

1. Effective Communication
2. Influence
3. Managing Knowledge and Information
4. Policy Research and Analysis
5. Program Development and Management
6. Relationship Building
7. Technical Proficiency – Local Government Operations

#### Non-LGOO Officers (Administrative Officers, IT Officers, Legal Officers, Planning and Evaluation Officers)

1. Critical/ Analytical Thinking
2. Collaboration/ Working with others
3. Process Orientation
4. Information/Data/Records Management

6. Managing Knowledge and Information (for specific units and positions)

#### 7. Administrative/ Support Services Proficiency

##### 7.1 Administrative Services Proficiency

- r. HRMD – Recruitment
- s. HRMD – Learning & Development
- t. HRMD – Performance Management
- u. HRMD– Employee Welfare & Benefits Administration
- v. Property Management
- w. Procurement
- x. Motorpool Management
- y. Cash Management

##### 7.2 Financial Management Proficiency

- a. Financial Management Proficiency – Budget
- b. Financial Management Services – Accounting
- c. Financial Management Services – Management

##### 7.3 Planning Service Proficiency: Results Based Monitoring and



## 5. Effective Communication (for specific units and positions)

### Evaluation

#### 7.4 Legal Service Proficiency

#### 7.5 IT Proficiency

- a. Information Technology - Software Development & Maintenance
- b. Information Technology – Network Installation and Administration
- c. Information Technology – Equipment Installation and Maintenance
- d. Information Technology – Systems Analysis

The DILG Competency Dictionary elaborates the discussion of these competencies. Definitions and key behaviors are provided for each competency. Key behaviors are organized to reflect the nature of the competency they aim to describe and to cover the possible contexts in which they will be demonstrated considering the duties and responsibilities of specific positions or functions. This allows for the easy review and addition of other key behaviors.

Moreover, the key behaviors are organized in a scale of progression with four levels, ranging from Basic, Intermediate, Advanced to Expert. The Competency Dictionary also illustrates the position levels that are required to demonstrate the key behaviors for each level following a career progression.

# 1 CORE COMPETENCY

## CORE COMPETENCIES

### 1. COMMITMENT TO ETHICAL SERVICE AND GOOD GOVERNANCE

Ability to demonstrate a strong desire to promote good governance and establish positive organizational image by following the civil servants' code of conduct and modeling professional ethics and values as transparency, accountability, participation, and effectiveness



CONTEXT ELEMENTS	Admin & Support Staff SG 1-9	Officers (Technical & Admin) SG 10-17	Supervisors/ Managers SG 18-25	Top Management/ Executives SG 26-31
[1a] Professionalism/ core values	[1a1] Conducts tasks and manages interactions with a positive attitude showing courtesy, sensitivity, tact, and respect	[1a2] Consistently adheres to the civil servants' code of conduct and the values the Department stands for, namely: transparency, accountability, participation and effectiveness	[1a3] Implements processes and structures which ensure adherence to civil servants' code of conduct and the values of the Department	[1a4] Clearly communicates and models good governance and the values of the Department through one's leadership
[1b] Transparency and Accountability	[1b1] Practices honesty and accountability in all areas of work  [1b2] Accounts for the use of resources entrusted for job performance/ work purposes	[1b3] Inhibits oneself from being in a situation where there might be a conflict of interest and/or one's character will be subject to suspicion	[1b4] Holds self and/or work unit accountable for one's/groups' actions and behaviours  [1b5] Crafts policies and develops practices which reinforce the Code of Ethics, and reduce red tape, graft and corruption	[1b6] Champions a culture that rewards ethical and accountable governance, and penalizes those that do otherwise  [1b7] Identifies strategies for ensuring guidelines, policies, and processes for the implementation of programs in adherence to transparency and legality
[1c] Working for the Public Sector	[1c1] Promotes the activities/ projects and programs on good governance and effective public service of the Department	[1c2] Able to manage emotions during challenging situations	[1c3] Assesses and establishes ways on how the work or the work of the unit/Department can be better communicated and understood by staff, customers, and stakeholders	[1c4] Inspires members of the Department to continue championing good governance and effective public service despite negative views and criticism from external environment



## CORE COMPETENCIES

### 2. CUSTOMER FOCUS

Ability to identify and respond to current and future, internal and external customers' needs, delivering high quality (efficient and effective) services that meet their needs



CONTEXT ELEMENTS	Admin & Support Staff SG 1-9	Officers (Technical & Admin) SG 10-17	Supervisors/ Managers SG 18-25	Top Management/Executives SG 26-31
[2a] Responding to Customers	[2a1] Responds to customer needs in a timely, professional, and courteous manner	[2a2] Initiates correspondence with customers to determine their satisfaction with the services received and enacts ways to right away improve service delivery	[2a3] Represents the needs of customers and stakeholders and advocates their interest and satisfaction to decision makers	[2a4] Creates an environment in which concern for the satisfaction of customers is a key priority
[2b] More Systematic Service Delivery	[2b1] Abides by standard processes and procedures in attending to customers	[2b2] Updates customers on the status of their requests, and of any policy or process changes that might affect delivery of the services they need	[2b3] Designs and implements formal feedback mechanisms for customers to communicate their specific needs  [2b4] Reviews systems and processes by which services are delivered to customers for enhancement and greater service efficiency	[2b5] Prioritizes the importance of addressing internal and external customers' evolving needs when identifying strategic directions
[2c] Anticipating/ Addressing Future Needs	[2c1] Delivers the services and solutions needed by internal and external customers	[2c2] Anticipates the needs of customers and delivers services beyond their immediate requests  [2c3] Works with customers to adapt services, programs, policies and procedures which will better fit their needs	[2c4] Designs and implements service standards with indicators for measurement to deliver value adding services and programs	[2c5] Identifies strengths and weaknesses in service delivery, and potential opportunities and threats to meeting future customer needs

## CORE COMPETENCIES

### 3. ENSURING EXCELLENT

Ability to effectively manage one's time and resources to ensure that tasks are completed even in challenging situations; thinking out of the box, considering others' feedback, and taking accountability for final results



CONTEXT ELEMENTS	Admin & Support Staff SG 1-9	Officers (Technical & Admin) SG 10-17	Supervisors/ Managers SG 18-25	Top Management/Executives SG 26-31
[3a] Managing Tasks (Process) and Delivering Outputs	<p>[3a1] Performs assigned tasks to meet pre-set standards</p> <p>[3a2] Works to ensure that outputs and expected results are delivered (sees things through and does not get sidetracked/distracted)</p>	<p>[3a3] Completes challenging tasks and duties even without constant supervision</p> <p>[3a4] Exhausts different ways to accomplish one's goals despite setbacks and failures</p>	<p>[3a5] Develops action plans with specific performance measures and adjusts them accordingly to ensure desired outcomes</p> <p>[3a6] Prioritizes key initiatives for the workgroup/unit so that multiple goals can be achieved simultaneously</p>	<p>[3a7] Presents the necessary details in operationalizing strategies and approaches towards effective programs, responsive services, and other organizational outcomes</p>
[3b] Having the Initiative/ Accountability for Outputs	<p>[3b1] Takes ownership and responsibility for the delivery of one's own work</p> <p>[3b2] Designs a personal action plan to address the requirements of one's work</p>	<p>[3b3] Follows through on tasks to ensure completion and maximize one's performance</p>	<p>[3b4] Organizes workgroup/unit to achieve goals that are definite stretch but not unrealistic or impossible</p>	<p>[3b5] Provides leadership and strategic direction in the effective management of programs to achieve organizational outcomes</p>
[3c] Thinking Out of the Box/ Innovation	<p>[3c1] Seeks feedback on current ways of working and improves one's work based on inputs received</p>	<p>[3c2] Looks for and suggests more creative ways of delivering outputs to improve current ways of working (creativity)</p>	<p>[3c4] Keeps abreast of trends for possible new approaches, systems, structures or methods which can respond to changing times and contexts of</p>	<p>[3c6] Generates and employs innovative approaches in developing new programs and services that will enhance organizational effectiveness</p>

		[3c3] Measures and benchmarks against external environment to adopt best practices	customers and stakeholders (thinking out of the box)  [3c5] Encourages innovative efforts that positively contribute to improved work processes	
[3d] Managing Stress	[3d1] Maintains focus even when dealing with numerous tasks	[3d2] Adapts to new or different situations effectively amidst continuous change and fast pace of work	[3d3] Helps others/work-group/ unit accomplish their own goals despite high-pressure or stressful situations  [3d4] Ensures that good working relationships continue even in stressful situations	[3d5] Advocates for structures and programs that promote employee well-being amidst a highly dynamic work environment
[3e] Managing Resources/Avoiding Waste	[3e1] Expresses a desire to do better rather than just feeling frustrated over wastage or inefficiency	[3e2] Implements ways/systems to more effectively utilize and share resources and assets	[3e3] Anticipates and plans for possible delays or complications that will lead to waste of resources	[3e4] Monitors cost effectiveness at the agency level; employs financial metrics to assess optimum use of resources



## CORE COMPETENCIES

### 4. ORGANIZATIONAL SENSITIVITY

Ability to understand the organization's mandate, structure, and culture, along with major policies, legislation, and resources which influence its operations



CONTEXT ELEMENTS	Admin & Support Staff SG 1-9	Officers (Technical & Admin) SG 10-17	Supervisors/ Managers SG 18-25	Top Management/Executives SG 26-31
[4a] Mandate/Services and Structure/Culture	<p>[4a1] Describes the mandate and organizational structure of the Department</p> <p>[4a2] Demonstrates understanding [can explain] the key tasks, outputs and required competencies of one's work in the Department</p>	<p>[4a3] Demonstrates understanding [can explain] the mandate of one's own unit, and how one's own work contributes to the fulfillment of that mandate</p> <p>[4a4] Utilizes formal structures, rules, and processes to accomplish work as prescribed in the policies, procedures and guidelines</p> <p>[4a5] Recognizes organizational culture and practices that affect work processes</p>	<p>[4a6] Maps out the workflow across different units of the Department, and explains how one's work feeds into the work of other units</p> <p>[4a7] Processes issues and concerns of staff to guide them in understanding the importance of completing their work</p> <p>[4a8] Recognizes unspoken organizational limitations – What is and is not possible at certain times or in certain positions</p>	<p>[4a9] Designs new structures and systems that optimize the way work flows across the Department, and downward to local government units</p> <p>[4a10] Anticipates issues, risks, challenges and outcomes and effectively operates to best position the Department</p>
[4b] Stakeholders	[4b1] Identifies key stakeholders of the Department, and explains how the Department works with or serves its stakeholders	[4b2] Charts the relationships of the different stakeholders to each other as guide on how they influence the delivery of their respective mandate	[4b3] Involves stakeholders in making decisions that may impact the way they operate	[4b4] Establishes systems through which the Department's stakeholders can communicate and collaborate more freely and more efficiently

[4c] Local Government Code (LGC) for LGOOs	LGOOs		Supervisors/Managers	Top Management
	[4c1] Demonstrates familiarity with the basic provisions of the Local Government Code, the Department's key performance commitments, policies, projects, and activities (PPA's) [i.e. disaster preparedness, good local governance, social protection, local competitiveness, peace and order, environmental management] and explains how the Department's mandate links with it	[4c2] Informs and constantly updates oneself on policies and legislation that affect operations at the local government unit level	[4c3] Identifies common issues encountered by local government units and explains how one's work contributes to the resolution of said issues	[4c4] Directs strategies to sustain long-term changes that enhance organizational structure and business processes of the Department

# 2

## LEADERSHIP COMPETENCY



## LEADERSHIP COMPETENCIES

### 1. DEVELOPING AND INSPIRING OTHERS

Ability to encourage the continuous learning and development of staff by collaborating with them in finding meaning in what they do and identifying their strengths and areas for improvement to determine how they can leverage on these in doing their work



CONTEXT ELEMENTS	SECTION CHIEF	ASSISTANT DIVISION CHIEF/ DIVISION CHIEF	BUREAU/SERVICE HEAD/CD/PD/AD/ARD/RD	ASEC/USEC/SECRETARY
[1a] Delegation/ Managing Assignments to Ensure	[1a1] Demonstrates an understanding of the different strengths and areas for improvement for each team member, and uses this understanding in assigning tasks and service process of the Department	[1a2] Takes a proactive positive view of members of team members by discussing with them assigned roles and responsibilities (expectation setting)  [1a3] Facilitates the work of the team members by providing tools and references that will help them	[1a4] Presents members of the team with opportunities to take on challenging assignments so as to acquire progressively higher levels of knowledge and skills	[1a5] Clarifies expectations on authority and responsibility to work towards strategic directions but provides functional unit heads autonomy in important areas of their work  [1a6] Provides direction to the organization as regards the current thrust of the organization and emerging public issues and concerns
[1b] Providing Instructions and Guidance	[1b1] Gives directions and instructions and patiently explains step by step requirements for task completion	[1b2] Explains reasons or rationale behind an action, as a human resource development strategy when giving directions  [1b3] Provides informal guidance when concerns are raised or need to be resolved	[1b4] Employs a coaching and mentoring system that operates in an environment of trust and mutual desire for development in guiding others	[1b5] Uses own enthusiasm and commitment to guide and motivate others to achieve results (realizing the strategic direction and vision)

<p>[1c] Ensuring Staff Growth by Giving Feedback on Strengths and OFIs</p>	<p>[1c1] Offers timely and specific feedback to each team member to improve performance and identify development areas</p>	<p>[1c2] Recognizes team member's potentials and discusses with each one, their development needs and plans, aspirations, and career opportunities</p>	<p>[1c3] Identifies key development areas within one's unit or bureau, and recommends the necessary next steps to address such</p>	<p>[1c4] Encourages organizational learning and continuous improvement in the Department by advocating for strategic performance management and career advancement</p>
<p>[1d] Providing Motivation/Rewards</p>	<p>[1d1] Expresses confidence in individuals, especially the members of the team, based on skills, roles and interests</p> <p>[1d2] Recognizes good work by praising high-performing team or team members</p>	<p>[1d3] Works with members of the team to set and achieve performance standards that are specific and measurable</p> <p>[1d4] Celebrates team achievements but also recognizes exemplary performance of particular members</p>	<p>[1d5] Discusses with members of the team issues and decisions that will possibly affect each performance</p> <p>[1d6] Implements a formal rewards scheme linked to concrete performance standards and metrics for achieving planned outcomes</p>	<p>[1d7] Speaks positively about the offices/units under one's leadership and protects their reputation</p> <p>[1d8] Establishes policies, systems, and guidelines for developing success factors critical to the organization's long-term sustainability</p>



## LEADERSHIP COMPETENCIES

### 2. PLANNING WORK AND MANAGING TEAMS

Ability to organizing one's own and others workload effectively, efficiently and interdependently; harnessing the energies and commitment of those they lead to achieve results within prescribed time frames and ensuring optimal use of resources, scanning the environment for possible reinforcements



CONTEXT ELEMENTS	SECTION CHIEF	ASSISTANT DIVISION CHIEF/ DIVISION CHIEF	BUREAU/SERVICE HEAD/CD/PD/AD/ARD/RD	ASEC/USEC/SECRETARY
[2a] Goal Setting and Planning	[2a1] Refers to the mandate of the unit in setting goals and underscoring the need to deliver results	[2a2] Prepares detailed action plans with activities, timelines, and specific assignments in consultation with members of the team/office	[2a3] Specifies priorities and organizes work in order of importance in consultation and consideration of plans across different teams/offices	[2a4] Articulates a unified vision in planning for short term requirements as well as future direction of the organization
[2b] Monitoring Work and Tasks	[2b1] Communicates and coordinates with the team members urgent tasks and priorities	[2b2] Monitors the day-to-day work and activities of one's team to ensure effective coordination and completion of deliverables	[2b3] Observes alignment of functions, activities, tasks and outputs of different teams working towards a common goal	[2b4] Ensures that systems are in place to effectively monitor and evaluate progress based on outcomes and results
[2c] Resource Allocation	[2c1] Identifies needed resources based on work objectives	[2c2] Allocates and efficiently utilizes available resources to meet own and one's team's objectives	[2c3] Manages resources within the framework of short and long range budget plans	[2c4] Directs obtained resources to areas where they will most effectively contribute to organizational goals
[2d] Conflict Management/ Creative Collaboration	[2d1] Builds and maintains productive and harmonious working relationships within the team	[2d2] Facilitates team interactions to achieve objectives through regular meetings and other similar activities  [2d3] Manages and resolves conflict and disagreements in a constructive and timely manner	[2d4] Encourages creative discussions and healthy exchange of differing ideas within teams to generate better results	[2d5] Instills a culture of open discussion that promotes the exchange and resolution of differing opinions  [2d6] Designs strategies that position and promote collaboration of various teams for the organization's best interests



## LEADERSHIP COMPETENCIES

### 3. PROBLEM SOLVING AND DECISION MAKING

Identifying and understanding issues and consequently defining the actual problem by comparing information from different sources, drawing conclusions, and developing appropriate solutions



CONTEXT ELEMENTS	SECTION CHIEF	ASSISTANT DIVISION CHIEF/ DIVISION CHIEF	BUREAU/SERVICE HEAD/CD/PD/AD/ARD/RD	ASEC/USEC/SECRETARY
[3a] Using and Processing Facts/Available Information	[3a1] Gathers minimum information necessary to make day-to-day decisions	[3a2] Collects information from a variety of sources to better plan and address issues	[3a3] Consults others in the decision making process, especially external stakeholders to ensure buy in and understanding of resulting decisions	[3a4] Considers multiple and interrelated factors for which there might be incomplete and/or contradictory information  [3a5] Makes decisions where required information is incomplete and/or ambiguous but sufficient to exercise sound judgment
[3b] Defining the Problem and Solution	[3b1] Identifies basic issues, problems, risks and opportunities present in the workplace  [3b2] Uses relevant information from several sources to understand problems, trends, and/or opportunities	[3b3] Recognizes conflicting situations as they arise and thinks on their feet to determine appropriate responses  [3b4] Assesses multiple factors to reach a clear view of key options and selects the best option at the time	[3b5] Determines the true cause of an issue/problem before recommending a long-term/future solution  [3b6] Recommends necessary changes in established policies, processes, procedures, to effectively implement a solution	[3b7] Provides guidance to team heads in building scenarios, evaluating and managing risks that might hinder the achievement of organizational goals  [3b8] Develops solutions that can address the root causes of problems and prevent their recurrence
[3c] Taking Accountability for Decisions	[3c1] Takes responsibility for one's decisions, ensuring they are consistent with established policies and procedures	[3c2] Explains to team members and stakeholders the risks and consequences of decisions made that can affect them	[3c3] Reviews decisions to consider impact on different areas and balance risks and implications across multiple issues	[3c4] Communicates commitment to decisions made, promoting acceptance across different areas of work within and outside the Department

# 3

## FUNCTIONAL COMPETENCY

(LOCAL GOVERNMENT OPERATIONS OFFICERS)

## FUNCTIONALCOMPETENCIES

### 1. EFFECTIVE COMMUNICATION

Ability to understand technical/ professional information and skillfully process and utilize them in oral and written forms of communication, using the medium appropriate for target audience



CONTEXT ELEMENTS	LGOO I-III	LGOO IV-V	LGOO VI-VII	LGOO VIII
[1a] Accuracy & Relevance of Message or Info	<p>[1a1] Uses current and relevant information when communicating with customers and stakeholders (local government units, funders, CSOs, media, etc.) during a transition period</p> <p>[1a2] Identifies sources and references of information for written documents and presentations</p>	<p>[1a3] Thinks through what has to be communicated (idea or message) to organize thoughts and ideas effectively</p> <p>[1a4] Presents current and relevant information in a way that would support message, conclusions, and recommendations being communicated</p>	<p>[1a5] Reviews other people's work, staff and peers and provides recommendations on the kind of information necessary to support specific messages</p>	<p>[1a6] Promotes policies and processes which ensures use of relevant, accurate, and updated information in different forms of communication</p>
[1b] Preparing to Communicate/ Packaging Message	<p>[1b1] Organizes an outline or a summary of important points to guide actual writing or preparation of presentation</p> <p>[1b2] Keeps written and/or presentation materials concise and relevant</p> <p>[1b3] Reviews documents and presentations for correct grammar punctuation, style and spelling</p>	<p>[1b4] Adjusts content and style of documents and presentations according to the subject matter and purpose</p> <p>[1b5] Translates highly technical information into simple terms to facilitate understanding of target readers/audience</p> <p>[1b6] Uses graphics and other aids to clarify complex or technical</p>	<p>[1b7] Adjusts words and format of presentation and/or written document to achieve desired results</p> <p>[1b8] Refers previous documents and presentations produced to decide on more effective ways of writing and/or presenting</p>	<p>[1b9] Shares tips and techniques for preparing documents and presentations with purpose and outcome in mind</p> <p>[1b10] Supports the establishment of a style guide for formatting technical documents</p>



<p>[1c] Delivery of Message</p>	<p>[1c1] Expresses ideas clearly and effectively when communicating with customers and stakeholders</p> <p>[1c2] Uses appropriate non-verbal communication (eye contact, gestures, body language, posture)</p> <p>[1c3] Catches/holds audience's attention when making presentations during meetings, events, and other activities</p>	<p>[1c4] Explains complex ideas in a step-by-step manner/logical sequence to facilitate ease of understanding</p> <p>[1c5] Asks open-ended questions that encourages others to give their points of view and clarifies the message being delivered</p>	<p>[1c6] Adapts means and ways of communication to the context of customers and stakeholders from a variety of social, economic, educational and cultural backgrounds</p> <p>[1c7] Actively listens and puts one's self in the other's position to gain a better understanding of how customers and stakeholders are responding to message being delivered</p>	<p>[1c8] Provides advice on communicating with/managing/addressing concerns of specific customers and stakeholders</p> <p>[1c9] Facilitates understanding of issues and delivery of messages within various stakeholders and modifies own behavior to reflect an openness to do so</p>
---	--	--	--	--

## FUNCTIONAL COMPETENCIES

### 2. INFLUENCE

Ability to establish trust, rapport, and credibility with key customers and stakeholders in order to transform key messages and ideas into productive action and secure support for the actual implementation of programs



CONTEXT ELEMENTS	LGOO I-III	LGOO IV-V	LGOO VI-VII	LGOO VIII
[2a] Planning to Influence	[2a1] Identifies targeted stakeholders and studies their personalities and the messages they need to be relayed to them	[2a2] Plans how to highlight the advantages and benefits of programs and services and compelling arguments in support of messages and positions when relating to stakeholders	[2a3] Anticipates possible reactions of stakeholders on messages and arguments presented and prepares for how they will be addressed	[2a4] Presents otherwise unpopular ideas or concepts in a manner that outlines and emphasizes the benefit to the concerned stakeholders
[2b] Direct Influence	[2b1] Makes a professional first impression/positive image by dressing appropriately and speaking confidently when interacting with targeted stakeholders	[2b2] Actively promotes the programs and services of the Department to different stakeholders  [2b3] Uses direct persuasion to convince and/or gain agreement from stakeholders on an idea or specific course of action	[2b4] Demonstrates flexibility in dealing with personal styles/differences and makes necessary adjustments based on impact of initial action of the stakeholders	[2b5] Invites experts or other knowledgeable third parties to provide assistance in ensuring buy in and commitment from stakeholders
[2c] Indirect Influence		[2c1] Recognizes stakeholders' unexpressed motives when making a case for the programs of the Department	[2c2] Develops subtle strategies to persuade stakeholders particularly in sensitive or high-pressure situations	[2c3] Deliberately uses personal authority/impact of presence to influence key decision makers and stakeholders

## FUNCTIONAL COMPETENCIES

### 3. MANAGING KNOWLEDGE AND INFORMATION

Ability to manage accessible and functional systems which facilitate the gathering, developing, and sharing of knowledge and information across the organization to aid the actions and decision making of stakeholders



CONTEXT ELEMENTS	LGOO I-III	LGOO IV-V	LGOO VI-VII	LGOO VIII
[3a] Collection of Information	[3a1] Collects and consolidates information (from researches, regular forms, and reports) useful for the implementation of programs and delivery of services	[3a2] Identifies and gathers additional information which might not be readily available but are crucial in ensuring deliverables and achieving specific outcomes	[3a3] Designs processes and systems which can facilitate the collection of information coming from different sources	[3a4] Installs process and systems improvement to ensure effective and efficient information collection
[3b] Storage and Sharing	[3b1] Encodes/deposits information according to pre-set categories and current systems in place  [3b2] Uses IT based tools in arranging and managing information for stakeholders to access and use	[3b3] Organizes information in away that would be most useful in delivering specific activities and results  [3b4] Regularly checks and updates stored information (files, records, documentation, etc.) for accuracy and relevance	[3b5] Creates a system for organizing information that would be accessible to stakeholders  [3b6] Seeks out new technologies that may be used by the Department to streamline its information management processes	[3b7] Supports ways to improve how information is stored and organized within a database  [3b8] Keeps abreast of trends in information and knowledge management in both public and private sectors
[3c] Using Effectively	[3c1] Retrieves information from database to provide to stakeholders in a timely manner  [3c2] Verifies the accuracy of data before they are transmitted to stakeholders	[3c3] Uses available information to support program implementation and delivery of services  [3c4] Utilizes available information to create knowledge products and	[3c5] Analyzes available information to establish patterns and trends in program implementation and service delivery as basis for process and systems improvement	[3c7] Develops innovative programs and process improvements from analysis of available relevant information



		materials relevant to the Department	[3c6] Refers to stored and managed information when making recommendations and decisions	
[3d] KM Policies	[3d1] Complies with the Department's policies and standards pertaining to information and knowledge management	[3d2] Effectively applies existing information and knowledge management practices or processes to new work situations that result in higher quality outputs	[3d3] Ensures that one's assigned team follows a unified information and knowledge management process	[3d4] Champions effective information and knowledge management within the Department

## FUNCTIONAL COMPETENCIES

### 4. POLICY RESEARCH AND ANALYSIS

Ability to develop, evaluate, and determine policies which can influence stakeholders, effectively facilitate the implementation of projects and programs, and help achieve identified goals



CONTEXT ELEMENTS	LGOO I-III	LGOO IV-V	LGOO VI-VII	LGOO VIII
[4a] Policy Formulation	<p>[4a1] Displays sufficient knowledge on how Department related policies are formed</p> <p>[4a2] Performs basic research on issues and topics that can serve as inputs on the development of policies</p>	<p>[4a3] Prepares feasibility studies and proposals on policies which can support local government related programs</p>	<p>[4a4] Reviews researches and studies to assess which policies might be most effective and the specific areas of work/local government context they would be most relevant</p>	<p>[4a5] Ensures that the most appropriate (feasibly most effective) policies are in place based on short and long term strategies of the Department and of local government units</p>
[4b] Policy Implementation	<p>[4b1] Follows established policies and guidelines in implementing local government related programs</p>	<p>[4b2] Implements established policies based on a thorough knowledge and understanding of local government units and the programs of the Department (understanding of context)</p>	<p>[4b3] Assesses local government activities and recommends proper courses of action/provides advice to stakeholders based on established policies</p>	<p>[4b4] Promotes adherence to established policies within Department and local government units</p>
[4c] Policy M&E	<p>[4c1] Completes necessary reporting forms to aid monitoring and evaluation of policy implementation</p>	<p>[4c2] Solicits feedback from program implementer and key stakeholders regarding policies being implemented</p> <p>[4c3] Assesses effectiveness of implemented policies based on program monitoring and evaluation information</p>	<p>[4c4] Creates monitoring and evaluation frameworks for effective policy implementation incorporating standards, risk management, and impact analysis</p>	<p>[4c5] Establishes monitoring and evaluation systems to ensure alignment of policies with the current vision, mission, core values and goals of the Department and desired impact of programs on local government units</p>

## FUNCTIONAL COMPETENCIES

### 5. PROGRAM DEVELOPMENT AND MANAGEMENT

Ability to employ a strategic project-approach, careful planning and organizing activities within a set time frame and funding, managing risks and considerations, to achieve specific of deliverables and effectively perform the mandate/function of the different units



CONTEXT ELEMENTS	LG00 I-III	LG00 IV-V	LG00 VI-VII	LG00 VIII
[5a] Program Development	[5a1] Explains/Understands the rationale/background leading to the objectives of the activity/project or program being developed	[5a2] Drafts activity designs and project and program proposals, accurately anticipating resources required (time, budget, human resource) to achieve objectives and desired results	[5a3] Reviews activity designs/ project and program proposals and develops feasible work plans [program of work] and implementation strategy given anticipated available resources  [5a4] Builds agreement among activity/project or program team members for milestones, resource requirements, timelines and measures of success	[5a5] Directs the development of a long-term, overall program strategy in the field anchored on the Department's mandate and stakeholder needs
[5b] Program Implementation	[5b1] Performs activity/project or program related tasks effectively, producing related outputs in a timely manner	[5b2] Works to ensure activity/project or program milestones are met or exceeded following implementation plan	[5b3] Provides guidance on activity/project or program related to technical concerns, ensuring resources are optimized in the delivery of results	[5b4] Scans external environment for potential resources and alternatives to help address barriers to effective activity/project or program implementation



<p>[5c] Risk Management in Program Implementation</p>	<p>[5c1] Gathers information to understand the probability of success and consequence of failure (risks) in implementing a activity/project or program</p>	<p>[5c2] Develops a contingency plan by anticipating the most likely risks to be encountered for activity/project or program and implements contingency actions when need arises</p>	<p>[5c3] Decides on appropriate course of action to be taken to mitigate risk impact on activity/project or program implementation</p>	<p>[5c4] Identifies strategies to avoid possible risks and mitigate risks that will affect implementation</p>
<p>[5d] M&amp;E - Central</p>	<p>[5d1] Collects and collates reports following monitoring and evaluation systems</p> <p>[5d2] Uses IT based monitoring tools in updating activity/project and program related to documentation</p>	<p>[5d3] Monitors milestones and progress in line with activity project and program implementation plan</p>	<p>[5d4] Analyzes and evaluates reports to support changes in plans and frameworks that would ensure effectiveness and impact of the activity/project/program</p> <p>[5d5] Establishes monitoring and evaluation policies and procedures promoting use of IT based tools</p>	
<p>[5e] M&amp;E - Field</p>	<p>[5e1] Provides ongoing activity/project and program updates on a regular basis</p>	<p>[5e2] Modifies implementation plans as appropriate and communicates changes to team members and stakeholders to ensure activity/ project or program is not derailed</p>	<p>[5e3] Consistently communicates information/ monitoring and evaluation results of activity/project or program to team members and stakeholders</p>	<p>[5e4] Energizes and creates commitment among team members regarding project or program milestones and timelines</p>

## FUNCTIONAL COMPETENCIES

### 6. RELATIONSHIP BUILDING

Ability to develop partners/network of partners and actively maintain good relationships with internal and external stakeholders to establish strategic advantages and meet mutual goals



CONTEXT ELEMENTS	LGOO I-III	LGOO IV-V	LGOO VI-VII	LGOO VIII
[6a] Meeting	<p>[6a1] Builds a wide range of contacts through informal interaction such as unstructured or spontaneous talk on work related topics</p> <p>[6a2] Participates in networking and social events internal and external to the organization</p>	<p>[6a3] Develops relationships with customers and stakeholders with the intent of achieving delivery of relevant services and effective program implementation</p>	<p>[6a3] Develops relationships with customers and stakeholders with the intent of achieving delivery of relevant services and effective program implementation</p> <p>[6a5] Facilitates interactions through regular meetings and other similar activities</p>	<p>[6a6] Identifies potential partners who can champion initiatives in support of the goals of the Department</p> <p>[6a7] Creates opportunities to meet potential partners and develop new alliances and formal networks</p>
[6b] Working	<p>[6b1] Coordinates tasks and activities with internal and external stakeholders crucial to the attainment of expected outcomes</p>	<p>[6b2] Maintains productive and harmonious working relationships with a variety of individuals or groups</p> <p>[6b3] Takes time to learn about internal and external stakeholders and understand their ways of working</p>	<p>[6b4] Determines shared or common ground to ensure effectively working towards of mutually-beneficial goals</p> <p>[6b5] Establishes practices which foster collaboration with stakeholders</p> <p>[6b6] Uses network to identify opportunities and gather market intelligence</p>	<p>[6b7] Promotes a culture of collaborative working with different stakeholders</p> <p>[6b8] Creates new opportunities to work together with stakeholders, paving the way for effective collaboration</p>
[6c] Sustaining Relations/ Avoiding Conflict Mediation and Conciliation	<p>[6c1] Speaks positively of customers and stakeholders</p> <p>[6c2] Shows personal interest in the issues and experiences of customers and stakeholders</p>	<p>[6c3] Approaches issues or disagreements with the objective of reaching win/win solutions</p> <p>[6c4] Uses understanding of different interests and agendas to address conflict in a positive and open manner</p>	<p>[6c5] Manages difficult and complex interpersonal relationships effectively</p> <p>[6c6] Redirects others when they begin to lose focus on the critical issues that needs to be resolved about work</p>	<p>[6c7] Mediates between opposing or conflicting parties (group members/stakeholders) and creates way to address conflict</p> <p>[6c8] Distinguishes critical and non-critical conflicts to avoid unnecessary or unproductive confrontations</p>

## FUNCTIONAL COMPETENCIES

### 7. TECHNICAL PROFICIENCY; FIELD EXPERTISE

Ability to demonstrate depth of knowledge and skills that is unique to one's field of work



CONTEXT ELEMENTS	LG00 I-III	LG00 IV-V	LG00 VI-VII	LG00 VIII
<b>[7a] Technical</b>	<p>[7a1] Explains the functions, projects/programs, and services to customers and stakeholders</p> <p>[7a2] Discusses the necessary procedures and guidelines in the implementation of programs and services</p>	<p>[7a3] Plots implementable actions to ensure delivery of outputs</p> <p>[7a4] Identifies appropriate methods and tools in performing tasks</p>	<p>[7a5] Liaises with internal and external stakeholders to level-off on implications of current/new or future programs and services</p> <p>[7a6] Implements relevant laws, policies, rules and regulations for effective control and coordination</p>	<p>[7a7] Serves as resource person to help others address professional and technical problems or issues</p> <p>[7a8] Confidently addresses questions on the basis for programs and services implemented</p>
<b>[7b] More Specific</b>	<p>[7b1] Recognizes the technical components (LGU context/ theme/area-specific requirements) of the job</p> <p>[7b2] Uses and understands the technical language of the job</p> <p>[7b3] Applies appropriate technical knowledge and related skills to complete tasks</p>	<p>[7b4] Adjusts to the context of the (including set-up, personalities, culture) in doing work</p> <p>[7b5] Uses technical knowledge or skills not easily or quickly learned on the job</p> <p>[7b6] Accomplishes complex tasks without asking for guidance or instruction</p>	<p>[7b7] Utilizes knowledge to distribute and monitor work within groups</p> <p>[7b8] Keeps track of trends and developments in theory and practice of one's own area and effectively prepares for anticipated changes</p>	<p>[7b9] Utilizes technical knowledge to oversee and monitor</p> <p>[7b10] Proposes new strategies to improve ways of working within the technical field/area of expertise</p>
<b>[7c] Integrating IT/Technology</b>	<p>[7c1] Demonstrates willingness to try IT based or technology assisted approaches to complete tasks</p>	<p>[7c2] Adapts the use of IT based tools or technology assisted programs to deliver outputs more efficiently</p> <p>[7c3] Invests time and effort in learning new technological systems and techniques to enhance work</p>	<p>[7c4] Streamlines work systems and finds appropriate solutions using available IT based tools or technology assisted programs</p>	<p>[7c5] Publicly supports IT based systems which can improve established ways of operating and anticipates possible changes during a transition period</p>



# 4

## FUNCTIONAL COMPETENCY

(NON-LOCAL GOVERNMENT OPERATIONS OFFICERS)

## FUNCTIONAL COMPETENCIES

### 1. CRITICAL/ANALYTICAL THINKING

Ability to interpret, link, and process information in order to understand issues and identify alternative solutions



CONTEXT ELEMENTS	Admin Assistant/Aide	AO I-II; Accountant I – II; PO/PEO I-II; CMT II, ISR, CPII; Attorney II	AO III, IV, V, Accountant III, PO/ PEO III; ITO I, ISA III, CMT III, CP III; Attorney III	SAO/CAO, Accountant IV – V, PO/ PEO IV; ITO II-III; Attorney V
[1a] Using and Processing Information	[1a1] Identifies various sources of relevant and credible information  [1a2] Secures information and inputs from internal and external contacts (individuals and work groups)	[1a3] Sees the connections, patterns, or trends in available information  [1a4] Seeks additional information from other sources, including experts, to understand issues completely	[1a5] Identifies the results and possible consequences of using or interpreting available information in a specific manner  [1a6] Determines issues or difficulties that may arise if data and information will be used and interpreted in a specific way	[1a7] Develops a framework for understanding information based on further evaluation of patterns and trends
[1b] Coming Up with Conclusions	[1b1] Identifies the links between situations and information	[1b2] Draws logical conclusions, options, and recommendations from processed information  [1b3] Thinks of several possible explanations for a situation given a set of information	[1b4] Identifies multiple relationships and disconnects in processes in order to identify options and reach conclusions  [1b5] Identifies connections between situations that are not obviously related	[1b6] Adopts a systems perspective in assessing issues when setting direction or reaching conclusions
[1c] Tasks	[1c1] Acknowledges when one doesn't know how to do a task and takes steps to find out more about it	[1c2] Breaks down complex tasks into manageable parts in a systematic way to work on them	[1c3] Anticipates potential obstacles in performing complex tasks and develops to overcome them	[1c4] Recommends steps and strategies in completing complex tasks

## FUNCTIONAL COMPETENCIES

### 2. COLLABORATION/WORKING WITH OTHERS

Ability to contribute to the delivery of the outputs in a group environment through positive communication, interaction, and cooperation with teammates and colleagues



CONTEXT ELEMENTS	Admin Assistant/Aide	AO I-II; Accountant I – II; PO/ PEO I-II; CMT II, ISR, CPII; Attorney II	AO III, IV, V, Accountant III, PO/ PEO III; ITO I, ISA III, CMT III, CP III; Attorney III	SAO/CAO, Accountant IV – V, PO/ PEO IV; ITO II-III; Attorney V
[2a] Team Work (Internal)	<p>[2a1] Identifies individual tasks and responsibilities as they relate to the achievement of the unit/office targets and objectives</p> <p>[2a2] Participates actively in accomplishing group goals by willingly doing one's share of tasks</p>	<p>[2a3] Contributes personal knowledge, skills and abilities to achieve team/ group objectives</p> <p>[2a4] Provides assistance or support to others without being asked to do so</p>	<p>[2a5] Adjusts work approaches based on norms agreed by the members of the team/group</p> <p>[2a6] Adjusts work roles to complement individual capacities and to ensure that every member of the work group can work with each other/ together as a team</p>	<p>[2a7] Shares work processes/resource-sharing mechanisms with team/ group mates</p> <p>[2a8] Offers suggestions in improving work approaches assigned to achieving the targets and objectives of the team/group</p>
[2b] Working Relations (Customers and others)	<p>[2b1] Assumes responsibility for work activities and coordination efforts</p> <p>[2b2] Deals honestly and fairly with others (teammates, internal and external workmates) showing consideration and respect in the performance of work</p>	<p>[2b3] Develops and maintains productive and harmonious working relationships with a variety of individuals or groups</p>	<p>[2b4] Participates in cross functional activities and other opportunities for collaboration on projects, programs and other areas of operation</p>	<p>[2b5] Facilitates the possibility of collaborations happening in and between individuals and groups to achieve mutual beneficial results and meet shared objectives</p>
[2c] Communication	<p>[2c1] Appropriately expresses one's own opinion over work matters</p> <p>[2c2] Recognizes/listens to the diverse views and opinions or customers, colleagues, and superiors</p>	<p>[2c3] Demonstrates openness and receptivity to new information and differing opinions</p> <p>[2c4] Keeps individuals/work groups accurately informed and up to date with important information regarding work</p>	<p>[2c5] Acts to understand and respond appropriately to the concerns of others</p> <p>[2c6] Actively listens to colleagues and places one's self to gain understanding of one's situation</p>	<p>[2c7] Suggests avenues for regular interaction and dialogue with other individuals and work groups</p>



## FUNCTIONAL COMPETENCIES

### 3. PROCESS ORIENTATION

Ability to effectively work within structures, following step by step processes and procedures and taking note of even minor details



CONTEXT ELEMENTS	Admin Assistant/Aide	AO I-II; Accountant I – II; PO/ PEO I-II; CMT II, ISR, CPII; Attorney II	AO III, IV, V, Accountant III, PO/ PEO III; ITO I, ISA III, CMT III, CP III; Attorney III	SAO/CAO, Accountant IV – V, PO/ PEO IV; ITO II-III; Attorney V
[3a] Attention to Details	[3a1] Keeps a checklist of all the items that need to be covered when performing tasks	[3a2] Checks and re-checks work/output for completeness before sending final output	[3a3] Compares finished work/output to expected work/output following checklist of requirements/standard processes and procedures	[3a4] Designs a standard of performing the task to ensure that all details are checked and repeated mistakes are avoided
[3b] Quality/Errors	[3b1] Cites (can cite) details that might be overlooked and possible errors that might be committed	[3b2] Takes note of errors (writes them down) when checking and re-checking work/output based on standard processes and procedures	[3b3] Seeks feedback regarding overlooked details to determine when and understand why errors are usually committed	[3b4] Devises innovative ways in performing the tasks to ensure errors are minimized or totally eradicated (find the best way/ease & efficiency)
[3c] Following Procedures and Process/ Compliance to Laws	[3c1] Follows processes and procedures to make sure all parts of a task are completed	[3c2] Performs repetitious tasks[such as e.g., data encoding, voucher preparation, collating of documents. etc.] with care and attention following standard processes and procedures	[3c3] Reviews work carefully for accuracy, following directions stated in process related documents and ensuring compliance to policies and relevant laws	[3c4] Recommends/Endorses changes in organizational policies, procedures, and security measures for top management consideration
[3d] Policy Formulation	[3d1] Gathers information and feedback from different	[3d2] Prepares draft memorandum, guidelines and policies to ensure	[3d4] Reviews and provide additional inputs on draft documents for the effective	[3d5] Recommends/Endorses changes in organizational policies, procedures, and

	sources on the usefulness of processes and procedures	<p>administrative services and programs(HRMD, Personnel, Accounting, Budget etc.) are delivered in compliance to standard processes and procedures and relevant laws</p> <p>[3d3] Prepares letters, position papers, and proposals on administrative services and employee welfare related issues</p>	implementation of administrative services and programs (HRMD, Personnel, Accounting, and Budget etc.)	security measures for top management consideration
--	---	---	---	--

## FUNCTIONAL COMPETENCIES

### 4. INFORMATION/DATA/RECORDS MANAGEMENT

Ability to organize, maintain, retrieve and ensure the proper use and disposition of records and office documents



CONTEXT ELEMENTS	Admin Assistant/Aide	AO I-II; Accountant I – II; PO/ PEO I-II; CMT II, ISR, CPII; Attorney II	AO III, IV, V, Accountant III, PO/ PEO III; ITO I, ISA III, CMT III, CP III; Attorney III	SAO/CAO, Accountant IV – V, PO/ PEO IV; ITO II-III; Attorney V
[4a] Familiarity with Kinds of Information and Data	[4a1] Identifies information/data relevant to the functions of the unit/office and which needs to be organized for easy access	[4a2] Gathers information/data useful for the performance of unit/office functions from official/credible sources  [4a3] Documents/Keeps records of actions/tasks, activities, and processes being undertaken by individuals and offices	[4a4] Plans the details (order/classification/ functionalities/interface) of a system which can help organize and facilitate access to information/data/records	[4a5] Designs a management system for all common and useful information/data/records (i.e., directory of service providers, personnel records, old and updated versions of documents, etc.)
[4b] Routing of Documents	[4b1] Distinguishes the various kinds of information/documents usually received by the office and how to respond to them	[4b2] Properly records all incoming and outgoing documents to monitor information exchange/transactions	[4b3] Follows up on the status of documents transmitted to and from by the office to ensure that the transaction is completed	[4b4] Establishes an efficient system to properly record, organize and maintain the electronic and non-electronic records of the office
[4c] Following Records Management Rules	[4c1] Explains relevant policies, procedures and standards for records management	[4c2] Organizes and maintains electronic and non-electronic records relevant to the office  [4c3] Follows relevant policies, procedures and standards on records management (coding, indexing, storage, retrieval, retention and disposal)	[4c4] Monitors and regularly updates documents and records for storage, retention, and disposal	[4c5] Recommends ways to improve the office's organization and disposition of documents and records



## FUNCTIONAL COMPETENCIES

### 5. ADMINISTRATIVE SERVICES PROFICIENCY

Ability to demonstrate depth of knowledge and skills related to different administrative services needed to effectively run day-to-day organizational operations



CONTEXT ELEMENTS	Admin Assistant/Aide	AO I-II; Accountant I – II; PO/ PEO I-II; CMT II, ISR, CPII; Attorney II	AO III, IV, V, Accountant III, PO/ PEO III; ITO I, ISA III, CMT III, CP III; Attorney III	SAO/CAO, Accountant IV – V, PO/ PEO IV; ITO II-III; Attorney V
[5a]	<p>[5a1] Explains the functions, projects/programs, and services to customers and stakeholders</p> <p>[5a2] Discusses the necessary procedures and guidelines in the implementation of programs and services</p>	<p>[5a3] Plots implementable actions to ensure delivery of outputs</p> <p>[5a4] Uses appropriate methods and tools in performing tasks</p>	<p>[5a5] Liaises with internal and external stakeholders to level off on implications of current/new or future programs and services</p> <p>[5a6] Monitors and reviews work results for trends and relations in order to make appropriate recommendations</p> <p>[5a7] Implements relevant laws, policies, rules and regulations for effective control and coordination</p>	<p>[5a8] Serves as resource person to help others address professional and technical problems or issues</p> <p>[5a9] Confidently addresses questions on the basis for programs and services implemented</p>
[5b] Integrating IT	<p>[5b1] Demonstrates willingness to try IT based or technology assisted approaches to complete tasks</p>	<p>[5b2] Adapts the use of IT based tools or technology assisted programs to deliver outputs more efficiently</p> <p>[5b3] Invests time and effort in learning new technological systems and techniques to enhance work</p>	<p>[5b4] Streamlines work systems and finds appropriate solutions using available IT based tools or technology assisted programs</p>	<p>[5b5] Publicly supports IT based systems which can improve established ways of operating and anticipates possible changes during a transition period</p>

A solid red vertical bar is positioned on the left side of the page, partially overlapping the text.

# 5

## UNIT-BASED COMPETENCY

AS

## FUNCTIONAL COMPETENCIES

### 1. PROFICIENCY: PERSONNEL DIVISION - RECRUITMENT

Ability to effectively manage the process of attracting, selecting, and appointing most qualified candidates for jobs within an organization



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-II	AO III, IV, V	SAO, CAO
[1a] Pre	<p>[1a1] Explains requirements related to the recruitment and selection process pre-set standards</p> <p>[1a2] Prepares documents required for the recruitment process including job postings (advertisements, website posting, bulletin board, conspicuous places, etc)</p> <p>[1a3] Receives application papers and scans for appropriateness and completeness</p>	<p>[1a4] Studies/Analyzes the job/work being done by incumbents to prepare and update job/position description forms</p> <p>[1a5] Summarizes candidates' qualifications by preparing the comparative analysis/ assessment form</p>	<p>[1a6] Assesses classification of positions, changes in the structure of the organization, trends in placement and attrition, and other considerations in preparing the recruitment plan</p> <p>[1a7] Reviews initial candidate analysis/ comparative assessment forms</p>	<p>[1a8] Relates the achievement of strategic directions to hiring needs when finalizing/approving the recruitment plan</p> <p>[1a9] Provides recommendations and additional inputs on the comparative analysis/ assessment of candidates</p>
[1b] Actual	<p>[1b1] Follows the organization's recruitment and selection process</p> <p>[1b2] Prepares documents required for actual requirement such as</p>	<p>[1b4] Reviews credentials and assessment results in an organized manner</p> <p>[1b5] Sits down as Secretariat during interviews to take notes and provide answers and</p>	<p>[1b6] Analyzes staffing needs of different units to make quality recruitment and selection decisions</p> <p>[1b7] Reviews recruitment process and provides</p>	<p>[1b8] Ensures that employment decisions follows official processes and are based on rational business needs</p> <p>[1b9] Conducts interview as member of sub-selection board</p>



	<p>photocopies of forms and notices of meetings for the selection board</p> <p>[1b3] Coordinates for the attendance of the sub selection board</p>	<p>additional details about candidates as required by sub-selection board</p>	<p>recommendations salient for particular group of applicants</p>	<p>[1b10] Makes recommendations for approval of central selection board</p>
<p>[1c] Post</p>		<p>[1c1] Presents a realistic view of the organization to help manage expectations and ensure best match when evaluating candidates</p> <p>[1c2] Prepares approval of minutes for Level 3 and 4 positions</p>	<p>[1c3] Monitors the effectiveness of recruitment and selection process to suggest improvements</p> <p>[1c4] Reviews minutes of meeting and other documents for finalization</p>	<p>[1c5] Establishes a recruitment and selection process/system/plan that improves employee retention and lowers turnover</p>

AS

FUNCTIONAL COMPETENCIES

2. PROFICIENCY: HUMAN RESOURCE MANAGEMENT DIVISION – L&D

Ability to effectively manage learning and development activities to improve employee performance within an organization



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-II	AO III, IV, V	SAO, CAO
[2a] Pre	<p>[2a1] Answers basic questions related to implementation of L&amp;D activities</p> <p>[2a2] Prepares needed documents, tools and other requirements for the conduct of L&amp;D activities</p>	<p>[2a3] Administers/Manages various methods of needs analysis to identify competency gaps and areas for development</p> <p>[2a4] Prepares logistical and technical requirements for the conduct of intervention (training and workshops – in house)</p> <p>[2a5] Sources external learning and development providers and scholarship opportunities for employees</p>	<p>[2a6] Analyzes competency gaps to plan appropriate learning and development interventions</p> <p>[2a7] Designs/Develops L&amp;D interventions/ plans/modules based on findings from learning needs analysis</p> <p>[2a8] Endorses external learning and development providers and recommends scholarship opportunities to employees</p>	<p>[2a9] Set ups for processes and procedures for ensuring learning and development plans will be implemented for employees</p> <p>[2a10] Approves external learning and development providers</p>
[2b] Actual	<p>[2b1] Supports the training/L&amp;D intervention team during actual conduct of intervention</p>	<p>[2b2] Supports the participants and resource persons by managing administrative and technical requirements during the actual conduct of L&amp;D activity (internal/external)</p>	<p>[2b4] Delivers lectures for regular L&amp;D programs (on the shelf modules)</p> <p>[2b5] Identifies possible content and process adjustments during actual conduct</p>	<p>[2b6] Serves as resource person for specific topics</p> <p>[2b7] Recommends improvements to enhance conduct of future L&amp;D programs</p>

		[2b3] Facilitates participation of employees to external L&D opportunities (sponsored training, scholarships, etc.)		
[2c] Post	[2c1] Makes suggestions on the process of securing logistical requirements	[2c2] Administers/Manages various methods of evaluation on the actual conduct of L&D activities including effectiveness service provider (internal and external)	[2c3] Reviews and updates design of L&D interventions/ plans/ modules based on the results of the evaluation  [2c4] Monitors developments on employee performance based on participation in L&D activities to identify high-performers	[2c5] Establishes a system for using evaluation results to link L&D activities to employee performance and improve future interventions



AS

FUNCTIONAL COMPETENCIES

3. PROFICIENCY: HUMAN RESOURCE MANAGEMENT DIVISION – SPMS

Ability to effectively manage employee performance management systems ensuring alignment to office and organizational goals



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-II	AO III, IV, V	SAO, CAO
[3a] Planning and Appraisal	[3a1] Answers basic questions related to the implementation of the strategic performance management system (SPMS)	[3a2] Manages submission of requirements for performance management (planning and appraisal)  [3a3] Guides/Answers queries of employees regarding the proper completion of forms, templates, and requirements for performance management	[3a4] Liaises with external contacts regarding updates on forms, templates, and requirements for performance management  [3a5] Monitors developments on employee performance to help identify employees due for promotion or selection to another position	[3a6] Serves as resource person on discussions related on the performance management system  [3a7] Ensures that information on the system have been cascaded and processes and procedures to effectively implement the system are in place
[3b] Monitoring of Implementation	[3b1] Prepares matrix of submission forms, monitoring reports, templates and other information	[3b2] Coordinates with concerned personnel regarding compliance to the performance management requirements	[3b3] Studies cases and recommends appropriate sanctions for non-compliance	[3b4] Implements sanctions for violations of office policies and related laws on performance management
[3c] Managing Results	[3c1] Collates filled-out forms and prepares checklist of individual performance ratings	[3c2] Prepares reports of any discrepancy/erroneous entries in filled out forms	[3c3] Monitors/ Analyzes data from completed forms, templates, and other requirements to indicate relationships and trends.  [3c4] Prepares implementation reports, ensuring all personnel have complied with prescribed guidelines	[3c5] Considers results of performance management/appraisal in decision making i.e. promotion, scholarship, training, incentives and awards, etc.

AS

## FUNCTIONAL COMPETENCIES

### 4. PROFICIENCY: PERSONNEL DIVISION – EMPLOYEE WELFARE & BENEFITS ADMINISTRATION

Ability to design, implement and evaluate activities and programs that aim to improve the overall wellness and job satisfaction of employees



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-II	AO III, IV, V	SAO, CAO
<p>[4a] SR, Leave Balances, Leave Forms</p> <p>Uniform</p> <p>Health and Wellness</p> <p>Submission of SALN/PDS/KRA</p> <p>Facilitation of Inter-Agency Activities/National (HR) HRIS – (Central)</p>	[4a1] Collates data/materials from the conduct and evaluation of organization-wide programs (health and wellness, sports, anniversary programs, etc.)	[4a5] Implements employee welfare and wellness mechanisms and activities across different units (gym, daycare, uniform, etc.)	[4a10] Organizes information awareness campaign on benefits, compensation and wellness programs	[4a14] Designs wellness programs and corresponding activities which can incentivize and motivate employees
	[4a2] Receives requests for processing of terminal leaves, retirement benefits and other entitlements, checking documents for completeness	[4a6] Secures submission of required civil service documents such as SALN, PDS, KRA, etc.	[4a11] Monitors the effectiveness of employee wellness programs related to job satisfaction and employee productivity	[4a15] Proposes enhancements and changes in existing processes and systems of benefits and welfare administration
	[4a3] Maintains and updates employee records (HRIS at the Central Office, leave balances and forms, etc.)	[4a7] Computes leaves, salaries, medical reimbursements to process benefits and entitlements of employees following administrative protocols	[4a12] Identifies and suggests ways to make the welfare and benefits administration process more efficient	[4a16] Recommends approval of funds for different programs and for benefits/entitlements processing requests of employees
	[4a4] Prepares certifications such as but not limited to compensation, service records, leave balance	[4a8] Communicates with central and regional offices on different programs and transactions such as receipt of requests for benefits processing	[4a13] Reviews documents prepared for different employee welfare and benefits programs	
		[4a9] Facilitates participation of employees on inter-agency activities		



AS

FUNCTIONAL COMPETENCIES

5. PROFICIENCY: GENERAL SERVICES DIVISION – CASH MANAGEMENT

Ability to accurately perform a variety financial/mathematical computations and process financial transactions



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-II	AO III, IV, V	SAO, CAO
	<p>[5a1] Refers to government and organizational financial processes, practices and policies in performing tasks</p> <p>[5a2] Effectively prepares necessary forms and documents related to the financial management process</p>	<p>[5a3] Applies government auditing and accounting policies and procedures in the processing of financial transactions and financial management related tasks</p> <p>[5a4] Delivers the timely liquidation of cash advances, release of processed vouchers, reimbursements and appropriate actions on other financial requests</p> <p>[5a5] Maintains and updates records (accounts, ledger, journal, etc.) of financial transactions</p> <p>[5a6] Acts transparently on critical financial matters</p>	<p>[5a7] Analyzes financial data for trends and critical points regarding the financial status of specific units and programs</p> <p>[5a8] Reviews processes and procedures to make appropriate recommendations for improvement</p>	<p>[5a9] Recommends appropriate actions to address discrepancies in financial information and aid management of finances in the organization</p> <p>[5a10] Acts as resource person on discussions related on finance or accounting</p> <p>[5a11] Ensures that financial processes and procedures are in place and cascaded for employees to follow</p>



AS

FUNCTIONAL COMPETENCIES

6. PROFICIENCY: GENERAL SERVICES DIVISION – PROPERTY MANAGEMENT

Ability to effectively manage the acquisition, responsibility, maintenance, utilization and disposal of properties, assets, and equipment within the organization



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-II	AO III, IV, V	SAO, CAO
	<p>[6a1] Follows procurement process and related procurement laws in the performance of tasks and duties</p> <p>[6a2] Keeps an updated record/regular inventory of all the properties and assets (current and newly acquired) belonging to the organization</p>	<p>[6a3] Properly orients personnel on proper maintenance of properties, assets and equipment and tools assigned to them</p> <p>[6a4] Manages regular/scheduled testing, inspection and check-ups of properties, assets, equipment, and tools</p> <p>[6a5] Ensures efficient and timely disposal of old, broken, and unused properties and assets</p>	<p>[6a6] Reviews systems related to the effective maintenance of properties and assets to suggest improvements</p> <p>[6a7] Considers occupational hazards and safety and operational concerns when making decisions related to space, services and cost of managing, utilizing, and disposing properties and assets</p>	<p>[6a8] Promotes/Communicates across units/offices the different processes and activities related to effective maintenance of properties and assets</p> <p>[6a9] Supports systems/Secures resources for the effective monitoring of use, operations, control, repair, and over all maintenance of properties and assets</p>

AS

FUNCTIONAL COMPETENCIES

7. PROFICIENCY: GENERAL SERVICES DIVISION – PROCUREMENT

Ability to secure the acquisition of supplies/goods, services, or works from external providers at the best possible cost within a given period of time



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-II	AO III, IV, V	SAO, CAO
	<p>[7a1] Follows procurement process and related procurement laws in the performance of tasks and duties</p> <p>[7a2] Effectively prepares necessary documents related to the procurement process/ Ensure documentation of the entire process</p>	<p>[7a3] Identifies the needed supply/product or service to be procured complete with specifications</p> <p>[7a4] Observes honesty and transparency in coordinating with internal and external clients on a timely manner to seek for clarity in specification requirements (internal) and offers (external)</p>	<p>[7a5] Monitors changes/updates in procurement laws and processes to implement necessary adjustments</p> <p>[7a6] Reviews the implementation of procurement methods to ensure transparency and strict adherence to policies and procedures</p>	<p>[7a7] Provides guidance to members of bids and awards committee, advisory boards, and other recommendatory bodies when evaluating offers and awarding and negotiating bids</p> <p>[7a8] Ensures that systems are in place for promoting transparency and accountability in implementing procurement processes</p>

AS

FUNCTIONAL COMPETENCIES

8. PROFICIENCY: GENERAL SERVICES DIVISION – MOTORPOOL

Ability to coordinate the timely dispatch and maintenance of vehicles assigned to the organization



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-II	AO III, IV, V	SAO, CAO
	<p>[8a1] Follows a pre-set fleet of schedules when driving and dispatching vehicles</p> <p>[8a2] Coordinates requests for vehicle repairs and prepares other related documents</p>	<p>[8a3] Organizes schedules for the dispatch of vehicles</p> <p>[8a4] Conducts initial troubleshooting to identify common vehicle maintenance issues</p> <p>[8a5] Sources prospective vehicle maintenance and repair suppliers</p>	<p>[8a6] Monitors the compliance of all dispatched drivers to pre-set fleet schedules</p> <p>[8a7] Monitors compliance of drivers to the maintenance schedules of their assigned vehicles</p>	<p>[8a8] Identifies common causes of delays in dispatch schedules and proposes ways to avoid such delays</p> <p>[8a9] Creates regular maintenance schedules of vehicles</p> <p>[8a10] Makes recommendations regarding vehicle maintenance based on services provided by vehicle maintenance and repair suppliers</p>



# FMS

## FUNCTIONAL COMPETENCIES

### 1. PROFICIENCY: BUDGET

Ability to effectively manage the budget process from preparation, authorization, execution to reporting



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO I-IV	AO V	SAO, CAO
[1a] Budget Preparation	[1a1] Answers basic questions related to the budget process or operations of the unit  [1a2] Provides administrative support to the other members of the unit in performing financial management tasks	[1a3] Effectively prepares necessary forms and documents related to the budget process/cycle  [1a4] Maintains budget related records/ Encodes data and information into the system	[1a5] Analyzes and consolidates budget submissions coming from the different units of the Department  [1a6] Checks budget documents and available information for accuracy	[1a7] Finalizes and approves consolidated budget for presentation/discussion with Top Management
[1b] Authorization	---	---	[1b1] Provides assistance to supervisors in discussing consolidated budget and justifying budget items	[1b2] Provides assistance to Top Management in discussing Department budget during budget hearings in Congress
[1c] Budget Execution/ Implement	---	[1c1] Maintains and updates information on status of funds/ Monitors monthly status of funds of the different units  [1c2] Processes requests for payments and other similar transactions	[1c3] Validates requests for payments and other similar transactions such as salary, performance bonus, obligation of PPA, etc.  [1c4] Exercises control in processing payments through assignment of numbers/ sub allotment	[1c5] Reviews and approves requests for payment  [1c6] Exercises accountability for processing of budget and all related transactions
[1d] Budget Reporting	---	[1d1] Gathers monthly financial reports from the different units in the Departments	[1d2] Analyzes and consolidates submitted financial reports from different bureaus and regional units with corresponding justification of budget utilization  [1d3] Reviews report of collections	[1d4] Reviews and finalizes consolidated financial reports for packaging and presentation to Top Management

# FMS

## FUNCTIONAL COMPETENCIES

### 2. PROFICIENCY: ACCOUNTING

Ability to effectively manage internal control through processing of transactions, reconciliation of accounts, accounting of finances and preparation of financial reports



CONTEXT ELEMENTS	Admin Aide/ Assistant	Accountant I – II AO II, IV	Accountant III AO V	Accountant IV – V
[2a] Budget Preparation	<p>[2a1] Answers basic questions related to the operations of the Accounting unit</p> <p>[2a2] Checks completeness of supporting documents related to processing of claims and transactions</p> <p>[2a3] Updates basic records of financial transactions</p> <p>[2a4] Prepares/Computes for payroll, salaries and allowances of employees and remittances for deductions</p>	<p>[2a5] Processes vouchers of various claims and transactions (i.e., cash advances, travel expenses, reimbursements, etc.)</p> <p>[2a6] Uses appropriate IT-based systems and applications for processing and monitoring transactions (i.e., ENGAS)</p> <p>[2a7] Prepares withholding tax computation and schedules of tax refund</p>	<p>[2a8] Monitors processed claims and transactions to ensure validity and accuracy of supporting documents</p> <p>[2a9] Manages IT based systems and applications used by the unit (i.e., ENGAS servers, enhanced payroll accreditation system, etc.)</p> <p>[2a10] Manages preparation of payroll, salaries and allowances of employees and remittances for deductions</p>	<p>[2a11] Ensures validity of claims and transactions before approving disbursements/Exercises control over fund allotments</p> <p>[2a12] Reviews system and makes recommendations to ensure efficient processing and effective monitoring of transactions</p>
[2b] Accounts Reconciliation/ Accounting		<p>[2b1] Maintains basic accounting records and books of accounts</p> <p>[2b2] Prepares financial reports and schedules and</p>	<p>[2b3] Monitors accounting records and books of accounts following existing accounting and auditing rules and regulations</p>	<p>[2b5] Reviews accounting records and book of accounts for accuracy and compliance with rules and regulations</p>

[2c] Preparation of Financial Reports		monitors due dates for payments	[2b4] Prepares summary of appropriation, allotments, disbursements and balances	[2b6] Facilitates the conduct of periodic meetings (including central and regional accountants) with the resident Auditor to clarify audit observations  [2b7] Provides advice to top management as to status of cash/fund releases and such other accounting and financial matters
	[2c1] Assists in the preparation of financial reports	[2c2] Prepares periodic financial reports on status of funds	[2c3] Consolidates periodic financial and accountability reports of central and regional offices	[2c4] Reviews consolidated periodic financial and accountability reports  [2c5] Makes recommendations regarding financial management policies



# FMS

## FUNCTIONAL COMPETENCIES

### 3. PROFICIENCY: MANAGEMENT

1. Ability to develop plans and programs relative to administrative organization and management improvements in the Department;
2. Ability to monitor, measure, analyze and evaluate information related to organizational functions, procedures, processes and systems to provide recommendations for improvement.



CONTEXT ELEMENTS	Admin Aide/ Assistant	AO IV	AO V	SAO, CAO
[3a] Organizational Development and Systems Improvement	---	<p>[3a1] Gathers data relative to the implementation and operation of DILG's functions and processes</p> <p>[3a2] Consolidates collected data to facilitate analysis and enable the determination of improvement areas</p> <p>[3a3] Conducts researches and studies of current management trends, approaches or methodologies that may be used in system improvements</p> <p>[3a4] Provides assistance in the implementation of new or improved systems including conduct of training on the</p>	<p>[3a7] Proposes plans and programs for improvements in DILG's management</p> <p>[3a8] Maintains and updates as necessary the operations, organizational and division-initiated systems, including the ISO 9001-certified quality management system, of the Department</p> <p>[3a9] Evaluates outputs of researches and studies as basis for recommendation management system improvements</p> <p>[3a10] Develops new or improved management systems</p>	<p>[3a16] Develops, reviews and recommends plans and programs relative to management improvement</p> <p>[3a17] Reviews and recommends updates and as necessary the operations, organizational and division-initiated systems, including the ISO 9001-certified quality management system, of the Department</p> <p>[3a18] Examine the administrative organization of the Department and recommends improvements;</p> <p>[3a19] Reviews and endorses recommendations for management system</p>

		<p>application of new or improved management systems</p> <p>[3a5] As deemed necessary and appropriate, gathers data that can be used to review and propose updates in staffing standards and manpower requirements of the Department</p> <p>[3a6] Perform other tasks as assigned</p>	<p>[3a11] Develops assistance programs for new or improved systems including development of training packages on the application of new or improved management systems</p> <p>[3a12] Reviews study reports on special assignments</p> <p>[3a13] Develops new or improved management systems, provide assistance in its implementation including conduct of training on the application of new or improved management systems</p> <p>[3a14] Provides updates on the staffing standards and manpower requirements of the Department</p> <p>[3a15] Perform other tasks as assigned</p>	<p>improvements including appropriate training packages for its implementation.</p> <p>[3a20] Recommends study of special assignment for appropriate management action</p> <p>[3a21] Develop new or improved management systems</p> <p>[3a22] Reviews and approves training programs on the application of new or improved management systems</p> <p>[3a23] Develops and endorses staffing standards and manpower requirements of the Department in coordination with the Administrative Services</p> <p>[3a24] Perform other tasks as assigned</p>
[3b] Monitoring and Evaluation	---	<p>[3b1] Conducts management surveys of the organizational structure, manpower and operations</p> <p>[3b2] Gathers data of existing methods, systems and procedures / processes</p>	<p>[3b8] Validates and verifies management surveys of the organizational structure, manpower and operations</p> <p>[3b9] Reviews existing methods, systems and procedures / processes and provide</p>	<p>[3b15] Reviews and recommends the results of management surveys of the organizational structure, manpower and operations for possible improvements</p> <p>[3b16] Reviews existing methods, systems and</p>

		[3b3] Monitors management's reply and actions taken on the audit observations and recommendation	recommendations for improvements	procedures / processes and provide recommendations for improvements
		[3b4] Gathers data and monitors system / process performance (i.e. Process Performance Monitoring and Measurements, QMS performance)	[3b10] Prepares reports on management's reply and actions taken on the audit observations and recommendation	[3b17] Reviews and endorses reports on management reply and actions taken on the audit observations and recommendation
		[3b5] Provides assistance relevant to monitoring and evaluation	[3b11] Prepares reports on system / process performance (i.e. Process Performance Monitoring and Measurements, QMS performance)	[3b18] Reviews and endorses reports on system / process performance (i.e. Process Performance Monitoring and Measurements, QMS performance)
		[3b6] Gathers data to relevant M & E reports as required	[3b12] Determines assistance relevant to monitoring and evaluation	[3b19] Reviews and approves assistance relevant to monitoring and evaluation
		[3b7] Performs other tasks as may be assigned from time to time	[3b13] Prepares relevant M & E reports as required	[3b20] Reviews, approves and submits relevant M & E reports as required
			[3b14] Determines the tasks to be assigned from time to time	[3b21] Reviews and approves tasks as needed



PS

FUNCTIONAL COMPETENCIES

1. PROFICIENCY: RESULTS-BASED PLANNING, MONITORING & EVALUATION

Ability to facilitate effective planning, monitoring, and evaluation of programs, projects and activities of the Department



CONTEXT ELEMENTS	Admin Aide/ Assistant	PO/PEO I-II	PO/PEO III	PO/PEO IV-V
[1a] Planning	<p>[1a1] Answers basic questions related to the operations of Planning Services unit</p> <p>[1a2] Provides administrative support to the other members of the unit in performing tasks</p>	<p>[1a3] Provides inputs on policies and guidelines related to planning and monitoring</p> <p>[1a4] Reviews proposed programs and operational plans and budget for assigned units</p> <p>[1a5] Researches on specific projects, programs and activities to aid review of proposals</p>	<p>[1a6] Drafts policies and guidelines related to planning and monitoring</p> <p>[1a7] Evaluates proposed programs and operational plans and budget of assigned units to ensure alignment with organizational thrust</p> <p>[1a8] Researches on specific projects, programs and activities to aid review of proposals</p>	<p>[1a9] Finalizes policies and guidelines related to planning and monitoring</p> <p>[1a10] Identifies targets for accomplishment of the different units based on proposed programs and plans</p> <p>[1a11] Ensures coordination with other units/offices for related tasks (budget planning with FMS)</p>
[1b] Monitoring	---	<p>[1b1] Maintains and updates database of information regarding implementation of programs, projects, and activities for assigned units</p> <p>[1b2] Analyzes data and information from monitoring/status reports</p>	<p>[1b3] Reviews and consolidates reports from different units</p> <p>[1b4] Analyzes data and information from monitoring/status reports explaining relationships among different variables</p>	<p>[1b6] Reviews and validates accomplishments of the different units based on identified targets</p> <p>[1b7] Ensures appropriate packaging/presentation of consolidated reports to highlight accomplishments and include only relevant information</p>

		(including basic statistical analysis)	[1b5] Prepares presentations on the status of programs, projects, and activities of different units	
[1c] Evaluation	---	[1c1] Uses IT-based tools and applications to monitor information and evaluate programs, projects, and activities for assigned units	[1c2] Observe trends and patterns in implementing programs based on reports to recommend improvements in operation and basis for evaluating proposals in the next planning cycle	[1c3] Propose recommendations in planning and implementing programs based on monitoring trends and patterns to Top Management for consideration

# LLLS

## FUNCTIONAL COMPETENCIES

### 1. PROFICIENCY: LEGAL

Ability to understand Philippine laws and use information to provide effective and efficient legal advice to clients, quick appeal resolution, and thorough case investigation



CONTEXT ELEMENTS	Legal Assistant	Attorney II	Attorney III	Attorney IV, V
[1a] Legal Counseling Services	<p>[1a1] Familiar with the department's process on asking for legal advice</p> <p>[1a2] Researches on precedent cases /laws to establish support for current cases</p> <p>[1a3] Drafts legal decisions based on guidance from jurisprudence</p>	<p>[1a4] Coordinates with concerned parties on their legal issue and directs them to the next steps</p>	<p>[1a5] Prepares position papers regarding legal issues surrounding concerned parties and the Department</p>	<p>[1a6] Represents the Department in Congressional/Senate/Judicial court hearings involving highly technical cases</p>
[1b] Appeal/Resolution Management	<p>[1b1] Familiar with the various appeals and resolutions concerning DILG</p>	<p>[1b2] Coordinates with concerned parties on the various documents and processes necessary for quick appeal resolution</p>	<p>[1b3] Prepares comments/position papers/documents on the decisions for appeals and resolutions</p>	<p>[1b4] Provides legal advice to the Secretary and directs a team of legal advisers on appeal resolution for submission to the Civil Service Commission</p>
[1c] Case Investigation	<p>[1c1] Familiar with the government's laws, documents, and overall process for investigating administrative cases</p>	<p>[1c2] Investigates cases based on the process for handling administrative cases by collating and preparing the various documents for analysis</p>	<p>[1c3] Provides technical advice on various administrative cases based on an overall grasp of Philippine laws, its processes, and adhering to the principles of ethics and integrity</p>	<p>[1c4] Leads and directs the strategy and position of the legal team in cases involving the Department and local officials</p>



# IAS

## FUNCTIONAL COMPETENCIES

### 1. PROFICIENCY: CONDUCT OF AUDIT

Ability to demonstrate knowledge and related skills on internal auditing which is needed to effectively carry out the mandate/functions of the Office



CONTEXT ELEMENTS	IAA	IA I-II	IA III-IV	IA V
[1a] Audit Planning	<p>[1a1] Gathers information/reference materials to be used in understanding the areas to be audited</p> <p>[1a2] Assists the Auditors in the gathering of information/reference materials to be used in the preparation of Department Order, Memo to Auditees, etc.</p>	<p>[1a3] Processes/evaluates gathered information and reference materials relevant to the audit criteria</p> <p>[1a4] Identifies the audit risks (internal and external factors) to perform effective audit</p> <p>[1a5] Identifies applicable requirements and corresponding internal controls of the areas to be audited</p> <p>[1a6] Prepares Audit Questionnaires/Checklist/work paper</p> <p>[1a7] Prepares Department Orders (DO), Memo to Auditees, etc.</p>	<p>[1a8] Prepares the audit program considering the audit scope, criteria, methodology, strategy, audit schedules, and budgetary requirements</p> <p>[1a9] Determines the audit risks initially identified as barriers to effective performance of audit</p> <p>[1a10] Reviews the appropriateness of the identified internal controls to be audited</p> <p>[1a11] Reviews and validates the accuracy or appropriateness of audit questionnaire/checklist/ work paper</p> <p>[1a12] Determines the KPIs of Internal Auditors</p>	<p>[1a14] Reviews and recommends approval of the audit program</p> <p>[1a15] Validates the audit risks and develop control measures to address the risks</p> <p>[1a16] Reviews and recommends approval of the audit plan</p> <p>[1a17] Recommends composition of audit team to carry out the audit objectives effectively (for regular audit)</p> <p>[1a18] Reviews and recommends the Key Performance Indicator (KPIs) of Internal Auditors</p> <p>[1a19] Recommends approval of the DO, Memo to Auditees, etc.</p>

[1b] Audit Execution			[1a13] Reviews the DO, Memo to Auditees, etc.	
	---	[1b1] Prepares Narrative procedures/flow chart of the planned audit areas  [1b2] Identifies samples as objective evidence to support the audit findings  [1b3] Gathers and analyzes the documents/ evidence  [1b4] Conducts interview to gather/validate information  [1b5] Verifies the implementation status of previous audit recommendations (for regular audit) and effectiveness of CAPA plans  [1b6] Formulates initial audit findings/observations.  [1b7] Prepares power point presentation of audit findings/ observations for the closing meetings  [1b8] Explains audit findings during closing meetings, where necessary	[1b10] Reviews the Narrative procedures/flow chart of the planned audit areas  [1b11] Prepares Memo to Auditees, etc.  [1b12] Validates samples as objective evidence to support the audit findings  [1b13] Analyzes data/information as basis for the formulation of audit findings/observations  [1b14] Reviews relevant documents/information during the conduct of audit  [1b15] Conducts interview to gather/validate information  [1b16] Verifies the implementation status of previous audit recommendations (for regular audit) and effectiveness of CAPA plans	[1b21] Validates and approves the Narrative procedures/flow chart of the planned audit areas  [1b22] Manages the conduct of audit  [1b23] Conducts opening meetings  [1b24] Ensures that audit evidence are sufficient to support the audit findings  [1b25] Validates adequacy of conduct and coverage of interviews  [1b26] Confirms the results of verification leading to closure of previous audit recommendations/CAPA plans  [1b27] Verifies the appropriateness of data/information used to formulate audit findings/conclusions

		<p>[1b9] Documents agreements/ proceedings during opening and closing meetings</p>	<p>[1b17] Formulates/Reviews initial audit findings/ observations and conclusions</p> <p>[1b18] Reviews power point presentation of audit findings/ observations prior to closing meetings</p> <p>[1b19] Explains audit findings during closing meetings, where necessary</p> <p>[1b20] Reviews agreements/ proceedings during opening and closing meetings</p>	<p>[1b28] Validates initial audit findings observations and conclusions</p> <p>[1b29] Conducts and manages closing meetings</p> <p>[1b30] Confirms agreements/ proceedings during opening and closing meetings</p> <p>[1b31] Verifies and confirms that audit objectives are achieved</p>
[1c] Audit Reporting	<p>[1c1] Provides administrative support relative to the preparation of Audit Report</p> <p>[1c2] Distributes approved audit report to all concerned</p>	<p>[1c3] Prepares audit report for the assigned area</p>	<p>[1c4] Prepares consolidated audit report (executive summary, audit criteria, audit scope, audit findings, conclusions and recommendations)</p>	<p>[1c5] Reviews and recommends approval of the Audit Report</p>
[1d] Audit Follow-up	<p>[1d1] Provides administrative support for the conduct of Audit Follow-up</p>	<p>[1d2] Monitors the implementation of approved audit recommendations</p> <p>[1d3] Prepares matrix/work papers to support the updates/status/ implementation of audit recommendation</p> <p>[1d4] Prepares Memorandum to communicate the results of Audit Follow-up</p>	<p>[1d5] Prepares Audit Follow up Report(status of the implementation of approved audit recommendations) for submission to OSEC/concerned Officials</p>	<p>[1d6] Reviews and recommends approval of the Audit Follow up Report for submission to OSEC/concerned Officials</p>



# ISTMS

## FUNCTIONAL COMPETENCIES

### 1. PROFICIENCY: SOFTWARE DEVELOPMENT AND MAINTENANCE

Ability to develop software that facilitates more efficient completion of work outputs and maintains the quality of software used by the Department. Ensures that sensitive data housed within Department software are safeguarded against tampering.



CONTEXT ELEMENTS	Admin Assistant/ Aide	CMT I, ISR, CP II	ITO I, ISA III, CMT III, CP III	ITO II- III
[1a] System Analysis	[1a1] Assist CP III & ISA III in the conduct of interview and information gathering to client  [1a2] Maps out processes through the use of basic flow charts	[1a3] Clusters data into related fields and come up with a data model  [1a4] Liaises with functional stakeholders to map out functional specifications that need to be reconsidered in the development of new software	[1a5] Maps out processes through Data Flow Diagram to visualize Systems Design  [1a6] Conduct and review of programs development as per the systems design	[1a8] Champions policies to address gaps in the technical infrastructure of the Department, aligned with the overall ICT plan
[1b] Programming	[1b1] Enhances the coding of existing software, resulting in improved functionality	[1b2] Programs new software that addresses the needs of Department units  [1b3] Documentation of developed software and user's manual	[1b4] Establishes coding standards to ensure programmer productivity	
[1c] Ensuring Data Security and Integrity	[1c1] Complies with relevant data security policies in developing new software	[1c2] Codes system restrictions (e.g. limit access levels, authorization) to prevent data tampering	[1c3] Audits data housed within software to ensure integrity and compliance with security standards	[1c5] Recommends and implements policies that safeguard the security and integrity of Department data

			[1c4] Coordinates with IT related offices of the Philippine government (e.g ICTO) to synchronize software development policies	
[1d] Quality Assurance	[1d1] Explains the process of the software to be subjected to quality assurance testing	[1d2] Searches and logs faults within the system for escalation to computer programmer	[1d3] Collaborates with computer programmer to identify solutions addressing system faults	[1d4] Improves existing quality assurance mechanisms to ensure software integrity

# ISTMS

## FUNCTIONAL COMPETENCIES

### 2. PROFICIENCY: NETWORK INSTALLATION AND ADMINISTRATION

Ability to install and maintain the Department's network devices to ensure efficient communication across units and synchronicity of work functions



CONTEXT ELEMENTS	Admin Assistant/ Aide	CMT I, ISR, CP II	ITO I, ISA III, CMT III, CP III	ITO II- III
[2a] Installation of Networks	[2a1] Identifies network requirements of specific units by corresponding with incumbents and supervisors	[2a2] Install system-related hardware, including but not limited to servers, routers, telephony and network cabling	[2a3] Researches on recent developments in network devices to identify new technologies that can benefit the Department	[2a4] Forecasts long-term prospective developments in network, and plans for infrastructure improvements according to said forecast
[2b] Improving Infrastructure	[2b1] Compiles technical requirements (e.g. hardware specifications, bandwidth) for the development of new software for a specific unit	[2b2] Identifies gaps in the existing technical infrastructure of the Department, pertinent to the installation of new software	[2b3] Integrates the functionalities of new software with existing software	
[2c] Maintenance & Troubleshooting of Existing Network Devices	[2c1] Maintains an inventory malfunctioning network devices to determine troubleshooting, repair, or replacement needs	[2c2] Logs common errors and corresponding troubleshooting steps for future reference in addressing network issues  [2c3] Conduct data backup activities in accordance with a pre-established schedule	[2c4] Sets up a system for regular network maintenance checks to determine needed repairs, disposals, or new purchases  [2c5] Establishes a regular data backup schedule to preserve information	[2c6] Champions system-wide improvements in network infrastructure, aligned with the Department's overall ICT plan
[2d] Standards for Network Use & Installation	[2d1] Complies with the Department's established standards for network use and installation	[2d2] Ensures compliance to network use and installation standards within one's unit	[2d3] Coordinates with IT-related offices of the Philippine government (e.g. ICTO) to synchronize policies for network use and installation	[2d4] Champions policies for installation and maintenance of the Department's network technology, ensuring long term usability



## ISTMS

### FUNCTIONAL COMPETENCIES

### 3. PROFICIENCY: ICT EQUIPMENT AND PERIPHERAL INSTALLATION AND MAINTENANCE

Ability to ensure that the Department has access to optimal hardware by scoping out its needs, accordingly installing equipment, and maintaining their usability Act as technical support for the Department's hardware end users



CONTEXT ELEMENTS	Admin Assistant/ Aide	CMT I, ISR, CP II	ITO I, ISA III, CMT III, CP III	ITO II- III
[3a] Installation of Hardware/ Software	<p>[3a1] Install basic computer software, including but not limited to word and data</p> <p>[3a2] Installs simple office equipment, including but not limited to desktops, printers, telephones, etc.</p>	<p>[3a3] Identifies needed specifications of computer equipment requested for purchase by different units</p>	<p>[3a4] Liaises with different Department units to determine their computer equipment needs</p>	<p>[3a5] Creates long-term plans for requisition of equipment, aligned with the overall Department ICT plan</p>
[3b] Improving Infrastructure	<p>[3b1] Troubleshoots equipment errors as requested</p> <p>[3b2] Instruct end-users on how to resolve common equipment problems</p>	<p>[3b3] Logs common errors and Corresponding troubleshooting steps for future reference in addressing user concerns</p>	<p>[3b4] Sets up a system for regular equipment maintenance checks to determine needed repairs, disposals or new purchases</p>	<p>[3b5] Champions policies for installation and maintenance of the Department's hardware, ensuring long term usability</p>
[3c] Maintenance & Troubleshooting of Existing Hardware	<p>[3c1] Complies with the Department's established standards for hardware use</p>	<p>[3c2] Ensures compliance to hardware use standards within one's unit</p>	<p>[3c3] Coordinates with ICT related government agencies to ensure uniformity in implementation of hardware related policies</p>	

# ISTMS

## FUNCTIONAL COMPETENCIES

### 4. PROFICIENCY: DATABASE MANAGEMENT AND ADMINISTRATION

Ability to manage and maintain Department's databases into a more effective and efficient approach. Ensures that confidentiality across databases is safeguarded.



CONTEXT ELEMENTS	Admin Assistant/ Aide	CMT I, ISR, CP II	ITO I, ISA III, CMT III, CP III	ITO II- III
[4a] Database Buildup	[4a1] Coordinates with regional/field offices with regards to the population of databases using developed software	[4a2] Propose standard database design for use in programming tasks	[4a3] Designs and produce reporting forms that aggregate data coming from different sources  [4a4] Review and approve the standard database design	[4a5] Implements strategies in database architecture/structure based on the recent developments in the field
[4b] Database Management/ Admin	[4b1] Monitors integrity and reliability of data encoded by the regional/field offices  [4b2] Coordinates with the field officers of any updates in the database	[4b3] Recommend enhancement of data architecture  [4b4] Propose/suggest database security measures	[4b5] Creating complex query definitions that allow data to be extracted  [4b6] Review and approve the proposed security measures	[4b7] Implement the security measures to safeguard data against accidental damages and modifications or disclosure
[4c] Website Management	[4c1] Monitor, assess, and report on website errors and performance  [4c2] Update contents based on the guided policies and procedure	[4c3] Establishes specifications by analyzing access, information, and security requirements; establishing and testing disaster recovery policies and procedures	[4c4] Secures website management by developing system access, monitoring, control, and evaluation	[4c4] Champions policies for website management by identifying long-term system requirements; monitoring performance and updates system by tracking emerging recent internet technologies



# PACS

## FUNCTIONAL COMPETENCIES

### 1. PROFICIENCY: CREATIVE SERVICES

Ability of resident photographers/videographers, and creative artists in producing feature-worthy information, education and communication materials which cater to the needs and pique the interest of the Department, its clients and the general public



CONTEXT ELEMENTS	Admin Aide VI / Admin Asst I	Admin Asst IV	Admin Officer II, IV, V	SAO, CAO
[1a] Activity/Project Briefing	<p>[1a1] Receives Photo/Video Coverage request and verifies date and time of event to be covered</p> <p>[1a2] Sets correct client expectation as to possible date and time of completion of request</p>	<p>[1a3] Ensures that photography /videography equipment are available one day before, and/or hours before scheduled event</p> <p>[1a4] Verifies preferred media output of client</p>	<p>[1a5] Inquires about general preferences of clients regarding request submitted, such as, theme, color scheme, branding, etc.</p> <p>[1a6] Ensures that all submitted requests are processed and/or completed</p> <p>[1a7] Reports requests that cannot be accommodated to Level 4</p>	<p>[1a8] Distributes work fairly according to ability and demonstrates awareness of implications for other staff</p> <p>[1a9] Reviews works assignments and scheduled coverage of photographers and videographers and reconciles issues to meet demands</p> <p>[1a10] Monitors progress and takes appropriate action to deal with difficulties, including conflict within the team, or slippage</p>
[1b] Layout and Design Conceptualization and Coverage Scheduling	<p>[1b1] Collects contact information to facilitate communication between photographers /videographers and clients before and during scheduled event</p>	<p>[1b2] Reviews assignments of photographers / videographers and ensures that all commitments will be met</p>	<p>[1b3] Examines whether initial concepts are coherent with the Department's Brand Identity Manual</p>	<p>[1b5] Supervises over graphic and layout artists, photographers/videographers and ensures that requests are processed in a timely manner</p> <p>[1b6] Confirms whether initial concepts are coherent with the Brand Identity Manual</p>



				[1b7] Seeks new techniques and technologies to introduce to the work area
[1c] Activity/Project Briefing	[1c1] Produces initial prints of design drafts  [1c2] Distributes initial designs to clients and collects feedback	[1c3] Produces Video Presentations and Slideshows using captured material and submits to higher tier for approval and comments	[1c4] Creates initial drafts and submits to Level 4 for further improvements  [1c5] Acquires new knowledge and skills and shares learning with others	[1c6] Receives initial drafts submitted by lower tier for improvements  [1c7] Submits necessary revisions in support of the Department's Brand Identity
[1d] Artwork Designing, Coverage and Production	[1d1] Creates copies of final designs and video productions in congruence with medium preferred by clients  [1d2] Distributes and delivers copies to client and/or intended audiences	[1d3] Submits completed video production to higher tier for additional revisions and later approval	[1d4] Receives post-critique drafts recommended by Level 4 for improvement  [1d5] Discusses submitted comments for revision with illustrators and devises means for reconciling recommended changes with working draft	[1d6] Forwards drafts to illustrators with comments from clients  [1d7] Approves final designs and gives go signal to proceed with printing or distribution
[1e] Revision, Finalization and Distribution	[1e1] Receives Photo/Video Coverage request and verifies date and time of event to be covered  [1e2] Sets correct client expectation as to possible date and time of completion of request	[1e3] Ensures that photography/videography equipment are available one day before, and/or hours before scheduled event  [1e4] Verifies preferred media output of client	[1e5] Inquires about general preferences of clients regarding request submitted, such as, theme, color scheme, branding, etc.  [1e6] Ensures that all submitted requests are processed and/or completed  [1e7] Reports requests that cannot be accommodated to Level 4	[1e8] Distributes work fairly according to ability and demonstrates awareness of implications for other staff  [1e9] Reviews works assignments and scheduled coverage of photographers and videographers and reconciles issues to meet demands  [1e10] Monitors progress and takes appropriate action to deal with difficulties, including conflict within the team, or slippage

## PACS

### FUNCTIONAL COMPETENCIES

## 2. PROFICIENCY: PROVISION OF PUBLIC ASSISTANCE & HANDLING OF COMPLAINTS

Ability to respond and handle complaints of its clients appropriately with the proper knowledge and skills



CONTEXT ELEMENTS	Admin Aide VI / Admin Asst I	PRO I/PRO II	PRO III	PRO IV/PRO V
[2a] Receipt of and response to queries, complaints, and requests for assistance	<p>[2a1]Receives and records client's queries, complaints, and requests for assistance</p> <p>[2a2]Answers phone-in clients</p> <p>[2a3]Routes approved referrals, endorsements and response letters to Records Section</p> <p>[2a4]Follow-up status of complaints/assistance from concerned offices</p>	<p>[2a5]Interviews walk-in clients</p> <p>[2a6] Drafts endorsements, referrals and response letters to clients</p> <p>[2a7]Finalizes the endorsements, referrals and response letters as instructed by the Division Chief</p>	<p>[2a8]Makes initial review of draft endorsements, referrals and response letters</p>	<p>[2a9]Determines the jurisdiction of client's queries, complaints, and requests for assistance</p> <p>[2a10]Determines the appropriate action to address the complaint or request</p> <p>[2a11]Assigns the action officer/s to draft the endorsement, referrals and response letter</p> <p>[2a12]Makes a final review of the endorsements, referrals and response letters</p> <p>[2a13]Instructs the concerned action officer to finalized the endorsements, referrals and response letters, if corrections are made</p>

				[2a14]Signs the endorsements, referrals and response letters and instructs action officer concerned to release/forward the same to the Records Section
[2b] Consolidation, preparation and submission of monitoring and evaluation reports, as well as accomplishments of the PACC	[2b1]Maintains records and database	[2b2]Consolidates and prepares monitoring and evaluation reports of the PACC  [2b3]Prepares the Process Summary Logsheet of PACC accomplishments on a monthly basis	[2b4]Verifies accuracy of monitoring and evaluation reports, as well as PACC accomplishments submitted by action officers	[2b5]Makes final review of the monitoring and evaluation reports, as well as accomplishments submitted by action officers  [2b6]Instructs the concerned action officer to finalized the reports, if corrections are made  [2b7]Instructs the action officer to submit the same to Management



# PACS

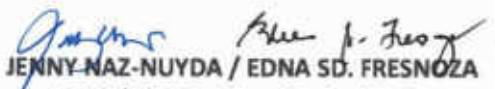


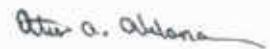
## FUNCTIONAL COMPETENCIES

### 3. PROFICIENCY: INFORMATION AND COMMUNICATION RESEARCH

Ability to provide appropriate press release for the Department 's activities and concerns to widely pique the interest of its clients and the general public



CONTEXT ELEMENTS	Admin Aide VI / Admin Asst I	Info Officer II	Info Officer III	Info Officer IV; Info Officer V
[3a] Press Release (PR) Production	[3a1] Receives, logs, routes various information to proper recipients	[3a5] Gathers data	[3a12] Gathers data	[3a20] Identifies newsworthy items
	[3a2] Secures information and inputs to work team for proper coordination	[3a6] Conducts Interviews, if necessary	[3a13] Conducts Interviews, if necessary	[3a21] Assigns information officer/s
	[3a3] Follows processes and procedures to make sure that PRs, and draft PRs and PR logsheets are printed and accomplished	[3a7] Covers events	[3a14] Covers events	[3a22] Reviews draft press releases and if there are corrections, revised PR articles
	[3a4] Maintains records and database	[3a8] Coordinates with concerned offices or personnel	[3a15] Coordinates with concerned offices or personnel	[3a23] Reviews draft press release and if no correction, endorses PR to requesting party for vetting or clearance
		[3a9] Prepares the initial draft PR	[3a16] Prepares the initial draft PR	[3a24] Checks if corrections were made and directives incorporated
		[3a10] Disseminates PR to media	[3a17] Edits articles	[3a25] Acts on the returned PR for OSEC approval
		[3a11] Coordinates with ISTMS for posting to DILG website	[3a18] Verifies accuracy of articles	[3a26] Once OSEC approved PR is received, assigns media coordinator to disseminate approved PR
			[3a19] Revises articles	

Prepared by		Reviewed By	Approved By
 <b>JENNY NAZ-NUYDA / EDNA SD. FRESNOZA</b> PPDS/SSDS Section Chiefs, HRMD <b>Process Owners</b>		 <b>HILDA F. GAURINO</b> Chief, HRMD <b>Division Chief</b>	 <b>ATTY. JENA J. JAVAREZ</b> Acting Director, Administrative Service <b>Deputy QMR</b>
			 <b>ESTER A. ALDANA, CESO II</b> Assistant Secretary <b>DILG-CO Deputy QMR</b>