



MC No. 30, s. 2014

## MEMORANDUM CIRCULAR

**TO :** ALL HEADS OF CONSTITUTIONAL BODIES,  
DEPARTMENTS, BUREAUS, AND AGENCIES OF THE  
NATIONAL GOVERNMENT; LOCAL GOVERNMENT  
UNITS; GOVERNMENT-OWNED OR CONTROLLED  
CORPORATIONS WITH ORIGINAL CHARTERS; AND  
STATE UNIVERSITIES AND COLLEGES

**SUBJECT :** Adoption of HR Maturity Level Indicators for the Human  
Resource Management Systems in the Public Sector

Pursuant to CSC Resolution Nos. 1400376 and 1400377 dated March 5, 2014, the Civil Service Commission enhanced its Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM), thereby, amending Section D (The PRIME-HRM Components) and Section F (Transition from PMAAP/CSCAAP to PRIME-HRM) of CSC Memo Circular No. 3, s. 2012, as follows:

### A. The PRIME-HRM Components

- 1. Assess.** Agencies shall be subjected to a comprehensive HRM assessment, review and monitoring of the systems, competencies and practices of its four HR systems using the HR Maturity Level Indicators, namely: 1) recruitment, selection, and placement, 2) learning and development, 3) performance management, and 4) rewards and recognition. The HR records management, systems and programs such as the Grievance Machinery, Health and Wellness Program, Employee Welfare and Discipline, shall likewise be assessed to determine agency compliance with the CS Law, rules and regulations and other pertinent guidelines.

A special evaluation and assessment may be conducted, upon the Commission's initiative or upon request of concerned parties, on all or certain areas of an agency HRM within any regular assessment period or apart from it. If the special assessment is requested by the agency, a Memorandum of Undertaking shall be required between the agency and the Commission and an engagement fee may be charged.

*In a R. A. C. E. to Serve: Responsive, Accessible, Courteous and Effective Public Service*

Since HRM Offices play a big role in the program, their competencies will also be assessed to determine developmental opportunities. An online survey of the agency's human resource management climate will likewise be conducted.

2. **Assist.** Agencies shall be provided with a continuing assistance and review for excellent HRM on the basis of the gaps/developmental opportunities identified in the comprehensive HRM assessment, review and monitoring.

Agencies under the Level II-Accredited and Level III-Deregulated Status in good standing shall be subjected to review and assistance at least once every two years. Agencies under the Level I-Regulated Status shall be strictly monitored on their compliance with the assessment recommendations every six months and will be provided continuous assistance.

3. **Award.** Agencies may be given a certain degree of autonomy through accreditation and/or deregulation. Agencies found to excel in crafting and implementing HR systems may be conferred the Center of HR Excellence or the Seal of HR Excellence Award.

## **B. The HR Maturity Levels/Indicators Model**

The enhanced PRIME-HRM adopts the HR maturity level indicators that are aligned with global standards on good people management practices for the Human Resource Management Systems in the public sector. It aims to elevate the public sector human resource management to a level of excellence through a process of assessment, assistance and recognition. It shall involve the assessment of the four core HRM systems using the three lenses of systems, practices and competencies. Each HRM system is measured through the various indicators in different maturity levels.

Maturity levels/indicators are defined, as follows:

- A set of structured levels that describe how well the behaviors, practices, and processes of an organization can reliably and sustainably produce desired outcomes.
- "Maturity" relates to the degree of formality and optimization of processes, from ad hoc practices, to formally defined steps, to managed result metrics, to active optimization of the processes.
- An assessment tool to assist HR professionals in analyzing the health of their HRM systems in the agencies and in determining the corrective actions that should be taken.

### **C. PRIME-HRM Maturity Levels/Indicators**

The PRIME-HRM maturity levels adopted for the four HRM systems are as follows:

#### **Level 1 - Transactional HRM**

- Processes are, at least, documented sufficiently.
- Some processes are repeatable, possibly with consistent results.
- "Personnel" function is mostly separate from agency/business and talent needs.
- Line Managers perform HR activities as they see best.

#### **Level 2 – Process-Defined HRM**

- Sets of defined and documented standard operating processes (SOP) established are subject to some degree of improvement over time.
- There is goal-oriented decision making.
- There is an automated system but little integration of data.

#### **Level 3 – Integrated HRM**

- Process metrics are used for continuous improvement.
- The HR function supports agency business needs.
- There is data-driven decision making.
- There is an HR Management toolkit.

#### **Level 4 – Strategic HRM**

- Processes are focused on continually improving process performance.
- There is systematic management by a combination of process optimization and continuous improvement.
- HR helps to drive agency business decision on people, data, and insight; the HR strategy is part of the agency strategy

Indicators for systems, practices, and HRMO competencies are identified per maturity level for each of the four HRM systems.

**Annex A** provides the complete maturity levels/indicators for the systems, HRMO competencies, and practices per HRM system.

### **D. Criteria for Accreditation and Award**

The HR Maturity Level Indicators shall be the bases for an agency to be granted accreditation status or recognized as Center for HR Excellence/Seal of HR Excellence. Thus, the following criteria should be complied with:

<b>Level II-Accredited Status</b>	<b>Level III-Deregulated Status</b>	<b>Center for HR Excellence</b>	<b>Seal of HR Excellence</b>
<ul style="list-style-type: none"> <li>▪ Maturity Level 2 (Process Defined HRM) for 4 core HR systems and HRMO competencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maturity Level 3 (Integrated HRM) for 4 core HR systems and HRMO competencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maturity Level 3 (Integrated HRM) for 4 core HR systems with at least one core HR system at Maturity Level 4 (Strategic HRM)</li> </ul>	<ul style="list-style-type: none"> <li>▪ All 4 core HR systems should be at Maturity Level 4 (Strategic HRM)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Good HR practices, on the following areas based on the HR maturity level indicators</li> <li>• <b>Performance Management</b> – at least 7 good practices</li> <li>• <b>HRD (Learning and Development)</b> – at least 14 good practices</li> <li>• <b>Rewards and Recognition</b> – at least 4 good practices</li> <li>• <b>Recruitment, Selection and Placement</b> – at least 2 good practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good HR practices, on the following areas based on the HR maturity level indicators</li> <li>• <b>Performance Management</b> – at least 12 good practices</li> <li>• <b>HRD (Learning and Development)</b>– at least 27 good practices</li> <li>• <b>Rewards and Recognition</b> – at least 6 good practices</li> <li>• <b>Recruitment, Selection and Placement</b> – at least 4 good practices</li> </ul>	<ul style="list-style-type: none"> <li>• Good HR practices, on the following areas based on the HR maturity level indicators</li> <li>• <b>Performance Management</b> – at least 16 good practices</li> <li>• <b>HRD (Learning and Development)</b> – at least 38 good practices</li> <li>• <b>Rewards and Recognition</b> – at least 8 good practices</li> <li>• <b>Recruitment, Selection and Placement</b> – at least 5 good practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good HR practices, on the following areas based on the HR maturity level indicators</li> <li>• <b>Performance Management</b> –16 good practices</li> <li>• <b>HRD (Learning and Development)</b>– 38 good practices</li> <li>• <b>Rewards and Recognition</b> –8 good practices</li> <li>• <b>Recruitment, Selection and Placement</b> –5 good practices</li> </ul>
<ul style="list-style-type: none"> <li>▪ Meeting HRMO Competencies at Level II (Intermediate)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting HRMO Competencies at Level III (Advanced)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting HRMO Competencies at Level IV (Superior)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting HRMO Competencies at Level IV (Superior)</li> </ul>

### **E. Transition to Enhanced PRIME-HRM**

To establish the readiness of the agencies in the adoption of the HR Maturity Level Indicators that are aligned with global standards on good people management practice as the new PRIME-HRM standards, agencies under the following status shall undergo a self-assessment using the online assessment tool to give them a free hand to assess their respective HR systems,

competencies and practices. The results of the online self-assessment shall serve as basis for the assistance to be extended by the Commission to the agencies to help them achieve their desired level of maturity.

1. For Agencies with Revalidated Level II-Accredited Status – agencies under this status shall be given another two (2) years from date of the promulgation of resolution granting their accreditation status within which to meet the Maturity Level II indicators to retain their Level II-Accredited Status. Failure to meet the standards after said period would mean final revocation of their accreditation status. Onsite assessment by the CSCROs shall be conducted before the recommendation for revocation can be made.
2. For Agencies whose Accreditation Status were Revoked – agencies under this status shall undergo an onsite assessment for possible restoration of their accreditation status as soon as they have met the Maturity Level II standards, as evidenced by the online self-assessment results and the recommendation of the CSC Field Director in-charge.
3. For Agencies Accredited under PRIME-HRM prior to March 5, 2014 – agencies under this status shall be subjected to the Maturity Level II standards within a period of two (2) years after the promulgation date of the Resolutions granting them accreditation. As provided in the Resolution for Accreditation, onsite assessment by the CSCROs shall be conducted within two (2) years.

**F. Engagement of Consultants outside CSC and other Learning Service Providers (LSPs)**

The Commission, thru its Field Offices, shall provide the necessary assistance or interventions identified and agreed upon by the agency and the CSC assessors during the post assessment conference. However, agencies are not precluded from engaging the services of consultants other than the CSCRO/FO Directors in the review and crafting of HR systems and programs. But, to be consistent with the PRIME-HRM objective, agencies and their consultants or LSPs are enjoined to adopt the HR maturity level indicators to ensure meeting the desired level of maturity of the agencies' HR systems, competencies and practices.

This Memorandum Circular shall take effect immediately.

  
FRANCISCO T. DUQUE III, MD, MSc  
Chairman

DEC 22 2014

**Annex A**

**PRIME-HRM:  
HR MATURITY LEVEL INDICATORS**

<b>Recruitment, Selection, and Placement (RSP) Performance Indicators</b> <b>A strategy for attracting, screening, selecting and on boarding qualified persons</b> <b>Policy (documented guidelines)</b>			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
<p>The Recruitment Selection Placement policy, which is linked to the HRM systems, sets the approach to the recruitment, selection, and placement of personnel, and the fulfillment of the Agency's commitment to equality, diversity, fairness, and transparency. The appropriate authorization required to initiate any action for vacant positions is first served/ obtained. Qualified candidates are sourced using recruitment and selection procedures and instruments that promote equal employment opportunity for all, regardless of sex, sexual orientation, age, religion, ethnic background, disability and others. To promote gender equity in the organization, the Agency policy includes the implementation of affirmative actions to correct gender disparity in different levels of the organizational structure.. The aim is to have the right person in the right job at the right time, which is essential to the Agency's performance.</p>			
<b>System Features (identifies the scope, boundaries and intent)</b>			
<p>Staffing plan is solely based on DBM or relevant approving authority.</p>	<p>Staffing plan is based on the current Agency requirements aligned with DBM Personnel Service Itemization and Plantilla of Personnel (PSIPOP) or relevant approving authority.</p>	<p>Staffing plan and prioritization in filling of positions is based on the short- and medium-term needs of the Agency.</p>	<p>Strategic Workforce planning system is directed to meet the present up to the long-term needs of the Agency.</p>
<p>Active file of shortlisted candidates (hard copy only) is maintained.</p>	<p>Simple information system maintains active file of shortlisted candidates. Data is segregated by gender.</p>	<p>Electronic database maintains the profiles of both candidates and applicants (internal and external). It also generates customized reports.</p>	<p>Human Resources Information System (HRIS) maintains data on online recruitment, selection and placement as well as the profile of talents that agencies hire and lose. It also generates customized reports.</p>

<b>Recruitment, Selection, and Placement (RSP) Performance Indicators</b> <b>A strategy for attracting, screening, selecting and on boarding qualified persons</b>			
1	2	3	4
Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
<p>An ad hoc group is established to screen and evaluate candidates for vacant positions.</p> <p>Recruitment, Selection and Placement procedures are based on existing law, rules, and guidelines issued by relevant authority.</p> <p>Orientation is provided to all employees on Recruitment, Selection and Placement procedures.</p>	<p>A Promotion and Selection Board (PSB) is established and functional, with HR Office as the lead unit.</p> <p>Recruitment, Selection and Placement procedures are customized to the Agency requirements and are accompanied by a process flowchart.</p> <p>Orientation is provided to all employees on Recruitment, Selection and Placement procedures with emphasis on the customized features.</p>	<p>A Promotion and Selection Board (PSB) is in place for specialized, highly technical, and executive managerial positions.</p> <p>A well-defined Recruitment, Selection and Placement Procedures Manual aligned to the Agency's short- and medium-term needs is in place.</p> <p>Orientation is provided to all employees on the provisions and procedures contained in the Recruitment, Selection and Placement Manual.</p>	<p>A Promotion and Selection Board (PSB) is in place, with HR as lead in driving the process. It is open to partnering with external professional experts, depending on the position being considered.</p> <p>A well-defined Recruitment, Selection and Placement Procedures Manual with online system aligned to the Agency's strategic goals are in place.</p> <p>Orientation is provided to all employees on the provisions and procedures contained in the Recruitment, Selection and Placement Manual as well as the features of the online system.</p>



<b>Recruitment, Selection, and Placement (RSP) Performance Indicators</b> <b>A strategy for attracting, screening, selecting and on boarding qualified persons</b>			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
Talent attraction is done through posting at Agency premises and publication in government bulletin, as required.	Talent attraction is done through posting in government bulletin; it may also be done through posting in major daily newspapers and/or Agency website, and/or other modes such as networking.	Talent attraction is done through participation in job fairs, campus recruitment, and publication in the Agency intranet.	Talent attraction is done through recruitment branding and proactive recruitment means to create a workforce pool.
Candidate qualifications are properly matched vis-à-vis the minimum qualification standards for the position to be filled.	Candidate qualifications are properly matched vis-à-vis the specific qualification standards and job description for the position to be filled.	Candidate qualifications are properly matched vis-à-vis the specific or competency-based qualification standards and competency-based job description for selected positions.	Candidate qualifications are properly matched vis-à-vis the specific or competency-based qualification standards and institutionalized competency-based job description for the position to be filled.
Comparative assessment and final evaluation is done by the ad hoc committee using paper screening, interviews, and results of undocumented background investigation.	Comparative assessment and final evaluation is done by the Personnel Selection Board (PSB), with HR office/unit providing the necessary resources from the structured interviews and documented background investigation results.	Comparative assessment and final evaluation is done by the Line Managers and the Personnel Selection Board (PSB), with HR Office taking the lead in the deliberation of results of competency-based simple assessment, documented structured background investigation and competency validation. Weights are assigned to personality tests and	Comparative assessment and Final evaluation is done by Line Managers and Personnel Selection Board (PSB), with the HR Manager taking the lead in the deliberation of results making use of various competency assessment methods (simulation, in-basket, discussion, role-playing) for senior and identified key positions only, documented structured background investigation, and

1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
<p><b>Recruitment, Selection, and Placement (RSP) Performance Indicators</b>  <b>A strategy for attracting, screening, selecting and on boarding qualified persons</b></p>			
<p><b>System Review Mechanism (measurement and analysis)</b></p>			
Absence of metrics	Turn-around time	Turn-around time	Turn-around time
Ratio of men-women hired	Ratio of men-women hired	Recruitment plan (time to fill, time to source, and cost)	Recruitment evaluation (quality of hire, turnover)
Absence of exit interview	Informal exit interview	Documented and analyzed exit interview	Documented and analyzed exit interview that seeks recommendations for actions (e.g. improved workforce plan)

<b>Recruitment, Selection, and Placement (RSP) Performance Indicators</b> <b>A strategy for attracting, screening, selecting and on boarding qualified persons</b>			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
<b>Good Practices (adopted from Investors in People Framework)</b>			
		<p>1. Agency Heads can describe the plan they have in place to make sure recruitment and selection meets the needs of the Agency, and is fair, efficient, and effective.</p>	<p>1. Agency Heads can describe the strategies they have in place to make sure recruitment and selection meets the needs of the Agency, and is fair, efficient, and effective.</p>
			<p>2. Agency Heads can describe how the Agency's recruitment and selection strategies are linked to its strategic HR Plan and are designed to make sure the Agency has a talented and diverse workforce that is able to achieve its vision.</p>
<p>3. Supervisors/managers can describe how they make sure recruitment and selection is fair.</p>	<p>3. Supervisors/managers can describe how they make sure recruitment and selection is fair and efficient.</p>	<p>3. Supervisors/managers can describe how they make sure recruitment and selection is fair, efficient, and effective.</p>	<p>3. Supervisors/managers can describe how they make sure recruitment and selection is fair, efficient, and effective.</p>

<b>A strategy for attracting, screening, selecting and on boarding qualified persons</b>			
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Transactional HRM</b>	<b>Process-Defined HRM</b>	<b>Integrated HRM</b>	<b>Strategic HRM</b>
		4. Supervisors/managers can describe how they play an important role in recruiting and selecting employees with values that are aligned with the Agency's values.  5. Employees can describe clearly and competently the features of the Agency's recruitment and selection system.	4. Supervisors/managers can describe how they play an important role in recruiting and selecting employees with values that are aligned with the Agency's values.  5. Employees can describe clearly and competently the features of the Agency's recruitment and selection system.

## Technical Competency Table for HRMOS

Recruitment, Selection and Placement					
Competency	Levels	Basic	Intermediate	Advanced	Superior
Core Description		<ul style="list-style-type: none"> <li>Basic skills/knowledge</li> <li>Basic understanding</li> <li>Requiring assistance to apply technical skills and displaying limited knowledge of technologies</li> </ul>	<ul style="list-style-type: none"> <li>Intermediate skill</li> <li>Working knowledge</li> <li>Applying limited technical skills and demonstrating limited knowledge of emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>Advanced skills</li> <li>Extensive experience</li> <li>Consistently applying technical skills and adapting to emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>Expert level</li> <li>Subject matter breadth/depth</li> <li>Consistently applying and synthesizing technical skills in authentic situations, and extending skills to emerging technologies and problems</li> </ul>
Key Behaviours		Applies a Staffing Plan based on Personnel Service Itemization (PSI)	Applies a Staffing Plan based on current Agency requirements	Applies a Staffing Plan based on short- and medium-term objectives of the Agency through forecasting and prioritization	Applies a strategic Staffing Planning system aimed at meeting the present up to the long-term needs of the Agency
		Applies Recruitment, Selection, and Placement guidelines	Develops Recruitment, Selection, and Placement guidelines within existing laws and regulations	Formulates customized recruitment policies linked to other HRM systems (e.g. Performance Management and Learning & Development (L&D))	Formulates and champions strategic recruitment policy linked to other HRM systems (e.g. Performance Management, Talent Management, Learning & Development (L&D), and Retention)
				Develops and designs improvements to existing	

## Technical Competency Table for HRMOs

Competency	Recruitment, Selection and Placement			
Levels	Basic	Intermediate	Advanced	Superior
	Orients employees on the Recruitment, Selection, and Placement procedures	Orients employees on Recruitment, Selection, and Placement process with emphasis on customised features	Orients employees on the provisions and procedures in the Recruitment, Selection and Placement manual	Orients employees on the provisions and procedures in the Recruitment, Selection and Placement manual, as well as the features on the online system.
	Applies national policies on Gender and Development (GAD) and Persons with Disability (PWD) in the recruitment, selection and placement process. Evaluates candidate qualifications vis-a-vis Qualification Standards (QS)	Applies national policies on Gender and Development (GAD) and Persons with Disability (PWD) in the recruitment, selection and placement process Evaluates candidate qualifications vis-a-vis specific Qualification Standards (QS) and Job Description for the position to be filled.	Applies national policies on Gender and Development (GAD) and Persons with Disability (PWD) in the recruitment, selection and placement process Evaluates candidate qualifications vis-a-vis specific or competency-based Standards (QS) and competency-based job	Applies national policies on Gender and Development (GAD) and Persons with Disability (PWD) in the recruitment, selection and placement process Evaluates candidate qualifications vis-a-vis specific Qualification Standards (QS) and institutionalised competency-based job

## Technical Competency Table for HRMOS

Recruitment, Selection and Placement				
Competency	Basic	Intermediate	Advanced	Superior
<b>Levels</b>				
	Identifies candidates through posting in agency premises and publication and bulletin boards.	Identifies candidates through posting in bulletin boards, agency websites or externally through major newspapers and simple networking.	Develops Recruitment strategies such as job fairs and campus recruitment activities to source for candidates	Develops and manages proactive recruitment activities, e.g. school tie-up, employer branding, caravans
	Performs secretariat function to the ad hoc Promotions and Selection Board (PSB) committee of the Agency	Performs technical support to the Promotions and Selection Board (PSB) for the comparative assessment and final evaluation of candidates.	Facilitates competency-based process to Line Managers and Promotion And Selection Board (PSB) members Conducts workshop on selection process for Promotion And Selection Board (PSB) members <ul style="list-style-type: none"> <li>Facilitates calibration in the assessment of candidates</li> </ul>	Manages and heads the Promotion And Selection Board (PSB) deliberations and provides results of candidate assessment <ul style="list-style-type: none"> <li>Explains use of various competency assessment tools in the deliberation</li> </ul>

## Technical Competency Table for HRMOs

Recruitment, Selection and Placement				
Competency	Basic	Intermediate	Advanced	Superior
Levels	Does simple background investigation on an ad hoc basis	Evaluates and analyses results of structured background investigation for second level, supervisory, and executive/managerial positions	Evaluates and analyses results of structured background Investigation vis-a-vis competencies	Utilizes 360-degree background investigation for senior managerial positions and positions with custodial responsibilities
	Performs unstructured interviews based on job description	Performs structured interviews based on job descriptions	Performs structured on competency-based job descriptions	Performs structured on competency-based job descriptions
	Does paper screening and conducts simple interviews	Administers appropriate written examinations and conducts structured interviews	Administers appropriate competency-based written examinations and assessment interviews with personality tests	Administers appropriate competency-based written examinations and various competency-based assessment tools, such as simulations, in-basket, role playing etc.
	Responds to application requests and queries on a need basis.	Responds appropriately to application queries/ requests	Responds and explains appropriately to application queries/ requests	Responds and explains appropriately to application queries/ requests
Products	Reports/Summary: Transmittal of results of	Reports/Summary: Comparative results of candidate assessment to	Recruitment and Placement Proposal of process	Recruitment and Placement Policies Comprehensive recruitment



## Technical Competency Table for HRMOs

Recruitment, Selection and Placement				
Competency	Basic	Intermediate	Advanced	Superior
<b>Levels</b>	<p>assessments to the adhoc committee</p> <p>Transmittal of results of adhoc committee to the appointing authority</p> <p>Schedule of Interviews/exams</p> <p>Active file of short-listed candidates</p>	<p>Promotion And Selection Board (PSB)</p> <p>Results of Promotion And Selection Board (PSB) deliberations to the appointing authority</p> <p>Background investigation report</p> <p>Agency Selection and Placement (RSP) guidelines</p>	<p>Improvements</p> <p>Talent Pool Report (status and recommendation)</p> <p>Automated database of applicants and candidates</p> <p>Background investigation report with competency validation</p> <p>Policies and procedures manual</p>	<p>and selection system, e.g. online recruitment</p> <p>Competency-based description manual</p> <p>360-degree validation report</p>

**Performance Management System (PMS) Indicators**  
**A strategy for managing and measuring employee improvement in the Agency**  
**Policy (documented guidelines)**

Performance management defines the relationship that should exist between Agency employees and their supervisors. It is an interactive process where upper management communicates the Agency's strategic vision and objectives to every manager, supervisor, and employee who then develop program, division, and individual goals designed to achieve the Agency's strategic objectives. The Agency's strategic objectives should cascade down to the employees in such a way that there is a clear path that connects the individual goals to the Agency plan. To be effective, employees must understand how their work contributes to the success of the organization.

Agency management must send a clear and unequivocal message to all employees that performance matters. Each employee at every level of the organization must be held accountable for their participation in this process. The obligation of the management is to provide sufficient resources for the development of capacities of all supervisors and managers in the essential components of employee level performance management. This includes training and support for, among others, addressing relational and organizational barriers, which may include gender norms, to optimal job performance of women- and men-employees as well as promoting work-personal/family life integration. The performance cycle has four elements: performance planning and commitment, performance monitoring and coaching, performance review and evaluation, and performance rewards and development planning. Successful implementation of performance management will enable agencies to create and sustain a performance-based high-achieving culture.

1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
<b>System Features (identifies the scope, boundaries and intent)</b>			
An ad hoc group reviews performance targets and accomplishments.	Performance Management Team (PMT) is established and fully functional.	Performance Management Team (PMT) is established and fully functional, with HR as partner of Management in driving the performance management process.	HR leads in driving the performance management process. HR partners with Management in making decisions related to talent retention, promotion, and development.

Performance Management System (PMS) Indicators A strategy for managing and measuring employee improvement in the Agency			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
Target setting is focused on job function.	Target setting is consistently done for all employees based on job function and team performance commitments.	Target setting is through individual Key Performance Indicators (KPIs), which are inter-related and supportive of division/unit goals.  Core competencies for all employees are considered.	Target setting is through individual Key Performance Indicators (KPIs), which are supportive of strategic Agency goals.  Core competencies for all employees are established.  Leadership, organizational and functional competency development goals for senior managers and supervisors are present.
Feedback is provided as need arises.	Regular and scheduled feedback sessions, including mid-year review and year-end evaluation, are documented.	Regular and scheduled coaching sessions, including mid-year review and year-end evaluation, are documented.	Continual coaching for results and mentoring sessions are documented.

Performance Management System (PMS) Indicators A strategy for managing and measuring employee improvement in the Agency			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
Performance review and rating is only done by the immediate Supervisor.	Performance review and rating is only done by the immediate Supervisor.	Self-rating by employee is done on year-end performance review with competencies and development needs identified. Performance Improvement Plan based on competencies is set up as needed.	Self-rating by employee is done on year-end performance review with competencies and development needs identified. Performance Improvement Plan based on competencies is set up as needed.
Performance discussion focuses only on the delivery of individual goals.	Performance discussion focuses on the delivery of individual and team goals.  Establishment of Individual Development Plans (IDPs) for executive/managerial positions is done.	Performance discussion is done on delivery of individual and team goals and competencies, and how these support organizational goals.  Establishment of Individual Development Plans (IDPs) executive/managerial and supervisory positions is done.	Performance discussion is done on delivery of individual and team goals and competencies, and how these support organizational goals.  Establishment of Individual Development Plans for all levels is done.
Calibration of performance ratings	Calibration of the application of	Calibration of the application of	Calibration of the application of

Performance Management System (PMS) Indicators A strategy for managing and measuring employee improvement in the Agency			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
is optional.	performance standards to the value of performance ratings is done consistently within the office or department.	performance standards to the value of performance ratings is done consistently within the functional group or section.	performance standards to the value of performance ratings is done consistently throughout the Agency.
Hard copy of Performance Commitment and Evaluation Forms is in use.	Hard copy of Performance Commitment and Evaluation Forms as well as Performance Monitoring form is in use.	Electronic copy of Performance Commitment, Evaluation, and Development Plan Forms is in use.	Electronic copy of interactive Performance Commitment, Evaluation, and Development Plan Forms is in use.
Simple record keeping of performance rating of all employees is maintained.	Simple information system tracks accomplishment of targets to support monitoring and evaluation.	Existence of an information system supports monitoring and evaluation of data generated from electronic Performance Management System (PMS), capturing employee input and documentation of accomplishment on-line.	Link to HRIS supports monitoring and evaluation of data generated from electronic Performance Management System (PMS) to facilitate and help in decision-making.
<b>System Review Mechanism (measurement and analysis)</b>			
Performance Review Summary of individual Commitment and Performance forms.	Performance Review Summary of Ratings supported by signed Office and Individual Commitment and Performance Review forms	Performance Review Summary of Ratings supported by signed Office and Individual Commitment and Performance Review forms	Performance Review Summary of Ratings supported by signed Office and Individual Commitment and Performance Review forms
		Analysis of Summary of Ratings	Analysis of Summary of Ratings

Performance Management System (PMS) Indicators			
A strategy for managing and measuring employee improvement in the Agency			
1	2	3	4
Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
		and tracking of development plans for identified potential employees	and tracking of development plans identified for potential employees Outcome assessment
	Individual Development Plan for executive/managerial positions	Individual Development Plan for supervisory and executive/managerial positions	Individual Development Plan for every employee
	Calibration of Performance review results	Calibration of Performance review results	Calibration of Performance review results
	Agency's ability to identify competency gaps	Agency's ability to identify competency gaps	Agency's ability to identify competency gaps.
<b>Good Practices (adopted from Investors in People Framework)</b>			
			1. Agency Heads <sup>1</sup> can explain and make sure that the Agency has a clear mandate, vision, and

<sup>1</sup> Agency heads refer to Department Secretaries, Agency Directors, Local Chief Executives, SUCs Presidents and the likes

Performance Management System (PMS) Indicators			
A strategy for managing and measuring employee improvement in the Agency			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
			mission supported by strategic goals for improving its performance.
			2. Agency Heads can explain and make sure that the Agency has an overall plan with measurable performance objectives.
		3. Agency Heads can explain and make sure it has constructive relationships with representative groups who are consulted when developing the Agency's overall plan.	3. Agency Heads can explain and make sure it has constructive relationships with representative groups who are consulted when developing the Agency's overall plan.
		4. Agency Heads can explain and make sure that the Agency has key performance indicators to improve its performance as well as its employees' performance.	4. Agency Heads can explain and make sure that the Agency has key performance indicators to improve its performance as well as its employees' performance.

Performance Management System (PMS) Indicators			
A strategy for managing and measuring employee improvement in the Agency			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
		5. Agency Heads can describe plans they have in place to create an environment where everyone is encouraged to contribute ideas to improve his/her own performance and of other employees'.	5. Agency Heads can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve his/her own performance and other employees'.
			6. Supervisors/managers can describe how they involve employees when developing the Agency's overall plan and agreeing on team and individual objectives.
	7. Supervisors/managers can give examples of how they give employees feedback on performance on a regular and appropriate manner.	7. Supervisors/managers can give examples of how they give employees constructive feedback on their performance on a regular and appropriate manner.	7. Supervisors/managers can give examples of how they give employees constructive feedback on their performance on a regular and appropriate manner.



Performance Management System (PMS) Indicators A strategy for managing and measuring employee improvement in the Agency			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
	8. Supervisors/managers can give examples of improvements on individual performance and that of the team.	8. Supervisors/managers can give examples of improvements on individual performance and that of the team and Agency's performance, and how they manage change effectively.	8. Supervisors/managers can give examples of improvements on individual performance and that of the team and Agency's performance, and how they manage change effectively.
		9. Supervisors/managers can give examples of improvements they have introduced and how they have managed change effectively.	9. Supervisors/managers can give examples of improvements they have introduced and how they have managed change effectively.
10. Supervisors/managers can describe their own job as well as their subordinates targets.	10. Supervisors/managers can describe the performance targets they use to improve their performance of their department/work unit as well as the targets of their subordinates.	10. Supervisors/managers can describe the key performance indicators they use to improve the performance of the Agency and that of their subordinates.	10. Supervisors/managers can describe the key performance indicators they use to improve the performance of the Agency and that of their subordinates.
		11. Employees who are members of representative groups can confirm that Agency Heads promote constructive relationships with the groups and	11. Employees who are members of representative groups can confirm that Agency Heads promote constructive relationships with the groups and

Performance Management System (PMS) Indicators			
A strategy for managing and measuring employee improvement in the Agency			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
		consultations are undertaken when developing the Agency's overall plan.	consultations are undertaken when developing the Agency's overall plan.
			12. Employees can explain the objectives of their respective teams and the organization at a level that is appropriate to their role, and can describe how they are expected to contribute to developing and achieving them.
	13. Employees can give examples of their own performance improvements.	13. Employees can give examples of improvements that have been introduced and how change is managed effectively.	13. Employees can give examples of improvements that have been introduced and how change is managed effectively.
	14. Employees can give examples of improvements in the performance of their team.	14. Employees can give examples of improvements in the performance of the team and how change is managed effectively.	14. Employees can give examples of improvements in the performance of the team and how change is managed effectively.

<b>Performance Management System (PMS) Indicators</b> <b>A strategy for managing and measuring employee improvement in the Agency</b>			
1	2	3	4
Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
15. Employees can describe their own performance targets.	15. Employees can describe their own key performance targets used by the department/work unit to improve its performance as well as their individual performance.	15. Employees can describe the key performance indicators used by the Agency to improve its performance as well as their individual performance.	15. Employees can describe the key performance indicators used by the Agency to improve its performance as well as their individual performance.
	16. Employees can give examples of how they receive feedback on their performance on a regular and appropriate manner.	16. Employees can give examples of how they receive constructive feedback on their performance on a regular and appropriate manner.	16. Employees can give examples of how they receive constructive feedback on their performance on a regular and appropriate manner.

## Technical Competency Table for HRMOs

Performance Management				
Competency	Basic	Intermediate	Advanced	Superior
<b>Levels</b>				
<b>Core Description</b>	<ul style="list-style-type: none"> <li>Basic skills/knowledge</li> <li>Basic understanding</li> <li>Requiring assistance to apply technical skills and displaying limited knowledge of technologies</li> </ul>	<ul style="list-style-type: none"> <li>Intermediate skill</li> <li>Working knowledge</li> <li>Applying limited technical skills and demonstrating limited knowledge of emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>Advanced skills</li> <li>Extensive experience</li> <li>Consistently applying technical skills and adapting to emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>Expert level</li> <li>Subject matter breadth/depth</li> <li>Consistently applying and synthesizing technical skills in authentic situations, and extending skills to emerging technologies and problems</li> </ul>
<b>Key Behaviours</b>	Implements Performance Management System (PMS)	Formulates Agency-specific implementing instructions based on CSC Strategic Performance Management System (SPMS)	Formulates policy guidelines for the institutionalization of the Strategic Performance Management System (SPMS)  Institutionalizes the Strategic Performance Management System (SPMS)	Sets direction in the implementation of policies, systems, and procedures  Reviews alignment of Agency goals with partner cluster agency goals, translated into more refined goals and expectations and cascaded at the unit and individual levels
			<ul style="list-style-type: none"> <li>Recommends committee members; and</li> <li>Reviews and recommends action on performance-related</li> </ul>	Leads the development of functional and leadership competencies aligned with

## Technical Competency Table for HRMOs

Performance Management				
Competency	Basic	Intermediate	Advanced	Superior
Levels			issues	Agency strategies
	<p>Applies national policies on Gender and Development (GAD) in performance management systems of government organizations</p> <p>Orients employees on features of existing Performance Management System (PMS)</p>	<p>Applies national policies on Gender and Development (GAD) in performance management systems of government organizations</p> <p>Orients all officials and employees on customized provisions of the Strategic Performance Management System (SPMS)</p>	<p>Applies national policies on Gender and Development (GAD) in performance management systems of government organizations</p> <p>Orients all officials and employees on Key Performance Indicators (KPIs) supportive of division/unit goals</p> <ul style="list-style-type: none"> <li>▪ Assessment of core competencies</li> <li>▪ New features in developing performance targets focused on job function/team performance goals and core competencies</li> </ul>	<p>Applies national policies on Gender and Development (GAD) in performance management systems of government organizations</p> <p>Orients all officials and employees on Key Performance Indicators (KPIs) supportive of strategic Agency goals</p>
	<p>Explains how to accomplish the Performance Appraisal Form to</p>	<p>Explains how to accomplish the Individual Development</p>	<p>Explains how to accomplish the Individual</p>	<p>Explains how to accomplish Individual Development</p>

## Technical Competency Table for HRMOS

Performance Management				
Competency	Basic	Intermediate	Advanced	Superior
Levels				
	all employees	Plan (IDP) to senior and managerial employees	Development Plans (IDPs) to supervisors and higher levels and the Performance Improvement Plan (PIP) to managers and up	Plans (IDP) and Performance Improvement Plan (PIP) to all employees
	Discusses with senior managers and supervisors the alignment of individual goals with job function	Discusses with senior managers and supervisors the alignment of individual goals with job function and team commitment	Discusses with senior managers and supervisors the alignment of Key Performance Indicators (KPIs) with the core, functional, and organizational competency goals	Discusses with senior managers and supervisors the alignment of Key Performance Indicators (KPIs) with the core, functional, and strategic organizational competency goals
	Reviews alignment of individual goals with job function	Review alignment of individual goals with job function and team performance commitment	Reviews alignment of individual Performance Indicators (KPI) with Agency goals	Reviews alignment of individual Key Performance Indicators (KPI) with strategic Agency goals

## Technical Competency Table for HRMOs

Performance Management				
Competency	Performance Management			
Levels	Basic	Intermediate	Advanced	Superior
	Tracks compliance in preparing Performance Appraisal Form and conduct of performance discussion	Tracks compliance in preparing the Performance Appraisal Form and Individual Development Plans (IDPs) and conduct of performance discussion	Tracks compliance in preparing Performance Appraisal Form, Individual Development Plans (IDPs) and Improvement Plan (PIP) conduct of performance discussion  Explains results of degree of compliance to concerned employees	Tracks compliance in preparing Performance Appraisal Form, Individual Development Plans (IDPs) and Performance Improvement Plan (PIP) conduct of performance discussion.  Resolves performance-related issues
	Prepares summary report of year-end appraisal results.	Provides technical support in calibration and deliberation meetings of the Performance Management Team (PMT)	Participates in calibration and deliberation meetings of the Performance Management Team (PMT)	Leads the calibration and deliberation meetings of the Performance Management Team (PMT)
	Monitors submission of Performance Appraisal Forms	Monitors submission and prepares summary reports based on recommendations of Performance	Monitors submission and uses Management System results as basis for	Monitors submission and uses Management System results as basis for

## Technical Competency Table for HRMOs

Performance Management				
Competency	Basic	Intermediate	Advanced	Superior
Levels		Management Team (PMT)	Rewards and Recognition and step increment; and as an input to Learning and Development Promotion	Rewards and Recognition (PRAISE or its equivalent) and step increment; and as input for Learning and Development, Talent Management, and Strategic Planning
Products	<p>Reports such as but not limited to:</p> <ul style="list-style-type: none"> <li>Record of compliance</li> <li>Summary of performance ratings</li> </ul> <p>Memoranda Letters</p>	<p>Reports such as but not limited to:</p> <p>Record of compliance Results of calibrated performance ratings</p> <p>Memoranda Letters</p>	<p>Reports such as but not limited to:</p> <p>Analysis of performance results linked to other HR systems Development Plan for identified high-potential employees</p> <p>Memoranda Letters Policy Recommendation</p>	<p>Reports such as but not limited to:</p> <p>Analysis of performance results linked to other HR systems Outcome Assessment report</p> <p>Memoranda Letters</p>



## Technical Competency Table for HRMOS

Performance Management				
Competency	Basic	Intermediate	Advanced	Superior
<b>Levels</b>		Cascade Materials  Individual Development Plan (IDP) (Senior and managerial positions)	and Guidelines  Individual Development Plan (IDP) for supervisors  Performance Improvement Plan (PIP) as applicable	Approved Recommendation and Guidelines/ Memorandum Circular  Individual Development Plan (IDP) for all  Performance Improvement Plan (PIP) as applicable

**HRD (Learning and Development) Performance Indicators**  
**A strategy for development and learning vis-à-vis Agency objectives**

**Policy (documented guidelines)**

Learning, training, leadership and professional development are key factors in ensuring that public service is equipped to meet the challenges of the 21st century. The acquisition of skills and knowledge and the development of managerial and leadership capabilities are critical to the effective management of public service, which is the foundation of an inclusive, responsive, accountable and innovative government.

This policy reflects the government's commitment to ensuring that the public is served by a skilled, well-trained, professional workforce. It fosters the value of a strong organizational leadership anchored on forward-looking management practices and continuous improvements on performance.

Learning is a shared responsibility of employees, managers, deputy heads, and the Agency Head. The HRMO ensures that all employees, women and men alike, have equitable access to learning opportunities for their development. Employees are responsible for acquiring and maintaining the knowledge, skills, and competencies related to their position and functions, and for developing and pursuing learning plans that are aligned with the Agency's priorities and prepare them for the next job. Managers and Agency Heads are responsible for ensuring the timely completion of the Agency's training plan that supports Agency priorities and the Philippine Development Plan.

1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
<p>An ad hoc group reviews Learning and Development programs.</p>	<p>Personnel Development Committee (PDC) is established and fully functional.</p>	<p>Personnel Development Committee (PDC) is established and fully functional with HR as partner of Management in driving the process.</p>	<p>A separate unit/group for Learning and Development Center is established, with HR as lead in driving the process of making decisions related to Learning and Development interventions.</p>

**HRD (Learning and Development) Performance Indicators  
A strategy for development and learning vis-a-vis Agency objectives**

1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
<p>Learning and Development budget is set at a minimum limit of 3% taken from the total Maintenance of Other Operating Expenses (MOOE) of the agency, and is approved by Agency authorities.</p> <p>Learning and Development Hours are defined per employee as follows: At least 1 learning and development program attended per year.</p>	<p>Learning and Development budget is set according to Agency's current requirements, and is approved by Agency authorities.</p> <p>Learning and Development Hours are defined per employee as follows:</p> <ul style="list-style-type: none"> <li>• Minimum number of hours consistent with the approved Qualification Standards (QS), and as a result of a needs analysis, and Individual Development Plan for senior/managerial positions.</li> </ul>	<p>Learning and Development investment plan is set according to Agency's short-term goals, and is approved by Agency authorities.</p> <p>Learning and Development Hours are defined per employee as follows:</p> <ul style="list-style-type: none"> <li>• Minimum number of hours consistent with the approved Qualification Standards (QS) needs analysis, and Individual Development Plan for supervisory and higher positions.</li> </ul>	<p>Learning and Development investment plan is set according to Agency's strategic mandate, and is approved by Agency authorities.</p> <p>Learning and Development Hours are defined per employee as follows:</p> <ul style="list-style-type: none"> <li>• Minimum number of hours per year based on the Individual Development Plan of the employees.</li> </ul>
<p>Simple process used in identifying Learning and Development needs of the employees.</p>	<p>Learning and Development is based on simple individual Learning and Development needs identification. It is done occasionally.</p>	<p>Learning and Development needs identification and analysis is based on alignment of organizational and individual performance gaps, and is done annually.</p>	<p>Learning and Development needs identification and analysis is based on alignment between strategic organization direction with employee performance and competency gaps and career growth, and is updated every year.</p>

<b>HRD (Learning and Development) Performance Indicators</b> <b>A strategy for development and learning vis-à-vis Agency objectives</b>			
<b>1</b> <b>Transactional HRM</b>	<b>2</b> <b>Process-Defined HRM</b>	<b>3</b> <b>Integrated HRM</b>	<b>4</b> <b>Strategic HRM</b>
Learning and Development is based only on invitations to participate in Learning and Development and / or public offerings.	Learning and Development Plan is mainly a listing of basic orientation, induction, and basic supervisory training.	Three-year Learning and Development Plan is prioritized on a yearly basis. The plan responds to performance and competency gaps that require training with identified appropriate HRD modes/methodologies, e.g. classroom, online, coaching, projects, etc. The plan also includes an integrated on-boarding program (interfaced with the whole Agency).	Three-year Strategic Learning and Development plan is prioritized and updated on a yearly basis. The plan responds to performance and competency gaps that require Learning and Development interventions with identified appropriate HRD other Learning and Development modes/methodologies, including scholarship, integrated on-boarding, and succession planning requirements. The Agency has a written and formalized Learning and Development plan for all core positions.  The strategic Learning and Development plan provides a culture of learning that helps the organization continually improve achievement of goals and attain new possibilities and capacities.
Learning and Development activities are based on available published programs.	Learning and Development calendar design is based on identified performance and core	Learning and Development calendar supports the Individual Development Plans for	Learning and Development interventions are designed to support the Agency's Strategic

competency gaps.		supervisory and higher positions. Team Learning Needs aimed at improving individual/team and Agency performance.		Talent Plan, knowledge sharing, and continuous improvement.
<b>HRD (Learning and Development) Performance Indicators</b>				
<b>A strategy for development and learning vis-à-vis Agency objectives</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<b>Transactional HRM</b>	<b>Process-Defined HRM</b>	<b>Integrated HRM</b>	<b>Strategic HRM</b>	
Conduct of programs is on as-needed basis.	Development and conduct of programs is in partnership with external Learning and Development providers.	Development and conduct of Learning and Development programs is in partnership with the HR Lead and Line Managers	Development of interventions is in partnership with external or foreign Learning and Development partners geared toward interactive learning and sharing.	
Learning and Development delivery is through attendance in public seminars/ workshops.	Learning and Development delivery is limited to training and classroom methodology.	Learning and Development delivery is through the use of various Learning and Development modes and methodologies, e.g. classroom, workplace coaching, online, internship, practicum, immersion, benchmarking, among others.	Learning and Development delivery is through the use of various Learning and Development modes and methodologies including innovative learning methods.	
External facilitators are used.	Learning and Development specialist serves as internal facilitator for technical training.	Management trainee or cadetship program for High Potentials is implemented.	Management trainee or cadetship program for High Potentials is implemented.	
		Pool of internal trainers/facilitators conducts programs for competency and basic leadership development	Established pool of internal trainers/facilitators and external or foreign Learning and Development partners conducts learning and development	

HRD (Learning and Development) Performance Indicators A strategy for development and learning vis-à-vis Agency objectives			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
Learning and Development evaluation is done through qualitative analysis based on feedback provided by participants.	Learning and Development evaluation is done through qualitative cost benefit analysis, which assesses program effectiveness in relation to performance.	Learning and Development evaluation is done through both qualitative and quantitative benefit cost analyses, which assess program effectiveness and relevance to Agency needs in relation to cost.	Learning and Development evaluation is done through Return on Investment (ROI) of Learning and Development programs in relation to the Agency's strategic talent plan and impact of delivery of service to the client.
Database maintains a list of participants and Learning and Development programs attended.	Simple information system supports monitoring and evaluation of: <ul style="list-style-type: none"> <li>Learning and Development activities per employee/ Agency based on Individual Development Plan</li> <li>Annual learning and development programs/ interventions</li> <li>List of participants</li> </ul>	Electronic Learning and Development system supports monitoring and evaluation of: <ul style="list-style-type: none"> <li>Learning and Development activities per employee/ Agency based on Individual Development Plan</li> <li>Annual Learning and development programs/ interventions and</li> <li>List of participants</li> <li>Competency profile per</li> </ul>	All HR-related information is linked to Human Resources Information System (HRIS) that supports monitoring and evaluation of: <ul style="list-style-type: none"> <li>Historical Learning and Development plans and programs/interventions</li> <li>Historical Employee and Learning Development data</li> <li>Employee Individual Development Plans</li> </ul>

<b>HRD (Learning and Development) Performance Indicators</b> <b>A strategy for development and learning vis-à-vis Agency objectives</b>			
1	2	3	4
Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
<b>System Review Mechanism (measurement and analysis)</b>			
Learning and Development spending/ expenditure is a % of HR budget.	Learning and Development spending/ expenditure is a % of HR budget.	Learning and Development spending/ expenditure is a % of HR budget.	Learning and Development spending/ expenditure is a % of HR budget.
Learning and Development hours/employee	Learning and Development hours/employee	Learning and Development hours/employee	Learning and Development hours/employee
Accomplished reaction report on learning program attended	Accomplished feedback report on course and trainers	Evaluation report on learning intervention's application to the job, e.g. Re-entry Action Program (REAP)	Team and individual achievement vis-à-vis Performance targets
	Evaluation report on the effectiveness of learning and transfer of learning	Self-evaluation of learning effort based on established standards	Evaluation of impact on employee and Agency performance

Performance data on targets such as absenteeism	Performance improvement data prior and after learning implementation	Performance data on targets such as retention and internal promotions	Impact assessment of learning development and growth vis-à-vis employees' knowledge, skills and attitudes, and their impact to service rendered.
<b>HRD (Learning and Development) Performance Indicators</b> <b>A strategy for development and learning vis-a-vis Agency objectives</b>			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
<b>Good Practices (adopted from Investors in People Framework)</b>			
	1. Agency Heads can explain the Agency's Learning and Development needs, and the plans and resources in place to meet them.	1. Agency Heads can explain the Agency's Learning and Development needs, the plans and resources in place to meet them, how these contribute to the achievement of Agency objectives, and how the impact will be evaluated.	1. Agency Heads can explain the Agency's Learning and Development needs, the plans and resources in place to meet them, how these contribute to the achievement of Agency objectives, and how the impact will be evaluated.
	2. Agency Heads can describe the Agency's overall budget of time, money, and resources for Learning and Development.	2. Agency Heads can describe the Agency's overall investment of time, money, and resources in Learning and Development.	2. Agency Heads can describe the Agency's overall investment of time, money and resources in Learning and Development.
	3. Agency Heads can explain, and qualify where appropriate, how Learning and Development has improved the performance of the various work units.	3. Agency Heads can explain, and qualify where appropriate, how Learning and Development has improved the performance of the Agency.	3. Agency Heads can explain, and quantify where appropriate, how Learning and Development has improved the performance of the Agency.
	4. Agency Heads can explain the development needs of employees	4. Agency Heads can explain the development needs of employees	4. Agency Heads can explain the development needs of employees



HRD (Learning and Development) Performance Indicators A strategy for development and learning vis-à-vis Agency objectives			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
and describe plans to ensure everyone has equitable access to appropriate Learning and Development opportunities.	and describe Learning and Development plans to ensure everyone has equitable access to appropriate Learning and Development opportunities.	and describe Learning and Development plans to ensure everyone has equitable access to appropriate Learning and Development opportunities.	and describe strategies to ensure everyone has equitable access to appropriate Learning and Development opportunities.
6. Agency Heads can explain the Agency's internal communication system encouraging sharing of knowledge and information throughout the Agency.	6. Agency Heads can explain the Agency's internal communication system encouraging sharing of knowledge and information throughout the Agency.	5. Agency Heads can describe how the organization's structure is designed to achieve its Agency goals and optimize employees' talents.  6. Agency Heads can explain the Agency's internal communication system encouraging sharing of knowledge and information throughout the Agency.	5. Agency Heads can describe how the organization's structure is designed to achieve its strategy and optimize employees' talents.  6. Agency Heads can explain the Agency's internal communication system encouraging sharing of knowledge and information throughout the Agency.
		7. Agency Heads can describe how consultation and involvement are part of Agency culture.	7. Agency Heads can describe how consultation and involvement are part of Agency culture.
		8. Agency Heads can describe how the evaluation of their investment in employees is used to develop Agency goals for improving the performance of the Agency.	8. Agency Heads can describe how the evaluation of their investment in employees is used to develop their strategy for improving the performance of the Agency.
	9. Agency Heads can describe	9. Agency Heads can describe	9. Agency Heads can describe

<b>HRD (Learning and Development) Performance Indicators</b> <b>A strategy for development and learning vis-à-vis Agency objectives</b>			
1	2	3	4
Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
<p>the impact of Learning and Development for employees on achieving performance targets.</p>	<p>the impact of their investments in employees on achieving key performance indicators.</p>	<p>the impact of their investments in employees on achieving key performance indicators.</p>	<p>the impact of their investments in employees on achieving key performance indicators.</p>
<p>10. Agency Heads can describe feedback methods they use to understand managers' needs and expectations and highlight necessary improvements to the way they are managed and developed.</p>	<p>10. Agency Heads can describe feedback methods they use to understand managers' needs and supervisors' needs and expectations, and highlight necessary improvements to the way they are managed and developed.</p>	<p>10. Agency Heads can describe feedback methods they use to understand employees' needs and expectations and highlight necessary improvements to the way they are managed and developed.</p>	<p>10. Agency Heads can describe feedback methods they use to understand employees' needs and expectations and highlight necessary improvements to the way they are managed and developed.</p>
<p>11. Agency Heads can give examples of how the evaluation of Learning and Development budget for employees has resulted in improvements in the departments' and work units' goals for managing and developing employees.</p>	<p>11. Agency Heads can give examples of how the evaluation of their investment in employees has resulted in improvements in the Agency's goals for managing and developing employees.</p>	<p>11. Agency Heads can give examples of how the evaluation of their investment in employees has resulted in improvements in the Agency's strategy for managing and developing employees.</p>	<p>11. Agency Heads can give examples of how the evaluation of their investment in employees has resulted in improvements in the Agency's strategy for managing and developing employees.</p>
<p>12. Supervisors/managers can describe how they encourage sharing of knowledge and information throughout the Agency.</p>	<p>12. Supervisors/managers can describe how they encourage sharing of knowledge and information throughout the Agency.</p>	<p>12. Supervisors/managers can describe how they encourage sharing of knowledge and information throughout the Agency.</p>	<p>12. Supervisors/managers can describe how they encourage sharing of knowledge and information throughout the Agency.</p>

HRD (Learning and Development) Performance Indicators A strategy for development and learning vis-à-vis Agency objectives			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
	<p>13. Supervisors/managers can explain team Learning and Development needs, the activities planned to meet them, how these are linked to achieving specific team objectives, and how the impact will be evaluated.</p> <p>14. Supervisors can describe how they involve subordinate employees in identifying the Learning and Development needs of their team and the activities planned to meet them.</p> <p>15. Supervisors/managers can give examples of how Learning and Development has improved the performance of their respective teams.</p> <p>16. Supervisors/managers can explain the development needs of employees and describe how they can ensure everyone has equitable access to appropriate Learning and Development opportunities.</p>	<p>13. Supervisors/managers can explain team Learning and Development needs, the activities planned to meet them, how these are linked to achieving specific team objectives, and how the impact will be evaluated.</p> <p>14. Supervisors can describe how they involve subordinate employees in identifying the Learning and Development needs of their team and the activities planned to meet them.</p> <p>15. Supervisors/managers can give examples of how Learning and Development has improved the performance of their team and the Agency.</p> <p>16. Supervisors/managers can explain the development needs of employees and describe how they can ensure everyone has equitable access to appropriate Learning and Development opportunities.</p>	<p>13. Supervisors/managers can explain team Learning and Development needs, the activities planned to meet them, how these are linked to achieving specific team objectives, and how the impact will be evaluated.</p> <p>14. Supervisors can describe how they involve subordinate employees in identifying the Learning and Development needs of their team and the activities planned to meet them.</p> <p>15. Supervisors/managers can give examples of how Learning and Development has improved the performance of their team and the Agency.</p> <p>16. Supervisors/managers can explain the development needs of employees and describe how they can ensure everyone has equitable access to appropriate Learning and Development opportunities.</p>

<b>A strategy for development and learning vis-à-vis Agency objectives</b>			
<b>1</b> Transactional HRM	<b>2</b> Process-Defined HRM	<b>3</b> Integrated HRM	<b>4</b> Strategic HRM
18. Supervisors/managers can describe how they ensure employees are given the opportunities to use their talents within the organization.	18. Supervisors/managers can describe how they ensure employees are given the opportunities to use their talents within the organization.	17. Supervisors/managers can describe how they promote a sense of ownership and responsibility by encouraging employees to be involved in decision-making, both individually and through representative groups, where they operate.	17. Supervisors/managers can describe how they promote a sense of ownership and responsibility by encouraging employees to be involved in decision-making, both individually and through representative groups, where they operate.
		18. Supervisors/managers can describe how they ensure employees are given the opportunities to optimize their talents within the organization.	18. Supervisors/managers can describe how they ensure employees are given the opportunities to optimize their talents within the organization.
		19. Employees can confirm that they have access to knowledge and information and receive the support they need in decision making and performance improvement.	19. Employees can confirm that they have access to knowledge and information and receive the support they need in decision making and performance improvement.
		20. Employees can explain what their Learning and Development activities should achieve for them, their team, and the Agency.	20. Employees can explain what their Learning and Development activities should achieve for them, their team, and the Agency.

**HRD (Learning and Development) Performance Indicators**  
**A strategy for development and learning vis-à-vis Agency objectives**

1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
		<p>21. Employees can describe how they are involved in Learning and Development needs analysis and the activities planned to meet them.</p>	<p>21. Employees can describe how they are involved in Learning and Development needs analysis and the activities planned to meet them.</p>
		<p>22. Employees can describe how their Learning and Development needs have been met, what they have learned, and how they have applied this in their respective jobs.</p>	<p>22. Employees can describe how their Learning and Development needs have been met, what they have learned, and how they have applied this in their respective jobs.</p>
		<p>23. Employees can give examples of how Learning and Development has improved their performance, the performance of their team, and that of the Agency.</p>	<p>23. Employees can give examples of how Learning and Development has improved their performance, the performance of their team, and that of the Agency.</p>
		<p>24. Employees can describe the opportunities available to optimize their talents within the organization.</p>	<p>24. Employees can describe the opportunities available to optimize their talents within the organization.</p>
<p><b>HRD (Learning and Development) Performance Indicators</b> <b>A strategy for development and learning vis-à-vis Agency objectives</b></p>			
1	2	3	4

Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
		<p>25. Employees can describe how supervisors/managers show their commitment to ensure everyone has equitable access to appropriate Learning and Development opportunities.</p>	<p>25. Employees can describe how supervisors/managers show their commitment to ensure everyone has equitable access to appropriate Learning and Development opportunities.</p>
		<p>26. Employees can describe how they are encouraged to be involved in decision-making that affects individual/ team/ Agency performance at a level that is appropriate to their respective roles.</p>	<p>26. Employees can describe how they are encouraged to be involved in decision-making that affects individual/ team/ Agency performance of at a level that is appropriate to their respective roles.</p>
		<p>27. Employees can describe how they are encouraged to take ownership of and responsibility for decisions that affect the performance of individuals, teams, and Agency at a level that is appropriate to their respective roles.</p>	<p>27. Employees can describe how they are encouraged to take ownership of and responsibility for decisions that affect the performance of individuals, teams, and Agency at a level that is appropriate to their respective roles.</p>
<p><b>HRD (Learning and Development) Performance Indicators</b> <b>A strategy for development and learning vis-à-vis Agency objectives</b></p>			
1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM

<b>Leadership Development</b>			
<b>1</b> Transactional HRM	<b>2</b> Process-Defined HRM	<b>3</b> Integrated HRM	<b>4</b> Strategic HRM
			28. Agency Heads can describe the knowledge, skills and behaviors that supervisors/managers need to lead, manage, and develop employees effectively, and the plans they have in place to make sure supervisors/managers have these capabilities.
			29. Agency Heads can describe how they define the current and future capabilities that supervisors/managers need in line with the Agency purpose, vision and values, and strategic direction.
			30. Agency Heads can describe how they create an environment where everyone is encouraged to develop leadership capabilities.
<b>HRD (Learning and Development) Performance Indicators</b>			
<b>A strategy for development and learning vis-à-vis Agency objectives</b>			
			31. Agency Heads can describe

				how they ensure managers are regularly reviewed against the required capabilities and are able to receive constructive feedback on their performance.
				32. Agency Heads can describe how they act as role models for inspirational leadership and have an open, honest and trusting management style.
				33. Agency Heads can describe how they have made performance coaching part of the Agency's culture.
				34. Supervisors/managers can describe how they are involved in defining the current and future capabilities that supervisors/managers need.
<b>HRD (Learning and Development) Performance Indicators</b>				
<b>A strategy for development and learning vis-à-vis Agency objectives</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<b>Transactional HRM</b>	<b>Process-Defined HRM</b>	<b>Integrated HRM</b>	<b>Strategic HRM</b>	
				35. Supervisors/managers can describe the knowledge, skills, and behaviors they need to lead,



			manage, and develop employees effectively.
			36. Supervisors/managers can confirm that they are regularly reviewed against the required capabilities and are able to receive constructive feedback on their performance.
			37. Employees can give examples of how they have been encouraged to develop their leadership capabilities.
			38. Employees can describe what their supervisors/managers should be doing to lead, manage, and develop them effectively.

## Technical Competency Table for HRMOS

HRD Plan/ Learning and Development				
Competency	HRD Plan/ Learning and Development			
Levels	Basic	Intermediate	Advanced	Superior
Core Description	<ul style="list-style-type: none"> <li>• Basic Skills / Knowledge</li> <li>• Basic Understanding</li> <li>• Requiring assistance to apply technical skills and displaying limited knowledge of technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Intermediate Skill</li> <li>• Working Knowledge</li> <li>• Applying limited technical skills and demonstrating limited knowledge of emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Skills</li> <li>• Extensive experience</li> <li>• Consistently applying technical skills and adapting to emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Expert level</li> <li>• Subject matter breadth/ depth</li> <li>• Consistently applying and synthesizing technical skills in authentic situations and extending skills to emerging technologies and problems</li> </ul>
Key Behaviours	Applies Learning and Development programs on an ad-hoc basis (per invitation basis)	Applies Agency-specific Learning and Development policy adapted to and aligned with CSC policy and Local Government Academy policies	Formulates policy guidelines for the institutionalization of Learning and Development programs that support the Agency vision, mission, goals, and core values, and are linked to Strategic Performance Management System (SPMS)	Establishes direction in the implementation of Learning and Development programs by approving policy guidelines for the institutionalization of Learning and Development programs

## Technical Competency Table for HRMOS

HRD Plan/ Learning and Development		Competency		
Levels	Basic	Intermediate	Advanced	Superior
	<p>Applies national policies on Gender and Development (GAD) in human resource development of government organizations</p> <p>Performs administrative assistance to ad hoc group that reviews Learning and Development programs and participants</p>	<p>Applies national policies on Gender and Development (GAD) in human resource development of government organizations</p> <p>Performs activities that provide technical support to the Personnel Development Committee (PDC).</p> <ul style="list-style-type: none"> <li>Identifies and analyzes training needs</li> </ul>	<p>Applies national policies on Gender and Development (GAD) in human resource development of government organizations</p> <p>Partners with the Personnel Development Committee (PDC) in implementing the Learning and Development Program of the Agency</p>	<p>Applies national policies on Gender and Development (GAD) in human resource development of government organizations</p> <p>Manages and guides the Personnel Development Committee (PDC) in making decisions on Learning Development interventions</p> <ul style="list-style-type: none"> <li>Approves appropriate Learning and Development activities for various levels of position</li> </ul>
	<p>Evaluates budget utilization and attendance (at least one program per employee per year)</p>	<p>Evaluates budget utilization and attendance consistent with the approved Standards Qualifications</p>	<p>Evaluates budget utilization and attendance based on Learning and Development plan and</p>	<p>Evaluates budget utilization and attendance based on Learning and Development plan and</p>

## Technical Competency Table for HRMOS

HRD Plan/ Learning and Development				
Competency	Basic	Intermediate	Advanced	Superior
<b>Levels</b>				
	Prepares Learning and Development lists on an ad hoc basis	based on general needs analysis and Individual Development Plan (IDP) for Senior/Managerial positions Develops Learning and Development plans to address performance gaps, behavioural modification, and technical and basic supervisory training	Individual Development Plan (IDP) of Supervisory and higher positions Develops Learning and Development plans that cover general orientation, functional and technical skills, and leadership development, and is aligned with Agency goals and linked to the Performance Management System (PMS)	Individual Development Plan (IDP) for all positions Designs performance improvement interventions on workplace learning and performance aligned with Agency strategic requirements for core positions
	Maintains a database of participants and Learning and Development Programs attended.	Maintains a database of Learning and Development activities per employee: annual Learning and Development Program/Interventions	Maintains a database of Learning and Development activities: competency profile per employee, Learning and Development reports	Maintains a comprehensive database of competency-based Learning and Development activities, historical Learning and Development plan programs/interventions, employee Individual

## Technical Competency Table for HRMOs

HRD Plan/ Learning and Development				
Competency	HRD Plan/ Learning and Development			
Levels	Basic	Intermediate	Advanced	Superior
				Development Plan (IDP), Learning and Development analytics
	Informs immediate superior of employee of available Learning and Development offerings on an adhoc and need basis	Disseminates the Learning and Development calendar	Communicates, explains and disseminates the Learning and Development calendar	Communicates, explains and disseminates the Learning and Development calendar
	Enrols identified employees to available public workshops.	Facilitates Learning and Development programs using traditional approaches	Facilitates combination of classroom and non-classroom approaches	Leads sharing of expertise through innovative learning methods
	Performs administrative support to external Learning and Development providers on the conduct of in-house Learning and Development activities.	Liaises and discusses with external Learning and Development providers on the conduct of Learning and Development activities	Collaborates with Learning and Development institutions on the design and line managers on the conduct of Learning and Development programs	Collaborates and co-develops with Learning and Development institutions on the design and conduct of Learning and Development programs
	Prepares qualitative analysis reports on Learning and Development programs attended	Performs qualitative cost benefit analysis on Learning and Development programs	Performs qualitative and quantitative cost benefit analysis on Learning and Development programs	Performs Return on Investment (ROI) analysis and impact evaluation of Learning and Development programs

## Technical Competency Table for HRMOS

HRD Plan/ Learning and Development				
Competency	Basic	Intermediate	Advanced	Superior
<b>Levels</b>		conducted	conducted	Development programs conducted
<b>Products</b>	Facilitates basic orientation for new hirees	Facilitates structured induction program for new hirees	Establishes and facilitates on-boarding program that is focused on the Agency	Establishes and facilitates on-boarding program that includes strategic partners in its focus
	Reports Memoranda Letters List of L&D Activities	Reports Memoranda Letters Information Materials Simple database of L&D Activities	Reports Memoranda Letters Information Materials Simple electronic Database of L&D activities; Policy Recommendation and Guidelines	Reports Signed memoranda Letters Information Materials Online Database of L&D Activities; Approved Policy Recommendation and Guidelines/Office Orders

**Rewards and Recognition Performance Indicators  
Retaining and valuing contributions of people in the Agency  
Policy (documented guidelines)**

1 Transactional HRM	2 Process-Defined HRM	3 Integrated HRM	4 Strategic HRM
<b>System Features (identifies the scope, boundaries and intent)</b>			
An ad hoc committee is established to oversee Rewards and Recognition programs.	A fully functional Rewards and Recognition Committee is established.	Rewards and Recognition Committee links up with Performance Management Team in identifying potential grantees/awardees, with HR driving the process.	Rewards and Recognition Committee engages employees and considers global practices and emerging trends in the development of programs that support the Agency strategy.
Budget for rewards and incentives is limited.	Budget for rewards and incentives is customized.	Budget for rewards and incentives is customized.	Budget for rewards and incentives is based on savings generated from suggestions, innovations, and other cost-efficiency measures.
Recognition is given in the form of monetary/in-kind or non-monetary reward.	Recognition is given in the form of monetary/in-kind or non-monetary reward.	Recognition is given in the form of monetary/in-kind or non-monetary reward.	Recognition is given in the form of monetary/in-kind reward or program geared toward enhancing work-life balance and employee engagement.

Rewards and Recognition Indicators Retaining and valuing contributions of people in the Agency			
1	2	3	4
Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
<p>Types of Programs</p> <ul style="list-style-type: none"> <li>Employee program: Suggestion Integrity, efficiency and productivity</li> <li>Performance Contest: Top individual/ team performer</li> <li>Desired Behavior Award: Anchored on Agency core values</li> <li>Service Awards</li> </ul>	<p>Types of Programs</p> <ul style="list-style-type: none"> <li>Employee Suggestion: Cost efficiency programs</li> <li>Performance Contest: Division achievement based on service level improvement of divisions</li> <li>Desired Behavior Award: Productive behavior of individuals/ teams</li> <li>Performance Awards:</li> </ul>	<p>Types of Programs</p> <ul style="list-style-type: none"> <li>Employee Suggestion: Creative and innovative ways at work</li> <li>Performance Contest: Office achievement linked to the Agency's core competencies and PMS</li> <li>Desired Behavior Award: Innovative, creative behavior of individuals/ teams</li> <li>Engagement Award: pride in the employer affiliation)</li> </ul>	<p>Types of Programs</p> <ul style="list-style-type: none"> <li>Employee Suggestion: Ideas and innovations that positively affect public interest</li> <li>Performance Contest: Agency achievement based on sustained effort</li> <li>Desired Behavior Award: Going the extra mile</li> <li>Engagement award: Work-life balance</li> </ul>
<p>Simple information system is used to maintain:</p> <ul style="list-style-type: none"> <li>Types of awards</li> <li>Profile of awardees</li> </ul>	<p>Simple information system is used to maintain:</p> <ul style="list-style-type: none"> <li>Demographics and profile of awardees</li> <li>Database of recognition system</li> </ul>	<p>Electronic Rewards and Recognition module is used to maintain</p> <ul style="list-style-type: none"> <li>Demographics and profile of awardees</li> <li>Database of recognition system</li> </ul>	<p>Link to Human Resources Information System (HRIS) maintains</p> <ul style="list-style-type: none"> <li>Individual historical awards data</li> <li>Demographics and profile of awardees</li> <li>Database of recognition system</li> </ul>



<b>Rewards and Recognition Indicators Retaining and valuing contributions of people in the Agency</b>			
1	2	3	4
Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
<b>System Review Mechanism (measurement and analysis)</b>			
Budget utilization	Budget utilization	Budget utilization	Utilization of approved budget from savings generated from HRD funds
Impact on tardiness and absenteeism	Impact on retention rate	Impact on retention rate and reasons	Impact on retention (career development and succession, Gen Y and Millennial Generation)
	Impact on performance, productivity, and service excellence	Impact on performance, productivity, and service excellence	Impact on performance, productivity, and service excellence
	Internal customer feedback	Internal and external customer feedback	Internal and external customer feedback
			Improvement in Agency scorecard
			Involvement of customers and stakeholders in selection and recognition of awardees

<b>Rewards and Recognition Indicators</b>			
<b>Retaining and valuing contributions of people in the Agency</b>			
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Transactional HRM</b>	<b>Process-Defined HRM</b>	<b>Integrated HRM</b>	<b>Strategic HRM</b>
<b>Good Practices (adopted from Investors in People Framework)</b>			
<p>1. Supervisors/managers can give examples of how they recognize and value employees' individual contribution to the Agency.</p>	<p>2. Supervisors/managers can give examples of how they recognize and value employees' individual contribution to the Agency.</p>	<p>1. Agency Heads can explain and make sure the Agency has a clear and fair <i>recognition and rewards</i> plan used to motivate employees to improve their performance.</p> <p>2. Supervisors/managers can give examples of how they recognize and value employees' individual contribution/s to the Agency.</p>	<p>1. Agency Heads can explain and make sure the Agency has a clear and fair <i>recognition and rewards</i> strategy used to motivate employees to improve their performance.</p> <p>2. Supervisors/managers can give examples of how they recognize and value employees' individual contribution/s to the Agency.</p>
<p>2. Supervisors/managers can explain what motivates their subordinates and how they take this into account when giving rewards and recognition.</p>	<p>3. Supervisors/managers can explain what motivates their subordinates and how they take this into account when giving rewards and recognition.</p>	<p>3. Supervisors/managers can explain what motivates their subordinates and how they take this into account when giving rewards and recognition.</p>	<p>3. Supervisors/managers can explain what motivates their subordinates and how they take this into account when giving rewards and recognition.</p>
<p>4. Supervisors/managers can describe how they reward and celebrate individual and team successes and achievements.</p>	<p>4. Supervisors/managers can describe how they reward and celebrate individual and team successes and achievements.</p>	<p>4. Supervisors/managers can describe how they reward and celebrate individual and team successes and achievements.</p>	<p>4. Supervisors/managers can describe how they reward and celebrate individual and team successes and achievements.</p>

<b>Rewards and Recognition Indicators</b> <b>Retaining and valuing contributions of people in the Agency</b>			
1	2	3	4
Transactional HRM	Process-Defined HRM	Integrated HRM	Strategic HRM
5. Employees can describe how they can contribute to the Agency and make a positive difference to its performance.	5. Employees can describe how they can contribute to the Agency and make a positive difference to its performance.	5. Employees can describe how they can contribute to the Agency and make a positive difference to its performance.	5. Employees can describe how they can contribute to the Agency and make a positive difference to its performance.
		6. Employees can describe how their contribution to the Agency is recognized and valued.	6. Employees can describe how their contribution to the Agency is recognized and valued.
			7. Employees can describe the Agency's rewards and recognition strategy and what they need to do to be valued, recognized, and rewarded.
			8. Employees can explain the features of the Agency's recognition and rewards strategy, and give examples.

## Technical Competency Table for HRMOS

Rewards and Recognition Planning and Administration				
Competency				
Levels	Basic	Intermediate	Advanced	Superior
<b>Core Description</b>	<ul style="list-style-type: none"> <li>Basic Skills / Knowledge</li> <li>Basic Understanding</li> <li>Requiring assistance to apply technical skills and displaying limited knowledge of technologies</li> </ul>	<ul style="list-style-type: none"> <li>Intermediate Skill</li> <li>Working Knowledge</li> <li>Applying limited technical skills and demonstrating limited knowledge of emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>Advanced Skills</li> <li>Extensive experience</li> <li>Consistently applying technical skills and adapting to emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>Expert level</li> <li>Subject matter breadth/ depth</li> <li>Consistently applying and synthesizing technical skills in authentic situations and extending skills to emerging technologies and problems</li> </ul>
<b>Key Behaviours</b>	<p><b>Basic</b></p> <p>Applies the Rewards and Recognition based on prescribed laws, rules, and regulations, national and (GAD) Development policies</p>	<p><b>Intermediate</b></p> <p>Develops, customizes, and implements Rewards and Recognition guidelines based on agency-suited requirements and in consonance with national Gender Development (GAD) policies.</p>	<p><b>Advanced</b></p> <p>Develops, customizes, and implements Rewards and Recognition guidelines that support the Agency's goals in consonance with national GAD policies.</p> <p>Relates Rewards and Recognition linkage of other HR Systems to</p>	<p><b>Superior</b></p> <p>Applies Rewards and Recognition policies on Gender and Development (GAD) geared toward continual improvement and deeper engagement of women and men employees.</p> <p>Establishes directions aligned with global practices in the implementation of</p>

Technical Competency Table for HRMOs			
Rewards and Recognition, Planning and Administration			
Competency	Basic	Intermediate	Advanced
Levels	Basic	Intermediate	Advanced
Key Behaviours	Performs secretariat function to the ad hoc committee of the Agency	Performs activities that provide technical support to the Rewards and Recognition Committee Helps determine the kinds of monetary and non-monetary rewards	Drives the process in the research and studies of global practices and emerging trends in Rewards and Recognition. Collaborates with Performance Management team in identifying grantees/awardees.
	Compares Agency programs vis-a-vis practices on Rewards and Recognition of other public sector organizations on a need basis.	Compares Agency programs vis-a-vis best practices on Rewards and Recognition of other public organizations occasionally.	Evaluates Agency programs vis-a-vis best practices on Rewards and Recognition of other organizations from the public and private sector.
			Evaluates Agency programs vis-a-vis best practices on Rewards and Recognition of other organizations from the public and private sector, including global practices.
			Manages the process of engaging employees in the formulation, enhancement, and sustainability of Rewards and Recognition programs
			approved systems and programs on Rewards and Recognition

	<p>Discusses Rewards and Recognition program with all officials and employees; and consults the Agency Gender and Development (GAD) Focal Point on how to make the program gender responsive</p>	<p>Explains customized policies and provisions on Rewards and Recognition programs to all officials and employees; and consults the Agency Gender and Development (GAD) Focal Point on how to make the program gender responsive.</p>	<p>Explains customized policies and provisions on Rewards and Recognition programs to all officials and employees; and consults the Agency Gender and Development (GAD) Focal Point on how to make the program gender responsive.</p>	<p>Explains customized policies and provisions on Rewards and Recognition programs to all officials and employees; and consults the Agency Gender and Development (GAD) Focal Point on how to make the program gender responsive.</p>
<p>Products</p> <ul style="list-style-type: none"> <li>• Sex disaggregated records of awardees</li> <li>• Listing of Rewards and Recognition programs</li> <li>• Basic Metrics eg. Impact on Tardiness and Absenteeism</li> </ul>	<p>Memoranda and letters</p> <p>Records and Reports ,such as but not limited to:</p> <ul style="list-style-type: none"> <li>• Demographics and profile of awardees</li> <li>• Database of recognition system</li> <li>• Impact on retention rate</li> <li>• Impact on performance and productivity and service</li> </ul>	<p>Memoranda and letters</p> <p>Records and Reports ,such as but not limited to:</p> <ul style="list-style-type: none"> <li>• Demographics and profile of awardees</li> <li>• Database of recognition system</li> <li>• Impact on retention rate</li> <li>• Impact on performance and productivity and service</li> </ul>	<p>Memoranda and letters</p> <p>Records and Reports ,such as but not limited to:</p> <ul style="list-style-type: none"> <li>• Demographics and profile of awardees</li> <li>• Database of recognition system</li> <li>• Impact and reasons on retention Rate</li> <li>• Impact on performance and productivity and</li> </ul>	<p>Memoranda and letters</p> <p>Records and Reports ,such as but not limited to:</p> <ul style="list-style-type: none"> <li>• Impact of retention on career development</li> <li>• Impact of programs on Agency Scorecard</li> <li>• Involvement of Customers and Stakeholder in selection and recognition programs</li> </ul>

	<p><b>excellence</b></p> <ul style="list-style-type: none"> <li>Internal customer feedback</li> </ul>	<p><b>service excellence</b></p> <ul style="list-style-type: none"> <li>Internal and external feedback</li> </ul>	<p>Proposals/ Studies or Position Papers</p>
	<p>Proposals/Studies or Position Papers</p>	<p>Proposals/ Studies or Position Papers</p>	<p>Proposals/ Studies or Position Papers</p>
	<p>Customized policy</p>	<p>Customized policy</p>	<p>Resolutions</p>