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MAR 11 2022

**MEMORANDUM CIRCULAR**

No. 2022 - 05

**SUBJECT : ADOPTION OF THE 2022 COMPETENCY-BASED SYSTEM (CBS) MANUALS**

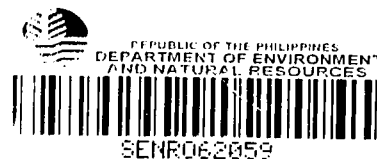
In line with Memorandum Circular (MC) No. 03, series of 2012 of the Civil Service Commission's Program to Institutionalize Meritocracy and Excellence in Human Resource Management and as part of the measures to continually improve the quality of the implementation of competency-based system in the Department, the 2022 DENR Competency-Based System (CBS) Manuals is hereby adopted.

The 2022 CBS Manuals shall serve as a tool for the implementation of the four (4) core Human Resource (HR) Systems, namely: (1) Recruitment, Selection and Placement; (2) Learning and Development; (3) Performance Management; and (4) Rewards and Recognition. The Manuals shall also serve as guide in the career pathing, succession planning and other related competency -related HR programs and systems for all officials and employees holding 1<sup>st</sup> and 2<sup>nd</sup> level positions in the DENR Central, Regional/Field Offices and Bureaus.

The Manuals consolidated the updated, developed and enhanced competency profiles in the aforementioned offices. To ensure that the Manuals are responsive to the present and future HR needs of the Department, the same shall be updated every two (2) years or as necessary. Supplementary or clarificatory issuance/s shall be issued when needed.

This Circular shall take effect immediately and shall supersede and/or amend MC No. 2018-01 dated 18 January 2018, MC No. 2021-06 dated 28 May 2021 and other related issuances that are inconsistent herewith.

  
**JIM G. SAMPULNA**  
Acting Secretary





Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

20  
21

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## I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>EO1</b>	Environment and Natural Resource (ENR) Policy Research and Review	<b>1</b>	<b>SCI1</b>	Managing Research and Evaluation	<b>18</b>
<b>EO2</b>	Executive Assistance Skills	<b>2</b>	<b>SCI2</b>	Developing and Implementing ENR Communication and Advocacy Plans	<b>19</b>
<b>EO3</b>	Customer Assistance and Request Handling	<b>4</b>	<b>SCI3</b>	Developing and Producing Communication Materials (Including Accessing, Crowdsourcing, and Harvesting Existing Materials)	<b>21</b>
<b>EO4</b>	Motorpool Services Management	<b>6</b>	<b>SCI4</b>	Managing Corporate Identity and Brand	<b>23</b>
<b>CCS1</b>	Climate Change Information Management and Administration	<b>8</b>	<b>SCI5</b>	Managing Media Relations	<b>24</b>
<b>CCS2</b>	Management of International Commitments and Agreement related to Climate Change	<b>10</b>	<b>SCI6</b>	Managing Online and Social Media	<b>28</b>
<b>CCS3</b>	Capacity Building on Climate Change Mitigation and Adaptation	<b>12</b>	<b>SCI7</b>	Managing Library and Information Resources	<b>30</b>
<b>CCS4</b>	Climate Change Mitigation and Adaptation Policy Formulation	<b>14</b>	<b>SCI8</b>	Developing Partnerships to Support Priority Projects and Programs	<b>33</b>
<b>CCS5</b>	Climate Change Mainstreaming and Integration	<b>16</b>	<b>SCI9</b>	Managing Events	<b>35</b>
			<b>SCI10</b>	Managing Issues	<b>37</b>
			<b>SCI11</b>	Managing Stakeholder Relations	<b>38</b>
			<b>SCI12</b>	Adhering to Ethical Standards and Practices in SCIS Activities	<b>40</b>

## I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>LA1</b>	Skills in Legal Research	<b>41</b>	<b>AS5</b>	Courier, Postal and Messengerial Services	<b>64</b>
<b>LA2</b>	Management and Disposition of ENR Appealed Cases and other Legal Concerns	<b>43</b>	<b>AS6</b>	Clerical/ Secretarial/ Messengerial Services	<b>65</b>
<b>LA3</b>	Litigation	<b>45</b>	<b>AS7</b>	Building Maintenance System Administration	<b>67</b>
<b>LA4</b>	Legal Counseling and Alternative Dispute Resolution	<b>47</b>	<b>AS8</b>	Repair and fabrication	<b>68</b>
<b>LA5</b>	Investigation and Disposition of Administrative Complaints	<b>49</b>	<b>AS9</b>	Gardening and Landscaping	<b>70</b>
<b>S1</b>	Legal Note Taking	<b>51</b>	<b>AS10</b>	Radio Telecommunications Services	<b>71</b>
<b>S2</b>	Legal Records Management	<b>52</b>	<b>AS11</b>	Motorpool Services Management	<b>72</b>
<b>S3</b>	Computerized Records Management	<b>54</b>	<b>AS12</b>	Vehicle Repair and Maintenance	<b>74</b>
<b>S4</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>55</b>	<b>AS13</b>	Cash Management	<b>75</b>
<b>AS1</b>	Procurement Management	<b>57</b>	<b>AS14</b>	Hostel Administration	<b>76</b>
<b>AS2</b>	Property Management (Property Inventory and Disposal Management)	<b>59</b>	<b>AS15</b>	Environmental Management System (EMS), Wellness, Security, Safety, Emergency Preparedness and Disaster Management	<b>78</b>
<b>AS3</b>	Records Management	<b>61</b>	<b>AS16</b>	Customer Assistance and Request Handling	<b>78</b>
<b>AS4</b>	Computerized Records Management	<b>63</b>			

## I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>HR1</b>	Recruitment, Selection, and Placement	<b>79</b>	<b>IA1</b>	Management Audit	<b>101</b>
		<b>81</b>	<b>IA2</b>	Operations Audit	<b>103</b>
<b>HR2</b>	Compensation, Benefits and Welfare Administration		<b>FM1</b>	General Accounting	<b>105</b>
<b>HR3</b>	Processing of Personnel Actions	<b>83</b>	<b>FM2</b>	Budget Preparation	<b>108</b>
<b>HR4</b>	Grievance Handling	<b>84</b>	<b>FM3</b>	Budget Administration and Control	<b>109</b>
<b>HR5</b>	Employee Counseling and Coaching		<b>FM4</b>	Organization and Management Systems Improvement	<b>111</b>
<b>HR6</b>	Learning Needs Assessment (LNA)	<b>87</b>			
<b>HR7</b>	Preparation of Learning Design		<b>IS1</b>	Application Systems Development	<b>113</b>
<b>HR8</b>	Learning Program Management	<b>88</b>	<b>IS2</b>	Systems Analysis and Design	<b>114</b>
<b>HR9</b>	Learning Event Facilitation	<b>91</b>	<b>IS3</b>	Network Infrastructure Management	<b>116</b>
<b>HR10</b>	Networking and Linkaging with HR Partners	<b>92</b>	<b>IS4</b>	Network Systems Management	<b>117</b>
<b>HR11</b>	Monitoring and Evaluation (M&E) of L&D Programs	<b>93</b>	<b>IS5</b>	Information and Communication Technologies (ICT) Resource Management	<b>118</b>
		<b>94</b>			
<b>HR12</b>	Organization Development				
<b>HR13</b>	Scholarship Administration	<b>95</b>	<b>IS6</b>	Statistical Analysis, Data Management and Production of Knowledge Products	<b>120</b>
<b>HR14</b>	HR Planning	<b>97</b>			
<b>HR15</b>	Career Development	<b>99</b>			

## I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>IS7</b>	Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products	<b>122</b>	<b>EE1</b>	Linkaging and Networking (Technical Cooperation, Inter-Agency Committees)	<b>140</b>
<b>PP1</b>	Planning and Programming	<b>124</b>	<b>EE2</b>	Policy Research and Development on Ecological Solid Waste Management (ESWM)	<b>141</b>
<b>PP2</b>	Policy Analysis	<b>126</b>	<b>EE3</b>	Training and Information Dissemination on Ecological Solid Waste Management	<b>142</b>
<b>PP3</b>	Monitoring and Evaluation of DENR Programs and Projects	<b>127</b>	<b>EE4</b>	Implementation of Programs and Projects on Ecological Solid Waste Management (ESWM)	<b>144</b>
<b>FASP1</b>	Project Preparation and Design	<b>129</b>	<b>EE5</b>	Solid Waste Monitoring and Assessment	<b>145</b>
<b>FASP2</b>	Fund Sourcing and Resource Mobilization	<b>131</b>	<b>WQWM1</b>	Water Quality Management	<b>146</b>
<b>FASP3</b>	Project Operations Planning	<b>132</b>	<b>WQWM2</b>	Monitoring and Evaluation of Compliance of Facilities or Establishments	<b>147</b>
<b>FASP4</b>	Project Coordination, Facilitation, Progress Monitoring of Project Implementation	<b>134</b>			
<b>FASP5</b>	Project Monitoring and Evaluation	<b>136</b>			
<b>FASP6</b>	Project Financial and Administrative Management	<b>138</b>			

## I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>WQWM3</b>	Environmental Research Generation	<b>148</b>
<b>WQWM4</b>	Collection of Water Samples	<b>149</b>
<b>WQWM5</b>	Collection of Environmental Data	<b>150</b>
<b>WQWM6</b>	Data Analysis and Interpretation	<b>151</b>
<b>WQWM7</b>	Documentation and Dissemination of Results	<b>152</b>
<b>WQWM8</b>	Equipment Maintenance and Calibration	<b>153</b>
<b>EP1</b>	Environmental Planning, Programming and Evaluation	<b>154</b>
<b>EP2</b>	Project Monitoring	<b>156</b>

## II. CORE COMPETENCIES

<b>CC1</b>	Discipline	<b>158</b>
<b>CC2</b>	Excellence	<b>160</b>
<b>CC3</b>	Nobility	<b>162</b>
<b>CC4</b>	Responsibility	<b>163</b>
<b>CC5</b>	Caring for the Environment and Natural Resources	<b>164</b>

## III. ORGANIZATIONAL COMPETENCIES

<b>OC1</b>	Writing Effectively	<b>166</b>
<b>OC2</b>	Speaking Effectively	<b>167</b>
<b>OC3</b>	Technology Literacy and Managing Information	<b>169</b>
<b>OC4</b>	Project Management	<b>171</b>
<b>OC5</b>	Completed Staff Work (CSW)	<b>173</b>

## IV. LEADERSHIP COMPETENCIES

<b>LC1</b>	Strategic Leadership (Thinking Strategically and Creatively)	<b>174</b>
<b>LC2</b>	Leading Change	<b>176</b>
<b>LC3</b>	People Development (Creating and Nurturing a High Performing Organization)	<b>178</b>
<b>LC4</b>	People Performance Management (Managing Performance and Coaching for Results)	<b>180</b>
<b>LC5</b>	Partnership and Networking (Building Collaborative and Inclusive Working Relationships)	<b>182</b>

## V. POSITION PROFILE **184**

The DENR Competency-Based System Manual, which was adopted in 18 January 2018 through DENR Memorandum Circular No. 2018-01 entitled Adoption of the Competency-Based System Manual for Support and Technical Positions in the Central Office, Regional Offices and Bureaus signed by Secretary Roy A. Cimatu, is considered a living document. It includes the list of functional, core, organizational and leadership competency clusters; competency indicators per proficiency level (Basic, Intermediate, Advanced and Superior); and position profiles. It also covers all Offices of the DENR at the Central and Regional, and Bureaus for 1st and 2nd level positions.

Since its adoption, the Manual has been used Department-wide as a tool in the implementation of various HR systems: recruitment, selection and placement; learning and development; performance management; rewards and recognition; career development; and succession planning. In support to its continuous improvement and to ensure responsiveness to the needs of the organization, it was revisited this year.

For the Central Office, the enhancements are the addition of the competency profiles of positions under

certain offices, which were initially adopted via DENR Memorandum Circular No. 2021-06 dated 28 May 2021, as follows

COMPETENCY CODE AND TITLE	OFFICE
EO1 - Environmental and Natural Resources Policy Research and Review	Office of the Secretary, Undersecretaries, Assistant Secretaries, and Service Directors
EO2 - Executive Assistance Skills	
EO3 - Customer Assistance and Request Handling	
EO4 - Motor Pool Services Management	
LA1 - Skills in Legal Research	Legal Crisis Prevention and Management Division (LCPMD), Legal Affairs Service
LA2 - Management and Disposition of ENR Appealed Cases and Other Legal Concerns	



COMPETENCY CODE AND TITLE	OFFICE
LA3 - Litigation	Legal Crisis Prevention and Management Division (LCPMD), Legal Affairs Service
LA4 - Legal Counseling and Alternative Dispute Resolution	
LA5 - Investigation and Disposition of Administrative Complaints	
CCS1 - Climate Change Information Management and Administration	Climate Change Service (CCS)
CCS2 - Management of International Commitment and Agreements related to Climate Change	

COMPETENCY CODE AND TITLE	OFFICE
CCS3 - Capability Building on Climate Change Mitigation and Adaption	Climate Change Service (CCS)
CCS4- Climate Change Mitigation and Adaptation Policy Formulation	
CCS5 - Investigation and Disposition of Administrative Complaints	
EE1 - Linking and Networking (Technical Cooperation, Inter-Agency Committees)	Pasig River Coordinating and Management Office (PRCMO)

COMPETENCY CODE AND TITLE	OFFICE
EE2 - Policy Research and Development on Ecological Solid Waste Management	Pasig River Coordinating and Management Office (PRCMO)
EE3 - Training and Information Dissemination on Ecological Solid Waste Management	
EE4 - Implementation of Programs and Projects on Ecological Solid Waste Management	
EE5 - Solid Waste Monitoring and Assessment	
WQWM1 - Water Quality Management	

COMPETENCY CODE AND TITLE	OFFICE
WQWM2 - Monitoring and Evaluation of Compliance of Facilities or Establishments	Pasig River Coordinating and Management Office (PRCMO)
WQWM3 - Environmental Research Generation	
WQWM4 - Collection of Water Samples	
WQWM5 - Collection of Environmental Data	
WQWM6 - Data Analysis and Interpretation	
WQWM7 - Documentation and Dissemination of Results	

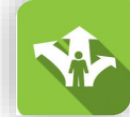
COMPETENCY CODE AND TITLE	OFFICE
WQWM8 - Equipment Maintenance and Calibration	Pasig River Coordinating and Management Office (PRCMO)
EP1 - Environmental Planning, Programming and Evaluation	
EP2 - Project Monitoring	

These enhancements used the “borrow and modify” approach, and underwent a series of review, validation by the position holders and subject matter experts, and approval of office heads, following the competency profiling process.



## EO1 – ENVIRONMENT AND NATURAL RESOURCES (ENR) POLICY RESEARCH AND REVIEW

The ability required in research, review and improvement of ENR policies.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in policy review and other research-related activities</p> <ol style="list-style-type: none"> <li>1. Explains the basic principles/concepts of ENR laws and policies that concerns the office of the Undersecretary and Assistant Secretary, and its implications to management.</li> <li>2. Gathers primary/secondary data.</li> </ol>	<p>Participates in policy review and research-related activities</p> <ol style="list-style-type: none"> <li>1. Provides inputs on policy discussions during DENR Policy Technical Working Group meeting.</li> <li>2. Participates in the conduct of policy research, and formulation with the proponents.</li> </ol>	<p>Reviews and analyzes ENR policies</p> <ol style="list-style-type: none"> <li>1. Reviews policies and submits substantive comments on policies for vetting of the Undersecretaries.</li> <li>2. Identifies policy gaps based on implementation</li> <li>3. Evaluates and interprets policy directives on ENR that affects the office of the Undersecretaries and Assistant Secretaries</li> <li>4. Suggests amendments on policies that impedes the implementation of DENR programs and projects if issues arise.</li> <li>5. Supervises and coach others on this competency</li> </ol>	<p>Proposes ENR policy recommendations</p> <ol style="list-style-type: none"> <li>1. Proposes strategies that would enhance the program of the DENR.</li> <li>2. Recommends policy directives related to area of excellence to immediate supervisor/official.</li> <li>3. Guides and mentor others on this competency.</li> </ol>



## EO2 – EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in policy research and development on ESWM activities	Conducts policy research and development on ESWM activities	Formulates plans, programs and policies on policy research and development on ESWM activities	Supervises policy research and development on ESWM activities
<ol style="list-style-type: none"> <li>Screens, classifies, prioritizes and reviews all incoming documents for action/signature of official concerned</li> <li>Gathers data and other information required by the official concerned in relation to his /her duties and assignments</li> <li>Assists in arranging meetings</li> <li>Creates, maintains and enters information into databases</li> <li>Operates office equipment such as fax/scanner/copying machines</li> <li>Maintains scheduling and events calendar</li> </ol>	<ol style="list-style-type: none"> <li>Coordinates with different units/offices and agencies programs and activities for specific end-users and purposes</li> <li>Drafts routine business correspondence for review of superior</li> <li>Assists in meetings and prepares minutes of the meeting</li> <li>Reviews, verifies and maintains information into databases</li> <li>Researches the details in resolving issues, analyzes findings, prioritizes and categorizes alternatives</li> <li>Discusses other concerns with superior</li> </ol>	<ol style="list-style-type: none"> <li>Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar/holding filing method</li> <li>Composes all types of business correspondence (letters, memos, fax, and email) for review of the supervisors/officials</li> <li>Familiarizes with technology, and operation management tools</li> <li>Sends and disseminates specific correspondence in the absence of the supervisors/officials</li> <li>Establishes linkages with other institutions and relevant government</li> </ol>	<ol style="list-style-type: none"> <li>Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>Designs and integrates data and process flow to facilitate inter-office coordination</li> <li>Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>Seeks approval and/or further instruction from the supervisors/officials</li> <li>Strictly observes communication procedures</li> </ol>

<p>7. Knows and demonstrates telephone and other communication skills (i.e. clarifying, providing feedback)</p> <p>8. Assists in filing and record keeping of reports, memos and other communications as per ISO standards and principles of 5S</p>	<p>7. Implements record management processes for the executive/office</p>	<p>agencies on mutual issues and concerns of the supervisors/officials</p> <p>6. Recommends alternatives on solving a problem based on well researched and analyzed data</p>	<p>6. Prepares plans and programs for the improvement of office's operations</p>
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## EO3 – CUSTOMER ASSISTANCE AND REQUEST HANDLING

The ability to attend to requests, complaints, observations and suggestions, including the ability to monitor work progress, file records, consolidate and prepare periodic reports.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Receives requests, complaints, observations and suggestions, and informs concerned personnel and offices.</p>	<p>Monitors the work progress of the requests, complaints, observations and suggestions</p>	<p>Records and consolidates data.</p>	<p>Interprets data, generates information and prepares reports</p>
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on the proper handling of requests, complaints, observations and suggestions according to the Code of conduct and ethical standards for Public Officials and Employees (RA 6713)</li> <li>2. Encodes and uses the Enhanced Electronic Document Action Tracking Slip (E-DATS) for release, tracking and retrieval of documents.</li> <li>3. Organizes and maintains office records/documents: <ul style="list-style-type: none"> <li>• sorting according to importance; and</li> <li>• filing and record keeping according to subject</li> </ul> </li> <li>4. Sorts types of documents, and identifies offices and its officials (for easy referral)</li> </ol>	<ol style="list-style-type: none"> <li>1. Recognizes the operations and work flow of the Division, as well as the job description of colleagues</li> <li>2. Identifies and determines the kind of work to be performed, schedules the job request according to importance, endorses to concerned employees, and monitors the progress of the request</li> <li>3. Applies records management</li> <li>4. Maintains an electronic record and files copy of all memoranda, letters and communications, including job requests/orders, history of repair, client satisfaction form and other related documents</li> <li>5. Answers simple queries/concerns either face to face or virtual</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and analyses data gathered from received requests, complaints, observations and suggestions</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates and recommends strategies on improving customer assistance and request handling</li> </ol>

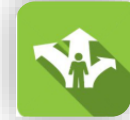
5. Maintains an electronic and or digital file of records/ documents received			
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## EO4 – MOTORPOOL SERVICES MANAGEMENT

The ability to design, develop and implement an effective system of fleet management, including dispatch, ticketing, registration, parking and traffic administration.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Conveys passengers from point of origin to destination and provides support/assistance in processing of administrative actions	Schedules trips and provides the safest, fastest and most economical route	Inspects and monitors status of conveyance, fuel consumption, registration and insurance	Prepares plans, implement programs and reviews motor pool services, including parking and traffic administration
<ol style="list-style-type: none"> <li>1. Cites and follows traffic rules and regulations, as well as the policies on the use of motor vehicles of the Department, i.e. issuance of trip tickets, purchase of fuel, etc.</li> <li>2. Performs pre and post driving checks on vehicle, tools and equipment, and properly maintains cleanliness of the motor vehicles</li> <li>3. Recall the routes and geographical location of the assigned area and destination of passengers</li> <li>4. Demonstrate proper decorum with passengers and practices defensive driving strategies</li> <li>5. Follow-up payments of repair/s and maintenance of vehicle</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs pre and post driving checks on motor vehicles as well as the physical, emotional and mental condition of drivers</li> <li>2. Recalls the names and geographical locations of cities and towns within and outside Metro Manila</li> <li>3. Schedules and assigns drivers according to their familiarity of the area/destination as well as to their ability in the type of vehicle to be dispatched</li> <li>4. Reminds drivers on proper decorum and all standard operating procedures in driving</li> <li>5. Monitors unsafe practices of drivers and calls their attention</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates, monitors and assesses the performance of drivers and recommends training to drivers for improvement of technical skills and attitude towards their work</li> <li>2. Monitors, records and evaluates fuel consumption, distance travelled and fuel efficiency of motor vehicles</li> <li>3. Schedules the timely renewal of motor vehicle insurances and registration</li> <li>4. Monitors parking area for safety and cleanliness.</li> <li>5. Monitors conditions of all vehicles and refers those needing repair to the immediate supervisor</li> </ol> <p>Follows the normal procedure and documentation needed in case of accidents</p>	<ol style="list-style-type: none"> <li>1. Formulates recommendations on improving motor pool operations, including parking and traffic administration</li> <li>2. Adapts measures to improve operational efficiency and dependability of the service</li> <li>3. Maintains an inventory of all motor vehicles, including type of vehicle, specification, date of purchase, and other relevant information</li> <li>4. Evaluates and recommends purchase or rental of additional vehicles, taking into consideration its applicability, intended use, cost and quality</li> <li>5. Recommends for disposal vehicles no longer economical to repair and maintain and submits same to Management</li> </ol>

<p>6. Tracks payments (i.e vouchers and PRs for repairs and maintenance) and safe keeping of related documents</p> <p>7. Checks attendance of passenger/s</p> <p>8. Delivers office files/documents</p>	<p>6. Monitors involvement of drivers in traffic accidents</p>		<p>6. Prepares periodic report on the regular maintenance works undertaken</p>
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## CCS1 - CLIMATE CHANGE INFORMATION MANAGEMENT AND ADMINISTRATION

The ability to operate, access, maintain, store, process and analyze data/information of DENR's climate change information management system.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in climate change information management system and database administration activities	Conducts climate change information management system and database administration activities	Supervises climate change information management system and database administration activities	Formulates plans, programs and policies on climate change information management system and database administration activities
<ol style="list-style-type: none"> <li>1. Enumerates the basic IT policies, standards and strategies for ICT management</li> <li>2. Uses GHG activity data and conducts basic GHG computation</li> <li>3. Identifies technology to be used</li> <li>4. Collects and organizes data and encodes them into climate change information management system and database</li> <li>5. Updates climate change information management system data and makes data back-ups</li> <li>6. Coordinates with sources of climate data and undertakes data extraction</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs data validation and manipulation/processing</li> <li>2. Uses appropriate software and hardware in transforming information for all environmental related information data for monitoring and accounting purposes such as spreadsheets for climate change information data computation</li> <li>3. Maintains, retrieves and generates report based on existing data/information</li> <li>4. Organizes climate change data and information to serve specific need and purpose</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares reports generated from the climate change information system and database using applicable techniques</li> <li>2. Submits technical recommendations based on the results of climate change data analysis and forecasting</li> <li>3. Coordinates the implementation, monitoring and evaluation of the climate change data and information</li> <li>4. Communicates, shares and accesses information with stakeholders</li> <li>5. Updates and manages database information system on climate change mitigation and adaptation</li> <li>6. Provides inputs to the design of the climate change information and</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and conceptualizes information system that will support the goal for climate change information system and management</li> <li>2. Recommends strategy to acquire, develop, retool and retain skills on information systems</li> <li>3. Introduces and initiates innovations and enhancements in the data system</li> <li>4. Designs and interprets climate change data and process flow</li> <li>5. Recommends strategies in the institutionalization of the conduct of GHG emissions inventory and other appropriate inventories on climate change for the DENR and its regional</li> </ol>

<p>7. Processes climate change information and data using simple data processing tools</p>	<p>5. Assists in the conceptualization of information and education campaigns and programs on climate change</p> <p>6. Assists in the packaging of climate change information and datasets into popular multimedia knowledge products</p>	<p>database system for effective management</p> <p>7. Identifies information requirements to enhance quality of reports generated</p> <p>8. Organizes information and education campaigns and training programs on climate change among the various stakeholders</p> <p>9. Transforms relevant climate change information into useful training and IEC materials for dissemination</p>	<p>offices; and ensure its effective implementation and reporting</p>
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## CCS2 – MANAGEMENT OF INTERNATIONAL COMMITMENTS AND AGREEMENTS RELATED TO CLIMATE CHANGE (OLD)

The ability required to undertake and manage national climate change-related initiatives in accordance with the United Nations Framework Convention on Climate Change (UNFCCC) and related international commitments and agreements.



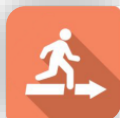
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the management of programs and projects in support to the UNFCCC and related multilateral or bilateral agreements	Participates in the management of programs and projects in support to the UNFCCC and related multilateral or bilateral agreements	Supervises management of programs and projects in support to the UNFCCC and related multilateral or bilateral agreements	Formulates plans, programs and policies in support to the UNFCCC and related multilateral or bilateral agreements.
<ol style="list-style-type: none"> <li>Enumerates climate change-related programs/projects in relation to the UNFCCC and related international commitments.</li> <li>Tell the DENR and EMB organizational and functional structure, processes and procedures on international partnership and networking</li> <li>Coordinates and arranges meetings and workshops related to the UNFCCC and related international c affairs</li> <li>Monitors compliance with the UNFCCC and related international commitments</li> </ol>	<ol style="list-style-type: none"> <li>Organizes project orientation and management consultations in relation to the UNFCCC and related international commitments</li> <li>Develops and prepares project/program briefing presentation materials.</li> <li>Participates in meetings/workshops on project review/assessment and prepares technical reports</li> <li>Prepares Terms of Reference (TORs) for project consultants and technical advisors</li> <li>Identifies and analyzes issues and concerns on national compliance</li> </ol>	<ol style="list-style-type: none"> <li>Prepares project/ program briefing to stakeholders and management in relation to the implementation of the UNFCCC and related international commitments</li> <li>Coordinates/ liaises with donor agencies, project consultants, concerned implementing offices/ units and other project stakeholders to facilitate project implementation</li> <li>Analyzes project design/plans and identifies the corresponding organizational and operational requirements to effectively implement the UNFCCC and related international commitments</li> </ol>	<ol style="list-style-type: none"> <li>Initiates the adoption of approaches and strategies to ensure sustainability and to address gaps in the implementation of the UNFCCC and related international commitments</li> <li>Serves as focal person/ national authority or alternate representative to the UNFCCC and/or related international Commitments</li> <li>Reviews and recommends operational approaches, policies, and procedures for improving the management and implementation of projects based on lessons learned</li> <li>Oversees and supervises the implementation of commitments</li> </ol>

	with the UNFCCC and related international commitments	<ol style="list-style-type: none"> <li>4. Identifies and anticipates potential project/problems and recommends the corresponding organizational structure, implementation arrangement and operational procedures</li> <li>5. Monitors and evaluates the development and progress of national projects/programs and prepares technical reports</li> </ol>	under the UNFCCC and its Paris Agreement and other international agreements
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## CCS3 – CAPABILITY BUILDING ON CLIMATE CHANGE MITIGATION AND ADAPTATION (OLD)

The ability to apply a systematic management approach in the conduct of capacity building activities to relevant local and international key stakeholders and DENR workforce/personnel in implementing the DENR's commitment under the Nationally Determined Contributions (NDCs) for Forestry, Waste and Industrial Processes and Product Use (IPPU) sectors.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in capability building on climate change mitigation and adaptation activities related to the operationalization of DENR's commitment to the NDCs	Conducts capability building on climate change mitigation and adaptation activities related to the operationalization of DENR's commitment to the NDCs	Supervises capability building on climate change mitigation and adaptation activities related to the operationalization of DENR's commitment to the NDCs	Formulates plans, programs and policies on capability building on climate change mitigation and adaptation activities related to the operationalization of DENR's commitment to the NDCs
<ol style="list-style-type: none"> <li>Enumerates the various concepts and components on climate change mitigation and adaptation, including enforcement and implementation as well as the policies and programs of DENR.</li> <li>Describes the DENR's public awareness and education program to enhance public participation on the enforcement and implementation of climate change mitigation and adaptation policies and procedures</li> <li>Recognizes various data gathering techniques to collect information needed in the development of training programs</li> </ol>	<ol style="list-style-type: none"> <li>Prepares presentation materials for training</li> <li>Reviews IEC materials and training programs on climate change mitigation and adaptation</li> <li>Facilitates workshop, training and other similar activities to gather needed information for development of an appropriate climate change mitigation and adaptation program</li> <li>Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of communication technologies.</li> </ol>	<ol style="list-style-type: none"> <li>Reviews and develop guidelines and procedures for the Department's commitments under the Nationally Determined Contributions, for the forestry, waste and industrial processes and product use sectors.</li> <li>Reviews and simplifies scientific and technical literature on the implementation of climate change mitigation and adaptation.</li> <li>Implements contingency plans to address critical situations during training</li> <li>Delivers environmental lectures, synthesizes lessons and relates them</li> </ol>	<ol style="list-style-type: none"> <li>Conducts participatory planning activities to develop training programs</li> <li>Introduces innovations and techniques in developing training programs</li> <li>Formulates training standards and policies in implementing training programs</li> <li>Plans contingencies and recommends accordingly.</li> <li>Act as resource person in various trainings, briefings, orientation seminars for climate change mitigation and adaptation</li> </ol>

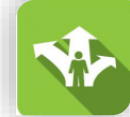
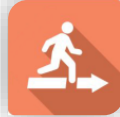
<ul style="list-style-type: none"> <li>4. Explains the process of conducting training programs.</li> <li>5. Operates basic equipment for training, seminars and conferences.</li> <li>6. Enumerates greenhouse gas inventory guidelines and calculation tools including the IPCC Guidelines for National Greenhouse Gas Inventory and the IPCC Inventory Software</li> <li>7. Conducts barrier assessment on the NDC measures and provide recommendations</li> </ul>	<p>Develops IEC materials and training programs on climate change mitigation and adaptation.</p> <ul style="list-style-type: none"> <li>5. Articulates greenhouse gas inventory guidelines and tools and facilitate trainings and workshops related to GHG inventory and management</li> <li>6. Facilitates meetings and discussions with concerned stakeholders to remove barriers</li> </ul>	<p>to current climate change issues and concerns.</p> <ul style="list-style-type: none"> <li>5. Integrates the program objectives, issues and concerns arising from interactions/discussions.</li> <li>6. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting recommendations/strategies</li> <li>7. Operationalizes GHG inventory guidelines and tools including the IPCC Guidelines and Software</li> <li>8. Uses analytical tools for mitigation assessment</li> <li>9. Formulates enabling policies and mechanisms pertaining to the implementation of the NDC measures</li> </ul>	<ul style="list-style-type: none"> <li>6. Has expertise in using analytical tools such as the economic modelling tools, cost-benefit analysis, long range energy alternatives planning system (LEAP) and other relevant tools for mitigation analysis/assessment</li> <li>7. Strengthen engagement with development partners, private sectors and relevant institutions to support the implementation of the measures</li> </ul>
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## CCS4– CLIMATE CHANGE MITIGATION AND ADAPTATION POLICY FORMULATION (OLD)

The ability required to formulate technical policies and develop/review climate change adaptation and mitigation guidelines and standards.



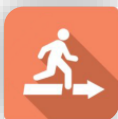
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in climate change adaptation and mitigation activities	Conducts climate change adaptation and mitigation policy formulation activities	Supervises climate change adaptation and mitigation policy formulation activities	Formulates plans and programs on climate change adaptation and mitigation policy formulation activities
<ol style="list-style-type: none"> <li>1. Tells the DENR vision, mission, thrusts, mandates/functions, policies, and programs related to climate change adaptation and mitigation</li> <li>2. Explains aspects and concepts on climate change adaptation and mitigation</li> <li>3. Enumerates standards/guidelines and procedures/ protocols related to climate change adaptation and mitigation</li> <li>4. Illustrates the processes involved in the development of policies related to climate change adaptation and mitigation</li> <li>5. Describe carbon market and non-market mechanisms</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and gathers pertinent information needed in the preparation of relevant reports on climate change adaptation and mitigation</li> <li>2. Consolidates comments, suggestions and recommendations arising from stakeholder consultation workshops/meetings for incorporation into draft policies on climate change adaptation and mitigation</li> <li>3. Prepares presentations and other materials for the conduct of stakeholder consultative meetings and workshops</li> <li>4. Evaluates and interprets climate data</li> <li>5. Prepares reports on climate change adaptation and mitigation for policy formulation/ enhancement purposes</li> </ol>	<ol style="list-style-type: none"> <li>1. Validates and assesses implementation of climate change-related policies for purposes of policy implementation enhancement</li> <li>2. Justifies formulation or amendment of policies based on issues and concerns affecting its effective implementation</li> <li>3. Consolidates, analyzes, and synthesizes information from monitoring reports, international workshops and conferences, reference materials, journals and other literature, and consultations, and other sources to formulate climate change-related policies recommendations, guidelines and procedures</li> <li>4. Analyzes policies and identifies gaps in policy implementation</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates strategies and guidance appropriate for policy development.</li> <li>2. Identifies and recommend appropriate management intervention to address climate change issues.</li> <li>3. Devise activities necessary for the updating or revision of technical standards, procedures and requirements relevant to climate change adaptation and mitigation</li> <li>4. Organize programs involving other government agencies, nongovernment organizations, industries and civil society to discuss issues and concerns as well as recommendations on enhancing the implementation of the country's climate change adaptation and mitigation policies</li> </ol>

		<ol style="list-style-type: none"><li>5. Prepares project proposals on climate change adaptation and mitigation to develop policies for the effective implementation climate change-related programs</li><li>6. Serves as resource person in the discussion of issues and concerns on climate change adaptation and mitigation</li><li>7. Infer greenhouse gases inventory and management to reduce or avoid carbon emissions</li></ol>	
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## CCS5 - CLIMATE CHANGE MAINSTREAMING AND INTEGRATION

The ability to mainstream and integrate climate change (CC) concerns into the policies, plans, programs, research and decision-making processes in the Department; and review and assess the implementation of these policies, plans and programs.



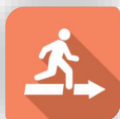
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of CC mainstreaming and integration and review and assessment activities.	Conduct CC mainstreaming and integration and review and assessment of implementation activities.	Leads the conduct of CC mainstreaming, integration and review and assessment of implementation activities	Plans and directs CC mainstreaming and integration, and review and assessment of implementation activities.
<ol style="list-style-type: none"> <li>1. Enumerates the basic concepts/ principles/tools of CC-disaster risk reduction (DRR) relevant to policy, plan, program formulation.</li> <li>2. Gathers ENR CC secondary and primary data and /or information as input for mainstreaming</li> <li>3. Identifies ENR sectoral CC challenges, gaps and opportunities</li> <li>4. Assists in the monitoring of cc responsiveness of ENR PAPs, RRP-PCB, international and national commitments.</li> <li>5. Assists in the coordinative work with DENR various stakeholders and CCAM DRR cluster members</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge and skills on CC-DRR and other related tools.</li> <li>2. Reviews the integration of CC concerns issues in the overall ENR policies plans and PAPs and other relevant commitments</li> <li>3. Prepares/enhances guidelines /standards/tools/proposals relevant to CC-DRR mainstreaming and integration activities</li> <li>4. Assists in the conduct of mainstreaming and integration of climate change and disaster risk reduction responsive output and outcome indicators to ENR PAPs.</li> <li>5. Conducts review and assessment on the implementation progress on CC-DRR responsiveness of ENR PAPs, RRP-</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and enhances guidelines/ standards/ tools/ proposals related to mainstreaming, implementation, review and assessment of ENR CC-DRR PAPs and other international and national commitments.</li> <li>2. Evaluates the appropriateness of CC-DRR climate responsive output and outcome indicators in the overall ENR policies, plans, programs and PAPs and other relevant commitments.</li> <li>3. Conducts the mainstreaming and integration of climate change and disaster risk reduction responsive output and outcome indicators to ENR PAPs.</li> <li>4. Leads the conduct of review and assessment on the implementation progress on CC-DRR responsiveness</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and leads the mainstreaming of cc and disaster risk reduction concerns /issues in the ENR overall plans, programs, projects and activities.</li> <li>2. Finalizes proposed studies/ for enhancing/ identifying climate responsive indicators</li> <li>1. Leads the review, assessment, and updating of CCAM-DRR Roadmap Performance and Projects PCB-RRP, including those for climate investments and those under the international commitments.</li> <li>2. Recommends courses of action on the effectiveness of mainstreaming, and integrating CC responsiveness to ENR</li> </ol>

	PCB, international and national commitments		PAPs, RRP-PCB, international and national commitments, among others  3. Strengthen the established networking/partnership with various cc agencies/institutions in advocating the cc adaptation, mitigation and disaster risks reduction concerns
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## SCI1 - MANAGING RESEARCH AND EVALUATION

The ability to design, conduct, and utilize research studies/projects/activities which will guide the development and implementation of the Department's communication policies, programs, strategies, and tools.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation and conduct of research projects	Participates in the preparation and conduct of research projects	Designs and conducts research projects	Identifies, plans, and evaluates research projects based on office mandate
<ol style="list-style-type: none"> <li>1. Applies basic knowledge and skills in data gathering and harvesting</li> <li>2. Applies knowledge and skills in computer operations in specific research work activities</li> <li>3. Transcribes audio and video materials</li> <li>4. Provides administrative and logistical support necessary for the conduct of research projects</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge and skills in advanced data gathering including internet or web-based research and data mining</li> <li>2. Tabulates and processes data using advanced data system applications, e.g., Excel, SPSS</li> <li>3. Prepares initial analysis and interpretation of data</li> <li>4. Maintains a systematic data bank and information center of the division</li> <li>5. Drafts concept note</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads in the conduct of research activities</li> <li>2. Ensures use of participatory research methods</li> <li>3. Develops communication research design</li> <li>4. Summarizes and synthesizes research data</li> <li>5. Analyzes and interprets research findings</li> <li>6. Uses data and web analytics software</li> <li>7. Prepares research reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates research agenda</li> <li>2. Identifies communication dimensions in specific ENR issues for research</li> <li>3. Develops research proposals</li> <li>4. Evaluates and validates research studies</li> <li>5. Recommends utilization of research results</li> </ol>



## SCI2 - DEVELOPING AND IMPLEMENTING ENR COMMUNICATION AND ADVOCACY PLANS

The ability to develop communication and advocacy plans in support of DENR programs and projects to achieve behavioral and social change.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the development of communication and advocacy plans	Participates in the development of communication and advocacy plans	Develops communication and advocacy plans	Oversees the development of communication and advocacy plans
<ol style="list-style-type: none"> <li>Assists in data gathering for the situation analysis</li> <li>Provides administrative and logistical support necessary in the development of the communication and advocacy plans, to include conduct of capacity-building activities for information officers and environmental educators, and environmental lectures</li> <li>Maintains systematic compilation of speeches and messages of DENR officials</li> </ol>	<ol style="list-style-type: none"> <li>Gathers and consolidates research data and other relevant evidence for the situation analysis</li> <li>Assists in formulating communication objectives, developing messages, and identifying channels and formats</li> <li>Packages the final communication and advocacy plans</li> <li>Helps develop monitoring and evaluation (M&amp;E) tools for DENR communication and advocacy plans</li> <li>Transcribes proceedings in the conduct of capacity building activity and drafts reports</li> <li>Conducts environmental scanning of the schools prior to the conduct of environmental lecture</li> </ol>	<ol style="list-style-type: none"> <li>Applies relevant communication theories and research studies in the development of communication and advocacy plans</li> <li>Conducts evidence-based and research-driven situation analysis (including stakeholder analysis)</li> <li>Formulates communication outcomes and objectives</li> <li>Matches key strategies to communication outcomes and objectives</li> <li>Develops appropriate (or audience-specific) messages</li> <li>Determines appropriate channels and formats</li> </ol>	<ol style="list-style-type: none"> <li>Facilitates participatory planning process for the development of the communication and advocacy plans</li> <li>Designs communication and advocacy plans</li> <li>Develops M&amp;E plan for communication and advocacy projects/ campaigns</li> <li>Reviews and finalizes the communication and advocacy plans (including timeline and budget)</li> <li>Formulates and recommends guidelines/proposals on communication and advocacy programs and activities</li> <li>Takes charge of the implementation of communication and advocacy plans</li> </ol>

		<ul style="list-style-type: none"> <li>7. Prepares the communication and advocacy plans (including timeline and budget)</li> <li>8. Develops M&amp;E tools</li> <li>9. Conducts capacity building activities for information officers and environmental educators</li> <li>10. Conducts environmental lectures to elementary and secondary schools</li> <li>11. Facilitates communication planning and consultation with sectoral and regional information officers</li> <li>12. Drafts speeches, messages and other correspondences relative to DENR programs, projects and activities</li> </ul>	<ul style="list-style-type: none"> <li>7. Provides guidelines in implementation of the communication and advocacy plans</li> </ul>
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## SCI3 - DEVELOPING AND PRODUCING COMMUNICATION MATERIALS (INCLUDING ACCESSING, CROWDSOURCING, AND HARVESTING EXISTING MATERIALS)

The ability to develop and produce communication materials (including accessing and harvesting existing materials) in support of DENR programs and projects to achieve behavioral and social change.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes multi-media documentation of DENR programs and projects	Undertakes complex multi-media production	Leads the delivery of multi-media production services	Plans, reviews and evaluates multi-media production
<ol style="list-style-type: none"> <li>1. Operates various video and other digital equipment</li> <li>2. Ensures proper maintenance of video equipment (e.g., video cameras and smart phones) and other paraphernalia</li> <li>3. Prepares checklist of video supplies and other materials needed prior to project documentation activities</li> <li>4. Harvests or accesses relevant multi-media materials from diverse sources</li> <li>5. Undertakes systematic compilation of raw footages</li> <li>6. Records/monitors broadcast/podcast of ENR issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertakes print and video documentation, including coordination with concerned offices</li> <li>2. Selects and captures photos and video clips in editing machine</li> <li>3. Works with video editor on visual requirements (e.g., animation and infographics) of video projects</li> <li>4. Prepares shot lists based on the approved script</li> <li>5. Operates command center during live feeds</li> <li>6. Applies knowledge and skills on digital photography</li> <li>7. Undertakes photo editing using appropriate software</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares concepts/designs of multi-media materials (including photo exhibits, print, and broadcast communication materials)</li> <li>2. Determines treatment and prepares text/ scripts of multi-media materials</li> <li>3. Supervises the production of multimedia materials (print and broadcast)</li> <li>4. Conducts pre-testing and post-testing activities for multi-media materials</li> <li>5. Prepares pre-test/ post-test reports</li> <li>6. Revises multi-media materials based on pre-test/post-test results</li> <li>7. Leads in the post production of video documentary/presentation to include</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensures alignment of multi-media production activities with overall communication and advocacy plans</li> <li>2. Oversees all aspects of multi-media production and harvesting</li> <li>3. Prepares pre-testing and post-testing designs and instruments for multi-media materials</li> <li>4. Provides guidelines to other divisions/services/ bureaus in the planning, production, utilization, and distribution of multi-media materials</li> </ol>

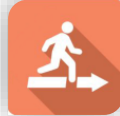


<p>7. Indexes multi-media materials (including video clips and photo files) internally produced or harvested for easy retrieval</p> <p>8. Transcribes interviews and other audio materials needed in video production</p> <p>9. Applies knowledge and skills on basic cable connection procedures for live feed coverage</p> <p>10. Applies knowledge and skills in printing of photos and reproduction of multi-media materials</p> <p>11. Can electronically reproduce materials using data-transfer software program</p> <p>12. Operates various types of printing, copying or scanning equipment including the performance of routine maintenance on the equipment</p> <p>13. Duplicates and produces printed documents/IEC materials and performs finishes services such as cutting, binding and distribution</p>	<p>8. Handles reproduction of the completed video projects</p> <p>9. Prepares multi-media materials mapping and inventory form for harvesting</p> <p>10. Performs free-hand drawing and illustration</p> <p>11. Documents more complex subjects for photo exhibits, institutional advertisements and other information materials</p> <p>12. Takes charge of the ingress and egress of exhibit events participated in by the Department</p> <p>13. Reviews prototype communication materials (print and broadcast) prior to final printing and production</p>	<p>selection of video clips, scoring, and final editing</p> <p>8. Executes design and layout of print communication materials and exhibit using a variety of design software (Adobe and other applicable software)</p> <p>9. Undertakes press work to ensure conformity to approved design</p> <p>10. Prepares plan and strategy for harvesting multi-media materials from different sources</p>	
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## SCI4 - MANAGING CORPORATE IDENTITY AND BRAND

The ability to conceptualize, design, and execute a well-defined and consistent identity strategy that will lead to a positive brand of DENR.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the implementation of activities that will lead to a well-defined corporate identity of the DENR	Provides support in the implementation of activities that will lead to a well-defined corporate identity of the Department	Conducts activities that will lead to a well-defined corporate identity of the Department	Plans, oversees, and evaluates activities that will lead a well-defined corporate identity of the Department
<ol style="list-style-type: none"> <li>Coordinates preparatory activities for the production of corporate identity manual</li> <li>Transcribes proceedings of research methods employed</li> <li>Provides administrative support in the conduct of corporate identity audit</li> </ol>	<ol style="list-style-type: none"> <li>Gathers relevant materials necessary in the production of corporate identity manual</li> <li>Assists in the conduct of identity audit and in writing the report</li> <li>Assists in the conduct of monitoring compliance with corporate identity manual</li> <li>Updates the organization's corporate brands</li> </ol>	<ol style="list-style-type: none"> <li>Design and produces collaterals of corporate identity brand</li> <li>Conducts identity audit through focus group discussion (FGD) or other appropriate research methods (to validate corporate brand, slogan, etc.)</li> <li>Prepares identity audit report based on the result of the FGD</li> <li>Prepares the corporate identity manual</li> <li>Executes identity strategy inclusive of corporate identity visuals, e.g., logo, stationery, signage, etc.</li> <li>Conducts monitoring of implementation of identity strategy</li> <li>Prepares monitoring report, with recommendations</li> </ol>	<ol style="list-style-type: none"> <li>Reviews and finalizes the corporate identity manual of the Department</li> <li>Prepares guidelines and tools for monitoring of identity strategy implementation</li> <li>Proposes policies and measures for action, based on monitoring report</li> <li>Supervises implementation of corporate identify and brand activities</li> </ol>



## SCI5 - MANAGING MEDIA RELATIONS

The ability to engage mainstream and online media in providing sustained, accurate, and fair reportage of DENR policies, programs and projects and activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the implementation of media relations activities	Prepares media materials; undertakes in-house news coverage of DENR events and activities; coordinates, monitors media interviews of DENR officials and media coverage of DENR/ENR events/issues; monitors/consolidates/analyzes media content affecting DENR operations	Leads in the implementation of DENR media relations programs and activities, prepares in-depth articles on ENR, and edits media materials	Plans, organizes and finalizes the media relations programs, projects and activities of DENR and oversees its implementation, other public information initiatives of the Department
<ol style="list-style-type: none"> <li>1. Applies basic knowledge and skills in data gathering and harvesting for the preparation of media materials (e.g. press release, photo caption)</li> <li>2. Assists in coordinating media events (e.g. press conference, media briefing, media coverage)</li> <li>3. Assists in transcribing voice recordings of media events, including media interviews;</li> <li>4. Assists in media monitoring;</li> <li>5. Assists in the preparation of reports, plans and programs;</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers data and information necessary for the preparation of media materials through various means, such as but not limited to news coverage of DENR events, conduct of interview, document review, online research, etc.;</li> <li>2. Drafts media materials following industry standard in newswriting, caption writing, headline writing, etc.;</li> <li>3. Ensures accuracy, clarity and timeliness of media materials being prepared;</li> <li>4. Transcribes recordings of media events, such as media interviews, press conferences, media briefings and news coverage;</li> </ol>	<ol style="list-style-type: none"> <li>1. Assists the Division chief in planning the media relations program, including other public information initiatives, of the Department;</li> <li>2. Leads in the implementation of media activities;</li> <li>3. Conducts media relations research and planning;</li> <li>4. Determines strategies to maximize positive publicity, as well as neutralize negative publicity;</li> <li>5. Prepares in-depth articles on policies, programs and projects of DENR;</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes media relations/PR plans and programs;</li> <li>2. Plans and organizes the implementation of the media relations/PR plan;</li> <li>3. Establishes good working relations with media and other stakeholders at all times;</li> <li>4. Edits and evaluates media materials in terms of accuracy and timeliness prior to clearance by higher authorities;</li> <li>5. Traffics the release of media materials;</li> </ol>

<ul style="list-style-type: none"> <li>6. Assists in the preparation and distribution of notices of meetings, agenda and minutes of meetings;</li> <li>7. Applies basic knowledge and skills in news photography;</li> <li>8. Downloads digital images from still cameras and compiling same in appropriate storage with accurate labeling for easy retrieval;</li> <li>9. Assists in gathering data and information relating to events being documented for the preparation of captions;</li> <li>10. Ensures proper care and maintenance of cameras and accessories assigned to the Division;</li> <li>11. Provides administrative and logistical support necessary for the implementation of media relations activities;</li> <li>12. Assists in the reproduction of media materials and other documents of the Division;</li> <li>13. Assists in records management;</li> <li>14. Assists in the preparation of reports, plans and programs;</li> <li>15. Assists in the operation of various equipment of the Division.</li> <li>14. Maintains and updates</li> </ul>	<ul style="list-style-type: none"> <li>5. Monitors and consolidates published/ aired news and commentaries affecting DENR operations;</li> <li>6. Prepares media advisory and/or letter of invitation to media for news coverage of DENR events and activities;</li> <li>7. Coordinates with reporters/news desks on DENR requests for media coverage of its events and activities, and vice-versa on media request for interview of DENR officials;</li> <li>8. Prepares and updates media directories, including government media and/or press offices;</li> <li>9. Undertakes more complex components of photography in documenting DENR events and activities;</li> <li>10. Maintains a photobank, accurately labelled and classified for easy retrieval;</li> <li>11. Undertakes selection of photos for media releases such as press/photo release/feature articles. for posting in website and for use in reports;</li> <li>12. Enhances digital photos using appropriate softwares (e.g. Adobe photoshop);</li> <li>14. Gathers data and information relating to the photos taken;</li> </ul>	<ul style="list-style-type: none"> <li>6. Leads in packaging press kits;</li> <li>7. Edits media materials and other works of staff writers to ensure accuracy and timeliness;</li> <li>8. Leads in-house news coverage teams;</li> <li>9. Drafts policy recommendations on media relations and public information programs of the Department;</li> <li>10. Establishes and maintains link/network with other information officers of DENR and other government offices;</li> <li>11. Prepares and implements an effective relation programs as well as all other public information initiatives of the Department;</li> <li>12. Edits media materials and other works of staff writers to ensure accuracy and timeliness;</li> <li>13. Leads in-house news coverage teams;</li> <li>14. Prepares in-depth, explanatory or narrative articles;</li> <li>15. Conducts media relations research and planning;</li> <li>16. Determines strategies to maximize positive publicity as well as neutralize negative publicity;</li> <li>17. Analyzes content of aggregated and curated news;</li> </ul>	<ul style="list-style-type: none"> <li>6. Finalizes communication policies relating to media relations and public information;</li> <li>7. Coordinates with regional officials for media coverage of DENR events;</li> <li>8. Reviews, finalizes and oversees the implementation of media relations programs and activities.</li> <li>9. Edits and evaluates media materials in terms of accuracy and timeliness prior to submission for clearance;</li> <li>10. Coordinates media events efficiently;</li> <li>11. Traffics release of media materials;</li> <li>12. Ensures good working relations with media and other stakeholders;</li> <li>13. Finalizes communication policies relating to media relations;</li> <li>14. Culls current and emerging issues and trends from published news stories (print, broadcast and online) which have implications on DENR operations;</li> <li>15. Ensures continuing capacity of central and regional staff on media relations and other public information activities.</li> </ul>
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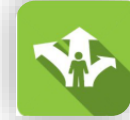
<p>16. media directories regularly to include mainstream and online media as well as ENR bloggers and blogsites;</p> <p>17. Prepares media advisories and other correspondences with media, including follow-ups of media;</p> <p>18. Assists in media monitoring and other media-related activities;</p> <p>19. Assists in gathering information materials requested by media;</p> <p>20. Provides administrative and logistical support during media events;</p> <p>21. Drafts office correspondence;</p> <p>22. Provides public information assistance;</p> <p>23. Operates various reproduction machines, document scanner and other office equipment;</p> <p>24. Familiar with the operation of digital cameras and other accessories</p> <p>25. Ensures safety and proper maintenance of cameras and other equipment</p> <p>26. Downloads and electronically transfers digital images from camera to personal computer (PC) and other storage files;</p> <p>27. Facilitates printing of photos.</p>	<p>15. Takes charge in proper maintenance of equipment assigned to the Division, including cameras and paraphernalia;</p> <p>16. Transcribes speeches and messages of DENR officials;</p> <p>17. Gathers needed data rising various technologies such as note-taking, conducting interviews, and online research (news aggregation and curation)</p> <p>18. Writes news, photo captions and other media materials, including web materials while ensuring accuracy, clarity and timeliness;</p> <p>19. Undertakes in-house coverage of DENR events,</p> <p>20. Prepares media advisory and assists in coordinating media events;</p> <p>21. Coordinates with concerned DENR offices/units to address media issues and concerns;</p> <p>22. Prepares meeting agenda, notices and minutes of meetings with minimum supervision;</p> <p>23. Takes charge in the reproduction and collation of media materials and other documents for media kits and other Division activities;</p> <p>24. Determines appropriate photo composition and adjustments in speed</p>	<p>18. Prepares policies relating to media relations;</p> <p>19. Establishes and maintains links/ networks with other information officers of DENR and other government agencies;</p> <p>20. Enhances digital images using appropriate software;</p> <p>21. Restores the quality of important photo files sharpness of images;</p> <p>22. Prepares reports, and other documents required by higher authorities.</p>	
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	<p>and aperture, including lighting, to achieve sharpness of images;</p> <p>25. Assists in the content analysis of aggregated and curated news;</p> <p>26. Assists in the preparation of reports, and other documents required by higher authorities.</p>		
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## SCI6 - MANAGING ONLINE AND SOCIAL MEDIA

The ability to manage DENR web portals and social media accounts that will serve as interactive platforms for dissemination, sharing, and exchange of ENR information.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in online/web publication of ENR materials and other related activities	Undertakes web/online publication activities	Leads the planning and development of SCIS-related web content to ensure a dynamic online presence	Evaluates SCIS-related web content and recommends policies/strategies to enhance the online presence of DENR
<ol style="list-style-type: none"> <li>1. Applies basic knowledge and skills in gathering/harvesting data and information for the preparation of web/online materials, and assists in such tasks;</li> <li>2. Assists in monitoring received email messages for action; including issues covered in the social media</li> <li>3. Assists in monitoring online media, including issues covered in the social media;</li> <li>5. Assists in the preparation of reports, plans and programs;</li> <li>4. Assists in the preparation of agenda, notice of meetings and minutes of meetings relating to managing DENR web portals and social media accounts;</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies web content management systems;</li> <li>2. Undertakes creatives works and lay-out of web/online articles using appropriate software;</li> <li>3. Determines appropriate and relevant images to support web materials to enhance public comprehension;</li> <li>4. Posts web/online content materials, including scanned materials in appropriate modules/menus;</li> <li>5. Prepares/writes web materials, ensuring accuracy, brevity and timeliness;</li> <li>6. Communicates with other DENR offices for articles for publication in the DENR websites in compliance with other rules and regulations and other instructions;</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines SCIS-related content requirements to enhance the DENR website and other online platforms (e.g. social media sites);</li> <li>2. Handles and/or coordinates the development of web articles, including the necessary updating of data and information;</li> <li>3. Reviews and evaluates photos/images/graphics to accompany web articles to enhance visual effect;</li> <li>4. Responds to public comments and suggestions raised via DENR web portal and other social media accounts when needed;</li> <li>5. Analyzes crowd-sourced materials;</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs the updating of SCIS-related content of DENR web portal and social media accounts;</li> <li>2. Recommends measures to ensure interactive and transactional features of DENR web platforms;</li> <li>3. Recommends measures to improve the design and content of DENR web portal and other online platforms (e.g. social media sites) in coordination with DENR web management team;</li> <li>4. Reviews, evaluates, approves web articles prior to uploading;</li> <li>5. Prepares guidelines/security protocols for DENR web portals, in coordination with KISS;</li> </ol>

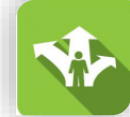
<ul style="list-style-type: none"> <li>6. Provides administrative and logistical support necessary in managing the content of DENR web portals and social media accounts;</li> <li>7. Scans documents for web/online publication and for other official purposes.</li> <li>8. Downloads and prints out online news relating to DENR;</li> <li>9. Downloads and prints online news relating to DENR:</li> </ul>	<ul style="list-style-type: none"> <li>7. Facilitates crowdsourcing of relevant content on selected ENR issues and topics;</li> <li>8. Prepares database requirements of the Division;</li> <li>9. Undertakes more complex components of photography in documenting DENR events and activities;</li> <li>10. Edits and enhances photos/images using appropriate photo editing software;</li> </ul>	<ul style="list-style-type: none"> <li>6. Assists in the review and evaluation of websites and other online media platforms of other DENR offices,</li> <li>7. Provides technical assistance to staff;</li> <li>8. Monitors the content of websites of other DENR offices;</li> <li>9. Guides staff in web content development;</li> <li>10. Applies web content management systems;</li> <li>11. Undertakes creative works and layout of web/online articles using appropriate editing software'</li> <li>12. Posts web/online content materials including scanned publications, media materials in appropriate editing software;</li> <li>13. Edits photos/images using appropriate editing software.</li> </ul>	<ul style="list-style-type: none"> <li>6. Ensures and conducts continuing capacitation of central and regional staff on website management;</li> <li>7. Culls current and emerging issues and trends from crowd-sourced materials which have implications on DENR operations, for referral to appropriate units;</li> <li>8. Supervises the updating of content of content of DENR web portals and social media accounts;</li> <li>9. Recommends measures to ensure interactive and transactional features of DENR web platforms;</li> <li>10. Ensures compliance with government regulations relating to web content;</li> </ul>
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## SCI7 - MANAGING LIBRARY AND INFORMATION RESOURCES

The ability to access, store, retrieve, share and exchange ENR information resources with DENR publics and stakeholders.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in library operations and information resource services	Implements library operations and services	Leads in the implementation of the library resource development plan and activities	Plans, organizes, and reviews the implementation of library resource development plan to enhance public access to ENR information
<ol style="list-style-type: none"> <li>1. Acquires basic knowledge on available library resources;</li> <li>2. Performs assigned office management duties efficiently;</li> <li>3. Assists library users, both DENR and non-DENR in accessing information in print, non-print, and digital formats.</li> <li>4. Digitizes/scans print library collections for posting in library system;</li> <li>5. Assists in organizing and maintaining the library collection such as books and reference materials, and other library materials;</li> <li>6. Performs basic computer operations especially those related to library operations;</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps accession records of books and other information materials, including stamping ownership, typing of book cards etc.;</li> <li>2. Acquires additional materials (e.g. print, broadcast, digital) through purchases and exchange;</li> <li>3. Indexes and catalogues books and non-book materials using traditional and online library systems;</li> <li>4. Encodes and maintains database of library holdings into the e- library system;</li> <li>5. Keeps track of the circulation of books and other information materials such as lending and recalling books from users;</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and implements the library and information resources development plan;</li> <li>2. Recommends new materials for acquisition and subscription;</li> <li>3. Keeps track of the implementation of e-library system and prepares periodic report;</li> <li>4. Develops policy Recommendations regarding the establishment and maintenance of the library in the central offices and regional offices.</li> <li>5. Oversees the mechanical and technical processing of library resources;</li> <li>6. Supervises the data population of the library information system;</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews, finalizes and oversees the implementation of the library resource development plan including the weeding of old resources;</li> <li>2. Oversees the operationalization of the DENR library system;</li> <li>3. Reviews and endorses policy guidelines on library establishment and operations in the regional offices;</li> <li>4. Ensures continuing capacitation of central and designated regional librarians.</li> </ol>

<p>7. Assists in keeping track of the circulation of books and other library resources such as lending and recalling of books from users;</p> <p>8. Assists in encoding/data population of library information system;</p> <p>9. Organizes public areas of the library to make them more conducive for library use;</p> <p>10. Instills in the users the need to follow library policies;</p> <p>11. Demonstrates familiarity with the laws on intellectual property, privacy, and right to information;</p> <p>12. Keeps a record of library materials and resources for purchase;</p> <p>13. Follows criteria in selecting materials in print or digital format;</p> <p>14. Understands and uses the cataloguing functions of integrated library systems;</p> <p>15. Conducts inventory of library resources.</p> <p>16. Interprets data on the use of electronic journal and database subscriptions:</p> <p>17. Demonstrates general knowledge of the Online Public Access Catalog (OPAC) and specific knowledge of the operations that apply to circulation procedures.</p>	<p>6. Briefs library users on existing library policies, rules and regulations;</p> <p>7. Conducts inventory of library equipment and holdings;</p> <p>8. Coordinates with other DENR offices and other institutions for additional resource materials relating to ENR for the library;</p> <p>9. Prepares necessary administrative requirements relating to library acquisitions and subscriptions;</p> <p>10. Explores and adopts new technologies for their potential to deliver new ideas, products, and services;</p> <p>11. Understands and applies strategies for conflict resolution;</p> <p>12. Manages donations/gifts to the library collection, including relations with donors, appraisals of value, record-keeping;</p> <p>13. Organizes the library's collection of digital resources,</p> <p>14. Gathers, maintains, and provides reports on the library's subscription and/or purchases of e-resources.</p>	<p>7. Recommends new library materials for acquisition and subscription;</p> <p>8. Networks with other special libraries for possible exchange program;</p> <p>9. Formulates guidelines relating to library management;</p> <p>10. Creates a customer service plan;</p> <p>11. Develops a marketing plan for the library;</p> <p>12. Formulates policies and procedures to be observed in the selection and acquisition of library resources,</p> <p>13. Sets criteria in selecting materials in print or digital format;</p> <p>14. Provides information for establishing library-wide collection management policies;</p> <p>15. Identifies and applies appropriate techniques for storage, repair, and preservation of library materials in all formats;</p> <p>16. Creates programs for library users that develop and enhance information literacy skills and promote lifelong learning:</p> <p>17. Demonstrates expertise in databases, indexing, metadata, information analysis and synthesis to improve information retrieval and use in the organization.</p>	
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18. Instructs library users on the use of OPAC.			
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## SCI8 - DEVELOPING PARTNERSHIPS TO SUPPORT PRIORITY PROJECTS AND PROGRAMS

The ability to establish and sustain partnerships (formal and non-formal) through participatory processes with local government units, other government agencies, the private sector, civil society organizations, and communities to implement ENR priority programs and projects.



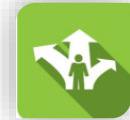
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of partnership activities	Conducts partnership activities	Leads in the conduct of partnership activities	Plans, organizes, and reviews the implementation of partnership activities
<ol style="list-style-type: none"> <li>1. Possesses basic knowledge on ENR laws and policies affecting different stakeholders</li> <li>2. Proposes appropriate activity for participation of the various sectors of society</li> <li>3. Conducts campaigns to provide information and guidance to stakeholders</li> <li>4. Arranges the administrative requirements for the conduct of partnership/development activities</li> <li>5. Prepares and maintains database on partners</li> <li>6. Prepares activity reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers information with the community using participatory approaches as input to planning, decision-making, and management</li> <li>2. Establishes and maintains networks with the civil society, academe, industry, financial institutions and other government agencies</li> <li>3. Prepares partnership action plan in consultation with partners and beneficiaries</li> <li>4. Facilitates dialogues to identify areas of partnership among stakeholders</li> <li>5. Determines appropriate partnership modality</li> <li>6. Identifies, plans, and implements partnership projects/ activities among stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and leads in the conduct of partnership activities in support to ENR programs/ projects</li> <li>2. Develops standards, protocols, and tools in partnership building and sustainability</li> <li>3. Formulates agreements and other instruments on environmental partnerships</li> <li>4. Utilizes office network to seek and gain access to information and support from various sources to support the agency's objectives</li> <li>5. Broadens network and sustains relationships</li> <li>6. Provides assistances in developing plans and projects with partners</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the implementation of partnership project/ programs</li> <li>2. Identifies approaches and strategies to address gaps in project/program implementation</li> <li>3. Formulates and recommends policies based on partnership project/program results and impacts</li> <li>4. Assesses partnerships and recommends enhancements or guidelines</li> <li>5. Recommends partnership agreements for consideration of higher authorities</li> </ol>

		<ul style="list-style-type: none"><li>7. Mobilizes stakeholders to support the agency's mandates</li><li>8. Leads the development of programs/ projects/activities to sustain partnerships</li></ul>	
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## SCI9 – MANAGING EVENTS

The ability to plan and implement events (including online events) within the DENR and those that involve other agencies and stakeholders.



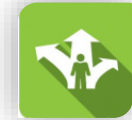
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of event management activities	Conducts event management activities	Leads in the conduct of event management activities	Plans, organizes and reviews the conduct of event management activities
<ol style="list-style-type: none"> <li>Assists in the conduct of events (registration, ushering, etc.) diligently</li> <li>Follows up confirmation of participants/ attendees diligently</li> <li>Assists in the preparation of kits and materials</li> <li>Provides administrative and logistical support in the conduct of events</li> </ol>	<ol style="list-style-type: none"> <li>Conducts ocular inspection of venue and/or dry run</li> <li>Prepares basic communication materials, such as invitation letters, confirmation of participants, office order, etc.</li> <li>Coordinates with concerned office/agency or organization</li> <li>Presides and facilitates meetings with partners</li> <li>Prepares kits and materials</li> <li>Prepares presentation material.</li> <li>Meets all event requirements within the specified time frame</li> <li>Facilitates meeting with partners</li> </ol>	<ol style="list-style-type: none"> <li>Develops standards, protocols, and tools in events management</li> <li>Develops operational and/or activity plans for events including schedules, budget, resource persons directory, etc., in managing an event</li> <li>Identifies issues and concerns that need to be addressed during the actual event and recommends alternative courses of action</li> <li>Undertakes process documentation and prepares an end-of-activity report</li> <li>Prepares talking points, event script, presentation materials</li> <li>Responds quickly to crisis situations and successfully deal with these</li> </ol>	<ol style="list-style-type: none"> <li>Conceptualizes innovative events that support the DENR mandate</li> <li>Monitors and directs the overall conduct and management of an event by organizing and utilizing available resources wisely</li> <li>Evaluates outcome of events and optimizes results through the identification of supportive partners, effective and efficient utilization of resources (expertise, logistics, etc.) and appropriate timing in the conduct of events</li> <li>Plans for contingencies and recommends appropriate measures</li> <li>Trains and/or capacitates staff and event coordinators of concerned DENR offices regarding innovative approach/technique on event management</li> </ol>

		7. Guides and leads others in the effective management of an event	
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## SCI10 - MANAGING ISSUES

The ability to identify and address issues through data management, alternative dispute resolution (ADR) mechanisms, and media relations to prevent occurrences or escalation of ENR-related conflicts



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of issue management activities	Conducts issue management activities	Leads in the conduct of issue management activities	Plans, organizes, and evaluates activities on issue management
<ol style="list-style-type: none"> <li>1. Updates and maintains database of issues coming from stakeholders</li> <li>2. Provides administrative and logistical support in the conduct of ADR activities</li> <li>3. Collects and determines daily /monthly DENR issues</li> <li>4. Acts as frontliner during public assembly</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains updated lists of ENR issues from stakeholders and other DENR offices</li> <li>2. Evaluates disaggregated by sectors on current and emerging ENR issues in media monitoring reports</li> <li>3. Recommends possible DENR intervention on current and emerging ENR issues and concerns</li> <li>4. Participates on approved intervention and appropriate activities, e.g., documentation</li> <li>5. Monitors compliance of agreements diligently</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops standards, protocols, and tools in issue management</li> <li>2. Analyzes statistical sectoral data on pressing issues including stakeholders' position/opinion</li> <li>3. Recommends corresponding activities based on the identified priority issues</li> <li>4. Presents findings and prepares reports on consolidated or recurring issues and recommends further actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes standards, protocols, and tools in issue management</li> <li>2. Plans and organizes activities in identifying, updating, and addressing ENR issues</li> <li>3. Evaluates and recommends possible solutions/strategies on identified issues to the SCIS Director</li> <li>4. Conducts consultation with stakeholders to address specific issues</li> <li>5. Anticipates conflicts that may arise from the implementation of ENR policies/programs and recommends appropriate mitigation measures</li> </ol>





## SC111 - MANAGING STAKEHOLDER RELATIONS

The ability to establish and sustain positive working relationship with identified sectors on ENR concerns (youth, persons with disability, senior citizens, indigenous people, civil society organizations, and interagency) through linkaging, networking, and community organizing including conduct of monitoring of stakeholder relations



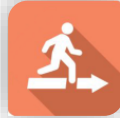
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of stakeholder relations management activities	Conducts stakeholder relations management activities	Organizes and implements DENR-led/joint programs with different stakeholders	Plans, oversees, and evaluates programs with different stakeholders
<ol style="list-style-type: none"> <li>1. Conducts profiling of stakeholders</li> <li>2. Identifies and gathers data on ENR concerns affecting different stakeholders</li> <li>3. Provides administrative and logistical support in the conduct of stakeholder relations management activities</li> <li>4. Possesses basic knowledge on ENR laws and policies, including rights and responsibilities, affecting different stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Validates and conducts further research on the various stakeholders</li> <li>2. Organizes and establishes database on ENR concerns affecting different stakeholders</li> <li>3. Establishes linkages and network with different stakeholders with varying interest</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops standards, protocols, and tools in stakeholder relations management</li> <li>2. Designs programs on stakeholder relations management</li> <li>3. Conducts documentation and develops monitoring, and evaluation framework</li> <li>4. Analyzes ENR concerns and policies affecting different stakeholders</li> <li>5. Establishes community relations and conducts environmental awareness and activities deemed appropriate for different stakeholders</li> <li>6. Designs communication plan addressing priority issues including ADR approach</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes standards, protocols, and tools in stakeholder relations management</li> <li>2. Plans and oversees approved programs for the different stakeholders</li> <li>3. Plans, organizes and directs documentation and implementation of monitoring and evaluation activities</li> <li>4. Recommends policies affecting different stakeholders on ENR concerns</li> <li>5. Promotes adoption of best practices in stakeholders' management</li> </ol>

		<p>7. Monitors compliance of relevant laws, e.g., accessibility for PWDs, GAD, solo parents, senior citizens</p> <p>8. Identifies best practices in stakeholders' management for replication purposes</p>	
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## SCI12 - ADHERING TO ETHICAL STANDARDS AND PRACTICES IN SCIS ACTIVITIES

The ability to reflect, uphold and enhance the institutional integrity of the agency through the transparent, responsive and participatory implementation of DENR communication policies, programs, projects and activities

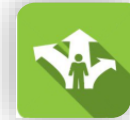


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the pursuit of accessible, transparent, participatory, and responsive public communication initiatives	Provides support in the implementation of activities that will lead to accessible, transparent, participatory, and responsive public communication initiatives	Conducts activities that will lead to an accessible, transparent, participatory, and responsive public communication initiatives	Plans, oversees, and evaluates programs and projects which ensure accessible, transparent, participatory, and responsive public communication initiatives
<ol style="list-style-type: none"> <li>1. Reviews laws and policies which mandate accessible, transparent, participatory, and responsive public communication initiatives</li> <li>2. Coordinates administrative and logistical support necessary in pursuing accessible, transparent, participatory, and responsive public communication initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements mechanisms (systems and procedures) that will facilitate accessible, transparent, participatory, and responsive public communication initiatives</li> <li>2. Uses tools necessary to undertake accessible, transparent, participatory, and responsive public communication initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors compliance with relevant laws and policies on accessibility, transparency, participation, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs policies, programs, mechanisms and tools which facilitate accessible, transparent, participatory, and responsive public communication initiatives</li> <li>2. Reviews, and if necessary, updates relevant policies, programs, mechanisms and tools which facilitate accessible, transparent, participatory, and responsive public communication initiatives</li> </ol>



## LA1 - SKILLS IN LEGAL RESEARCH

The ability to research legal precedent, investigate/evaluate facts or prepare legal documents. It includes the conduct of research to support a decision or legal proceeding, to formulate a defense, or to initiate legal action in connection with ENR legal issues and concerns.



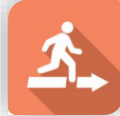
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Possesses foundational knowledge of the ENR Laws, issuances, rules and regulations and legal information sources</p>	<p>Undertakes legal research activities and applies foundational knowledge of the ENR Laws, issuances, rules and regulations, jurisprudence and legal information sources</p>	<p>Sees through/leads the delivery of legal research activities</p>	<p>Formulates policy recommendations to enhance legal research</p>
<ol style="list-style-type: none"> <li>1. Gathers, compiles and collates materials and data needed in the conduct of legal research on ENR issues involved on the resolution of the case, rendition of legal opinion/advice and preparation of court documents and compliances</li> <li>2. Differentiates between ENR laws, issuances, rules and regulations, jurisprudence and legal information sources, and recognizes how their use and importance vary depending upon the legal problem or issue</li> <li>3. Recognizes differences in the applicability of authority among ENR laws, issuances, rules and regulations, jurisprudence, and other legal sources and applies that knowledge to the legal research problem</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the foundational knowledge of the ENR laws, issuances, rules and regulations, jurisprudence, and legal information sources in resolving legal issues/conflicts</li> <li>2. Evaluates and articulates the precise legal issues and determines and assesses their effects and applications on the operations of ENR issuances</li> <li>3. Prepares draft opinion, decision, and/or recommendation on ENR legal issues</li> <li>4. Uses research results to craft or support arguments that resolve novel legal issues lacking precedent, when appropriate</li> <li>5. Organizes and integrates contents, quotations, or forms, and para-phrases in a manner that support the argument,</li> </ol>	<ol style="list-style-type: none"> <li>1. Sees through and reviews the conduct of studies and researches on legal matters affecting DENR and brought before the Office</li> <li>2. Monitors progress and results of legal research/investigation</li> <li>3. Reviews, evaluates draft opinions, decisions and recommendations using legal research results affecting ENR cases and/or legal issues</li> <li>4. Understands and articulates the factors that determine the ethics and legality of information used in conformity with existing laws, rules and regulations and jurisprudence</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines inadequacy in existing policies and recommends plans and programs to enhance processes and procedures in resolving legal issues/conflicts</li> <li>2. Formulates policies and procedures for efficient legal research/ background investigation</li> </ol>

<p>4. Identifies, analyzes and articulates the precise legal issues that need to be researched</p> <p>5. Uses citation of sources to respect authors' intellectual property rights and accurately indicates where the words and ideas of others have been used</p>	<p>brief, analysis, or resolution of ENR legal issues</p> <p>6. Chooses an appropriate communication format and style for the resolution of ENR issues for its maximal persuasive effect, when appropriate</p> <p>7. Analyzes research results using prior knowledge and experience on the topic in particular, as well as one's general knowledge of legal principles</p>		
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## LA2 - MANAGEMENT AND DISPOSITION OF ENR APPEALED CASES AND OTHER LEGAL CONCERNS

The ability to manage and dispose/resolve ENR cases and other legal concerns brought before the Office.



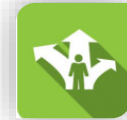
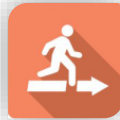
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Evaluates legal documents for the management and disposition of ENR cases and other legal concerns	Undertakes management and disposition of ENR cases and other legal concerns and prepares draft resolution/order/ decision	Sees through/leads the management and disposition of ENR appealed cases and other legal concerns	Prepares plans and programs and recommends policies on management and disposition of ENR appealed cases and other legal concerns
<ol style="list-style-type: none"> <li>1. Initiates the identification of course of action on documents received</li> <li>2. Determines proper assumption of DENR jurisdiction over appealed cases, original complaints/protests, and other ENR legal issues</li> <li>3. Has working knowledge of basic laws, legal procedures, rules and regulations and allied laws for clear determination of possible legal course of action</li> <li>4. Gathers evidence relative to ENR appealed cases before the office and other ENR and related concerns</li> <li>5. Knows the basic rules of procedure required in the disposition of cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines legal remedy/ appropriate action to take on ENR cases and other related legal concerns</li> <li>2. Examines documents necessary in resolving motupropio and appealed cases and in defending/ prosecuting ENR cases before regular courts</li> <li>3. Analyzes facts to identify any existing or potential legal or other issues and applies the law to the facts of the matter in an appropriate and defensible way to resolve the case</li> <li>4. Handles, monitors, analyzes and reports status of ENR cases and advises the management on possible legal solutions or actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Sees through, handles, monitors, and reports all ENR cases / concerns and advises management on possible legal solutions/ actions</li> <li>2. Reviews and evaluates all legal actions/ documentations requested by the different stakeholders in relation to ENR operations</li> <li>3. Sees through the expeditious and judicious disposition of ENR appealed cases and other legal concerns</li> <li>4. Determines and recommends further actions needed in the expeditious and judicious disposition of ENR cases and other legal concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Instructs, organizes and brings together efforts for the management and disposition of ENR cases and other legal actions</li> <li>2. Formulates and implements strategies needed in the expeditious and judicious management/disposition of ENR cases</li> <li>3. Serves as resource persons on this competency</li> <li>4. Recommends plans and programs to enhance policies in management and disposition of ENR cases and other legal concerns</li> </ol>

<p>6. Conducts investigation and ocular inspection for the disposition of the ENR cases</p> <p>7. Knows basic legal writing for the preparation of appropriate legal documents in relation to disposition of ENR cases</p>	<p>5. Implements expeditious disposition of the ENR cases or other legal concerns</p> <p>6. Investigates ENR appealed cases and/or motupropio cases on protests, claims and conflicts involving disposition, utilization and development of natural resources and the environment</p> <p>7. Prepares, drafts investigation report, decision, and other legal documents for the resolution of ENR cases and other legal concerns disposing of the legal issues using appropriate, logical and legal precedents</p> <p>8. Possesses advance legal writing skills and prepares appropriate legal documents in relation to disposition of ENR cases</p>	<p>5. Reviews and assesses drafts resolution/legal action on ENR appealed cases and other legal concerns</p> <p>6. Acts to resolve the problem/ issue and/case within time limitations, and in accordance with the management's instructions and the lawyer's plan of action</p> <p>7. Sees through the investigation and drafting of resolution on cases appealed to the Secretary and/or motupropio cases on protests, claims and conflicts involving the disposition, utilization and development of natural resources; and compliance in the protection and conservation of the environment</p>	
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## LA3 - LITIGATION

The ability and expertise required to handle cases before the regular courts and quasi-judicial bodies.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in handling cases before the regular courts and quasi-judicial bodies	Handles cases before the regular courts and quasi-judicial bodies	Leads the handling of cases before the regular courts and quasi-judicial bodies	Plans and organizes the handling cases before the regular courts and quasi-judicial bodies
<ol style="list-style-type: none"> <li>Gathers, validates and determines the authenticity of data and/or ascertain facts of case and other concerns including interviews with parties and witnesses</li> <li>Arranges documentary evidence orderly and efficiently</li> <li>Identifies and analyzes relevant facts, issues, arguments, and defenses, relative to cases filed before regular courts and quasi-judicial bodies</li> <li>Assists the lawyers in their appearance as counsel the Office and/or concerned officials in trial or hearing before regular courts (OSG) and quasi-judicial bodies</li> <li>Prepares draft pleadings and other legal documents in accordance with the court or tribunal's procedures</li> </ol>	<ol style="list-style-type: none"> <li>Examines the weight of the documents and evidence to be presented in the prosecution and/or defense of the case before regular courts or quasi-judicial bodies</li> <li>Initiates and develops viable theory of the case and strategies for the expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> <li>Acts as legal counsel for the Office and/or concerned officials in trial or hearing before regular courts and quasi-judicial bodies</li> <li>Recommends filing/prosecution of ENR cases in the proper judicial courts or administrative bodies</li> </ol>	<ol style="list-style-type: none"> <li>Appears as lead counsel and participates in court cases in behalf of DENR and coordinates with OSG for proper deputation in civil cases and the DOJ in criminal cases before regular courts</li> <li>Sees through the preparation of pleadings and assists the OSG or DOJ on cases before judicial and quasi-judicial bodies</li> <li>Reviews prepared pleadings and other legal documents required by the regular courts and quasi-judicial bodies</li> <li>Endorses and utilizes the viable theory of the case and oversees the strategy for the expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies Identifies advantages and disadvantages of</li> </ol>	<ol style="list-style-type: none"> <li>Sees through the institution/defense of cases until its termination</li> <li>Establishes the strategy in expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> <li>Develops a plan that implements the Office's/ Management's preferred legal option and assigns responsibilities for action</li> </ol>

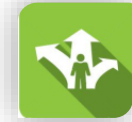


		pursuing each option or legal strategy, including costs and time factor	
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## LA4 - LEGAL COUNSELING AND ALTERNATIVE DISPUTE RESOLUTION

The ability and expertise to provide legal advice and appropriate legal remedies/actions necessary to assist the different units/offices and conduct Alternative Dispute Resolution (ADR) under the DENR concerning legal matters/problems.



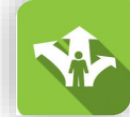
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in legal counseling and in providing ADR	Undertakes legal counseling and ADR	Leads the legal counseling and ADR	Prepares plans and programs and formulates or enhances policies on legal counseling and ADR
<ol style="list-style-type: none"> <li>1. Possesses knowledge of ENR laws and issuances related to ADR</li> <li>2. Assists in determining and recommending legal remedies to take on a given case or situation involving ADR and legal issues</li> <li>3. Assists in providing legal counseling, ADR, mediation proceedings to different stakeholders</li> <li>4. Assists in the review of contracts/ MOA and other legal instruments entered into by the DENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge of laws, legal procedures, rules and regulations and allied laws in the implementation of ADR in the department</li> <li>2. Conducts, uses and practices ADR in resolving claims and conflicts as mandated by the Arbitration Law in the disposition, utilization and development of natural resources and environment</li> <li>3. Identifies the strategies and tactics to be used in ADR and discusses them and clarifies the scope of authority with the stakeholders</li> <li>4. Documents the ADR process and any resolution as required by law or good practice, and explains it to the parties or stakeholders in a way the clientele can easily understand</li> </ol>	<ol style="list-style-type: none"> <li>1. Acts as legal counsel of the Department and its officers in ADR proceedings in civil and other proceedings</li> <li>2. Carries out ADR effectively having regard to the strategy and tactics adopted, the stakeholder's goals and objectives, the circumstances of the case and good practice in the resolution of ENR conflicting claims</li> <li>3. Renders advice regarding legal issues and problems affecting the day to day operations of DENR or situation involving ADR and legal issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and programs to help promote ADR</li> <li>2. Recommends for approval of legal advice as required</li> <li>3. Recommends implementation of ADR procedures and remedies for adoption and issuance to the different DENR Offices</li> </ol>

	5. Reviews contracts/ MOA/ and other legal instruments entered into by the DENR		
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## LA5 - INVESTIGATION AND DISPOSITION OF ADMINISTRATIVE COMPLAINTS

The ability and expertise in the investigation and disposition of administrative complaints.



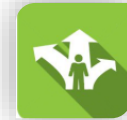
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in investigation and disposition of administrative complaints	Conducts investigation and disposition of administrative complaints	Leads the conduct of investigation and disposition of administrative complaints	Prepares plans and programs and formulates or enhances policies on investigation and disposition of administrative complaints
<ol style="list-style-type: none"> <li>Has knowledge of the Civil Service, laws, rules and regulations and other allied laws</li> <li>Has knowledge of administrative proceedings and assist in the conduct of the investigation</li> <li>Understands the legislation, policy and standards that are relevant to an administrative investigation</li> <li>Examines the complaints referred to it by competent heads, official bodies or individuals concerning law violations or neglect in the performance of duties, and investigating those that are shown to be serious as a result of the examination</li> </ol>	<ol style="list-style-type: none"> <li>Ensures observance of the basic rights of employees and management in the conduct of the administrative hearings</li> <li>Acts as prosecutor or member of the committee in determining the administrative liability of employees with formal charges</li> <li>Ensures observance of the due process of law, policies and procedures during administrative hearings</li> </ol>	<ol style="list-style-type: none"> <li>Plans and organizes proper documentation/evidence during the conduct of hearing of administrative cases</li> <li>Issues Interlocutory Orders and rulings during the conduct of administrative hearings</li> <li>Guides personnel in the proper handling and disposition of administrative cases</li> <li>Drafts decisions/resolutions and investigation reports pertinent to administrative cases</li> </ol>	<ol style="list-style-type: none"> <li>Reviews draft decisions in administrative cases</li> <li>Initiates, reviews and recommends policies and procedures in handling administrative cases</li> <li>Serves as resource person to improve or update understanding on the conduct of administrative investigation</li> <li>Recommends the appeal of disciplinary decisions/verdicts, when legal grounds exist to the CSC or Higher Office</li> <li>Recommends policies and programs to promote compliance to the civil service laws, rules and regulations and other related laws</li> </ol>

			6. Implements a system to avoid potential conflicts of interest in the resolution / disposition of administrative cases
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## S1 - LEGAL NOTE TAKING

The ability to take down legal notes during the conduct of legal proceedings.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in investigation and disposition of administrative complaints	Conducts investigation and disposition of administrative complaints	Leads the conduct of investigation and disposition of administrative complaints	Prepares plans and programs and formulates or enhances policies on investigation and disposition of administrative complaints
<ol style="list-style-type: none"> <li>1. Prepares transcript/minutes in legal/ADR/ investigation proceedings</li> <li>2. Is familiar with statutes relating to court procedures, legal, medical and other technical terminology used in court proceedings</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares official record of the legal proceedings</li> <li>2. Maintains confidential information by current court rules, administrative orders and/or applicable statutes</li> <li>3. Catalogs and files official legal notes of the legal proceeding according to established standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the legal notes prepared for the proceedings</li> <li>2. Researches / verifies case citations</li> <li>3. Guides personnel in the proper note taking during the conduct of legal proceedings</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and notes accuracy of recordings taken during the legal proceedings</li> <li>2. Serves as resource person on this competency</li> </ol>



## S2 – LEGAL RECORDS MANAGEMENT

The ability to:

- effectively maintain an updated and orderly filing system to facilitate retrieval and ensure that confidential and/or personal files and records are properly secured and maintained; and
- maintain/implement record schedule of disposal.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Leads the implementation of records management activities	Prepares plans and programs and formulates or enhances policies on records management
<ol style="list-style-type: none"> <li>1. Understands the DENR Legal recording system</li> <li>2. Assists in filing and record keeping of ENR case carpetas, reports, memos and other communications for easy reference</li> <li>3. Knows the basic procedure of records maintenance, retention and disposal</li> <li>4. Sets- up subject files in accordance with terms, processes and subject used in the organization</li> <li>5. Sorts/classifies information according to importance</li> <li>6. Classifies records, and indexes documents of appealed, administrative and other ENR cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>2. Takes into consideration the flow of work and places materials/equipment based on frequency of use</li> <li>3. Decides proper storage layout/classification</li> <li>4. Maintains record of compliance of each service/division to the Record Plan for retention/disposal of records</li> <li>5. Maintains an electronic file of records/documents received</li> </ol>	<ol style="list-style-type: none"> <li>1. Decides which information should be filed/kept or not &amp; determines which are confidential in nature</li> <li>2. Sets – up a coded filing system for the executive’s office and retrieves these records without difficulty using the coded system</li> <li>3. Prepares summary of proceedings for transmittal to higher tribunal or other quasi-judicial agencies</li> <li>4. Prepares compliance required by judicial courts</li> <li>5. Guides and coach others on this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build – up</li> <li>2. Serves as a resource person on this competency</li> <li>3. Prepare and maintain case records in accordance with the process of the investigation and disposition of ENR cases and administrative cases and in other tribunals</li> </ol>

7. Maintains systematic recording/ safekeeping of records and ENR laws and issuances			
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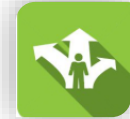




## S3 - COMPUTERIZED RECORDS MANAGEMENT

The ability required to:

- systematically handle documents and communication and track its flow;
- maintain filing system for reference and easy retrieval;
- undertake efficient transmittal of directives, policies, regulations for the guidance or compliance;
- arrange archival materials for retention and its eventual disposition.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in computerized records management activities	Implements computerized records management activities	Supervises/leads the implementation of computerized records management activities	Prepares plans and programs and formulates or enhances policies on computerized records management
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the various phases of records management</li> <li>2. Understands the system of receiving documents using DATS (Document Action Tracking System) and the Legal Management Information System (LMIS)</li> <li>3. Is familiar with types of documents pertaining to the office and its officers</li> <li>4. Understands the system of accepting processed documents using DATS and LMIS</li> <li>5. Encodes sorted documents according to priority using DATS and webmail</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the classification of documents where it should be filed and where to be routed</li> <li>2. Migrates records using various media to save on space</li> <li>3. Tracks documents using the DATS and LIMS</li> <li>4. Retrieves documents using the existing classification scheme and the "tracking number" assigned by DATS</li> <li>5. Safeguards documents to avoid losses and preserve their integrity</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR policies and applicable Legal Affairs Service processes/ rules</li> <li>2. Determines the authenticity of records/documents as may be required by superior</li> <li>3. Implements record management processes for the executive/office</li> <li>4. Organizes data creation and effective records maintenance activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the records management function of the entire DENR LIMS</li> <li>2. Maintains a continuing program for the management, preservation of records</li> <li>3. Recommends retention period of documents/records based on applicable policies</li> <li>4. Prepares plans and programs for the improvement of office's records management</li> <li>5. Validates information into databases</li> </ol>



## S4 - CLERICAL/SECRETARIAL/EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in discharging complete staff work	Implements complete staff work	Guides others in complete staff work	Ensures proper implementation of complete staff work
<ol style="list-style-type: none"> <li>Screens, classifies, prioritizes all incoming documents for action/signature of official concerned</li> <li>Gathers data and other information required in relation to his /her duties and assignments</li> <li>Assists in arranging meetings, investigation and other proceedings</li> <li>Creates, maintains and enters information into databases</li> <li>Operates office equipment</li> <li>Maintains scheduling and events calendar</li> </ol>	<ol style="list-style-type: none"> <li>Coordinates with different units/offices and agencies on programs and activities</li> <li>Drafts routine business correspondence, PPMP, WFP, Interlocutory Orders for review of superior</li> <li>Assists in meetings and prepares minutes of the meeting, investigation and other proceedings</li> <li>Researches the details in resolving issues, analyzes findings, prioritizes and categorizes alternatives</li> <li>Discusses other concerns with superior</li> <li>Prepares travel documents, liquidation of staff and superiors</li> </ol>	<ol style="list-style-type: none"> <li>Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar/holding filing method</li> <li>Composes all types of business correspondence (letters, memos, fax, and email) for review of the executive</li> <li>Sends and disseminates routine correspondence and notices of investigation and other proceedings</li> <li>Establishes linkages with other units, institutions and relevant government agencies on mutual issues and concerns of the executive/s</li> </ol>	<ol style="list-style-type: none"> <li>Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>Designs and integrates data and process flow to facilitate inter-office coordination</li> <li>Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>Obtains decision maker approval</li> <li>Sees to it that communication procedures are observed</li> </ol>

<p>7. Knows and demonstrates telephone and other communication skills</p> <p>8. Assists in filing and record keeping communications as per ISO standards and 5S</p>	<p>7. Prepares and assists in report and case presentation using appropriate software</p>		
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# AS1 - PROCUREMENT MANAGEMENT

The ability to procure goods and services in accordance with specification/s and delivery schedule as mandated by law.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills/knowledge/understanding on RA 9184 (Procurement Act) and e-procurement (PhilGEPS); and requires assistance to apply technical skills; and displays limited knowledge of technologies</p>	<p>Has intermediate skill/ working knowledge on RA 9184 and e-procurement; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities</p>	<p>Has advanced skills/ extensive knowledge on RA 9184 and e-procurement; and consistently applies technical skills and adapts to emerging technology on procurement management related activities</p>	<p>Has subject matter breadth/ depth/ expertise on RA 9184 and e-procurement; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities</p>
<ol style="list-style-type: none"> <li>1. Understand/knows the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>2. Prepares Project Procurement Management Plan (PPMP) with supervision</li> <li>3. Provides timely secretariat services to the Bids and Awards Committee (BAC)</li> <li>4. Prepares minutes of B AC meeting and resolutions promptly</li> <li>5. Reviews purchase requisitions as to completeness of supporting documents</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares quotations/ abstract quotations accurately</li> <li>2. Reviews thoroughly documents in BAC meetings</li> <li>3. Prepares bidding documents accurately</li> <li>4. Evaluates bidder's credentials based on existing standards</li> <li>5. Prepares notice of award and notice to proceed promptly</li> <li>6. Prepares contract of services such as janitorial/ security services accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and determines that procurement/ purchases made are in accordance with the approved APP</li> <li>2. Provides inputs in BAC meetings and arranges meetings with stakeholders</li> <li>3. Conducts cost/price analysis and applies accounting and auditing rules and regulations on procurement</li> <li>4. Evaluates submitted PPMP coming from the various units/ section/divisions as to conformance with existing standards and policies</li> <li>5. Guides subordinates in the application of principles, methods and procedures in</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on procurement management related activities</li> <li>2. Plans and implements cost cutting and internal control measures on the general principles and standards of procurement management</li> <li>3. Reviews supplier's performance and drives for continuous improvement</li> <li>4. Monitors implementation of programs and projects on procurement as part of asset management and recommends appropriate action based on the inventory reports submitted</li> </ol>

<ul style="list-style-type: none"> <li>6. Canvasses/requests quotations from suppliers diligently</li> <li>7. Posts bid opportunities in the PhilGEPS and agency website accurately</li> <li>8. Prepares purchase order in accordance with existing rules and policies</li> <li>9. Conducts physical count of inventory items accurately</li> <li>10. Receives and issues supplies promptly</li> </ul>	<ul style="list-style-type: none"> <li>7. Posts awards and contract documents in the PhilGEPS and agency website accurately</li> <li>8. Undertakes product cost analysis to establish cost estimates</li> <li>9. Recommends/proposes to end users' ways to reduce cost (i.e. alternative vendor/products) and obtain better quality and services</li> <li>10. Generates and evaluates data on various aspects of procurement management</li> <li>11. Prepares APP from consolidating PPMPs diligently</li> <li>12. Prepares procurement monitoring reports regularly</li> <li>13. Prepares report on supplies materials issued promptly</li> </ul>	<p>procurement of goods and services under RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</p> <ul style="list-style-type: none"> <li>6. Identifies trends and developments in procurement management and recommends enhancement of current procedures, processes and policies</li> </ul>	<ul style="list-style-type: none"> <li>5. Establishes a comprehensive system of procurement management for the DENR</li> </ul>
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## AS2 - PROPERTY MANAGEMENT (PROPERTY INVENTORY AND DISPOSAL MANAGEMENT)

The ability to account, secure, manage inventories of supplies, materials and dispose as mandated by law.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills / knowledge/ understanding on property inventory and disposal management activities; and requires assistance to apply technical skills; and displays limited knowledge of technologies</p>	<p>Has Intermediate Skill/ Working Knowledge property inventory and disposal management activities; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities</p>	<p>Has Advanced Skills/ Extensive knowledge on property inventory and disposal management activities; and consistently applies technical skills and adapts to emerging technology on procurement management related activities. Monitors and reviews data from various aspects of property management</p>	<p>Has Subject matter breadth/ depth/ expertise on property inventory and disposal management activities; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities</p>
<ol style="list-style-type: none"> <li>1. Accepts and counterchecks deliveries of supplies/ materials/ equipment thoroughly</li> <li>2. Prepares receiving report and updates inventory monitoring system promptly</li> <li>3. Stocks and stores goods based on warehousing principles</li> <li>4. Issues goods as per request by end users promptly</li> <li>5. Updates monitoring tools diligently</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements the following storage activities accurately to ensure adherence to procedures, processes and policies in the performance of activities on property management: <ul style="list-style-type: none"> <li>• Receiving – the actual receiving of goods and counter checking against delivery receipts in accordance with specification.</li> <li>• Storing – the safekeeping of goods and updating warehousing records.</li> <li>• Issuance– the withdrawal of goods from warehouse and updating its record.</li> <li>• Physical Inventory taking – the checking of actual inventory versus records</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares an inventory variance analysis</li> <li>2. Makes use of storage reports and triggers improvements in terms of inventory turns and inventory level</li> <li>3. Conducts property inventory and disposal</li> <li>4. Computes cost of depreciation of property</li> <li>5. Recommends materials/ equipment for disposal</li> <li>6. Processes documents necessary for disposal of properties</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on property management</li> <li>2. Develops and reviews existing storage procedures to eliminate variances</li> <li>3. Formulates policies and procedures on property inventory and disposal management</li> <li>4. Recommends new programs on how storage processes can be improved, e.g. use of software, etc.</li> <li>5. Implements all necessary measures to ensure accuracy of inventory report</li> </ol>

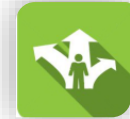
<p>6. Implements physical inventory and cycle count regularly</p> <p>7. Understands and implements various measures to ensure inventory accuracy and eliminate pilferage</p>	<p>2. Performs inventory reconciliation and identifies root causes of inventory variances</p> <p>3. Prepares and analyzes storage reports and provides necessary recommendation</p> <p>4. Recognizes serviceability of materials and equipment</p>		<p>6. Reviews inventory turns performance and drives for continuous improvement</p>
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## AS3 - RECORDS MANAGEMENT

The ability to:

- effectively maintain an updated and orderly filing system to facilitate retrieval and ensure that confidential and/or personal files and records are properly secured and maintained
- maintain/implement record schedule of disposal.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Leads the implementation of records management activities	Prepares plans and programs and formulates or enhances policies records management
<ol style="list-style-type: none"> <li>Understands the DENR recording system</li> <li>Maintains systematic filing and safekeeping of records of the department for easy reference and retrieval</li> <li>Understands the basic procedure of records maintenance and disposal in accordance with the Records Retention and Disposition Schedule</li> <li>Observes/follows the Functional Subject-Alphabetic Classification System in filing of records</li> <li>Conducts regular inventory of records for proper retention and disposition</li> </ol>	<ol style="list-style-type: none"> <li>Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>Designs the flow of work and places materials/ equipment based on frequency of use</li> <li>Decides proper storage layout/ classification</li> <li>Maintains record of compliance of each service/division to the Record Plan for retention/disposal of records</li> <li>Maintains an electronic file of records/documents received</li> </ol>	<ol style="list-style-type: none"> <li>Reviews the classification of documents and determines what should be filed/kept or not and which are confidential in nature</li> <li>Designs a Records Management Information System for easy and fast retrieval of documents</li> <li>Drafts policies and guidelines on the maintenance and disposition of records and documents</li> </ol>	<ol style="list-style-type: none"> <li>Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build – up</li> <li>Serves as a resource person on this competency</li> <li>Represents the Department in the presentation of documents required by the courts and other bodies</li> <li>Recommends policies and guidelines on the maintenance and disposition of records and documents</li> </ol>



6. Observes the proper use and recycling of paper			
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## AS4 – COMPUTERIZED RECORDS MANAGEMENT

The ability to:

- systematically handle documents and communication and track its flow;
- maintain filing system for reference and easy retrieval;
- undertake efficient transmittal of directives, policies, regulations for the guidance or compliance;
- arrange archival materials for retention and its eventual disposition.

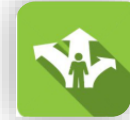


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in computerized records management activities	Implements computerized records management activities	Leads the implementation of computerized records management activities	Prepares plans and programs and formulates or enhances policies on computerized records management
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the various phases of records management (e.g., records creation, mail management, filing and maintenance, retention, and disposal)</li> <li>2. Understands and adopts the Document Action Tracking System (DATS) in receiving and releasing of documents</li> <li>3. Is familiar with types of documents, offices and its officials</li> <li>4. Understands and adopts the system of releasing documents thru Records Management Information System (RMIS)</li> <li>5. Uploads issuances and send thru webmail promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains electronic database of records diligently</li> <li>2. Migrates records using various media to save on space and for security purposes</li> <li>3. Tracks documents using the DATS and RMIS accurately</li> <li>4. Retrieves documents using the existing classification scheme and the “tracking number” assigned by DATS and RMIS</li> <li>5. Safeguards records to avoid losses and preserve their integrity</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR policies and applicable rules (e.g. DAO 97-24)</li> <li>2. Updates and drafts policy on Records Retention and Disposition Schedule (RRDS)</li> <li>3. Determines the authenticity of records/ documents as may be required</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the records management function of the entire DENR</li> <li>2. Maintains a continuing program for the management, preservation and eventual disposition of records</li> <li>3. Recommends retention period of documents/ records based on applicable policies</li> </ol>



## AS5 – COURIER, POSTAL AND MESSENGERIAL SERVICES

The ability to speedily dispatch, pick up and deliver official documents to the postal office, government and private offices and individuals.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs routine courier, postal and messengerial services	Performs more complex courier, postal and messengerial services	Leads the conduct of courier, postal and messengerial services	Oversees the conduct of courier, postal and messengerial services
<ol style="list-style-type: none"> <li>1. Knows how to read road map</li> <li>2. Knows how to operate a metered machine</li> <li>3. Is aware of the price changes in stamps</li> <li>4. Knows how to read the weighing scale and compute appropriate mailing charges</li> <li>5. Sorts and records materials and documents for delivery systematically</li> <li>6. Delivers routine documents and materials promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains accurate records sent thru Courier, Postal Office or Messenger, including the costs for postage and courier services</li> <li>2. Adopts a systematic schedule and efficient way of delivery taking into consideration the urgency of the document</li> </ol>	<ol style="list-style-type: none"> <li>1. Responds proactively to circumstances arising from delivery problems</li> <li>2. Responds promptly to queries/complaints/ problems on status of documents with tact and diplomacy</li> <li>3. Maintains a mailing list with proper addresses, telephone and fax numbers, and directions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides options to act on critical messengerial requirements</li> <li>2. Demonstrates considerable expertise on this competency</li> </ol>



## AS6 – CLERICAL/SECRETARIAL/EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



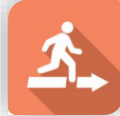
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in discharging complete staff work	Implements complete staff work	Supervises complete staff work	Ensures proper implementation of complete staff work
<ol style="list-style-type: none"> <li>1. Screens, classifies, prioritizes and reviews all incoming documents for action/signature of official concerned</li> <li>2. Gathers data and other information required by the official concerned in relation to his /her duties and assignments</li> <li>3. Assists in arranging meetings</li> <li>4. Creates, maintains and enters information into databases</li> <li>5. Operates office equipment such as fax/scanner/copying machines</li> <li>6. Maintains scheduling and events calendar</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with different units/offices and agencies programs and activities for specific end-users and purposes</li> <li>2. Drafts routine business correspondence for review of superior</li> <li>3. Assists in meetings and prepares minutes of the meeting</li> <li>4. Reviews, verifies and maintains information into databases</li> <li>5. Researches the details in resolving issues, analyzes findings, prioritizes and categorizes alternatives</li> <li>6. Discusses other concerns with superior</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar/holding filing method</li> <li>2. Composes all types of business correspondence (letters, memos, fax, and email) for review of the executive</li> <li>3. Sends and disseminates routine correspondence in the absence of the executive</li> <li>4. Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns of the executive/s</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>2. Designs and integrates data and process flow to facilitate inter-office coordination</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>4. Obtains decision maker approval</li> <li>5. Strictly observes communication procedures</li> <li>6. Prepares plans and programs for the improvement of office's records management</li> </ol>

<p>7. Knows and demonstrates telephone and other communication skills (i.e. clarifying, providing feedback)</p> <p>8. Assists in filing and record keeping of reports, memos and other communications as per ISO standards and principles of 5S</p>	<p>7. Implements record management processes for the executive/office</p>	<p>5. Recommends alternatives on solving a problem based on well researched and analyzed data</p> <p>6. Maintains records creation and maintenance activities</p> <p>7. Maintains the effective implementation of records management process</p>	<p>7. Validates information into databases</p>
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## AS7 - BUILDING MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop and implement an effective system of maintenance of DENR buildings and other facilities.

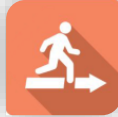


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic maintenance activities of buildings and other facilities.	Implements building maintenance activities	Leads the implementation of building maintenance activities	Prepares plans and programs and formulates or enhances policies on building maintenance
<ol style="list-style-type: none"> <li>Has basic knowledge on the proper care and maintenance of office building and its premises, equipment, furniture and fixtures</li> <li>Attends to employees call, complaints, concerns and documents on account of service request forms</li> <li>Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services</li> <li>Prepares vouchers for payment of office utility bills</li> <li>Prepares cost estimates of materials of needed maintenance cost</li> </ol>	<ol style="list-style-type: none"> <li>Maintains and updates the inventory of real property, buildings and other facilities, including statistics and information on land and floor areas, and other relevant information</li> <li>Monitors water and electricity consumption to ensure that cost reduction measures are observed</li> <li>Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> <li>Inspects building equipment, facilities and surrounding areas and determines and notes maintenance work needed</li> </ol>	<ol style="list-style-type: none"> <li>Monitors the status of equipment being maintained by the unit/office and implements preventive maintenance of each</li> <li>Trains others and identifies training needs to reinforce technical competencies of colleagues.</li> <li>Implements programs and schedule of maintenance work.</li> <li>Reviews and assesses works of maintenance service providers</li> </ol>	<ol style="list-style-type: none"> <li>Initiates and recommends programs and schedule of maintenance operations of office equipment, building fixture and utilities, such as changing of electric lights and other maintenance and housekeeping tasks</li> <li>Conducts periodic reviews and pushes for continuous/continual improvement</li> <li>Prepares periodic report on the regular maintenance works undertaken</li> </ol>



## AS8 - REPAIR AND FABRICATION

The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs minor repairs and simple fabrication of equipment, furniture and fixtures</p>	<p>Performs more complex repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>	<p>Leads in the implementation of repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>	<p>Plans and organizes the delivery of repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to repair and fabricate damaged portion of the buildings, including furniture and fixtures, based on the following fields:               <ol style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning;</li> <li>painting;</li> <li>masonry; and</li> <li>carpentry</li> </ol> </li> <li>Familiar with the use of basic tools and equipment for their respective work</li> <li>Estimates dimensions, specifications and other proportions of the project and selects the materials to be used</li> </ol>	<ol style="list-style-type: none"> <li>Performs installation, repair and fabrication of furniture, fixtures, electrical equipment, masonry structures, commissioning of plumbing and sanitary equipment and facilities</li> <li>Has the knowledge and ability to use special tools, mechanical and/or electrical equipment (power tools)</li> <li>Maintains/updates regular records of electrical and mechanical equipment</li> <li>Identifies repair, maintenance and improvement requirements of structures, equipment and facilities within the office</li> </ol>	<ol style="list-style-type: none"> <li>Reads, interprets and implements electrical, architectural, sanitary and structural designs, sketches, diagrams and blue/white prints</li> <li>Inspects building equipment, facilities and surrounding areas and determines/assesses the extent of repair work needed</li> <li>Trains colleagues and identifies training needs to reinforce section's technical competencies</li> <li>Plans, assigns and directs workload among colleagues with respect to their fields of expertise</li> <li>Inspects equipment, facilities and facilities after repair to ensure high quality of work</li> </ol>	<ol style="list-style-type: none"> <li>Has the expertise in installation, repair and fabrication on the following fields:               <ol style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning;</li> <li>painting;</li> <li>masonry; and</li> <li>carpentry</li> </ol> </li> <li>Conceptualizes designs and prepares estimates and bill of materials on various projects</li> <li>Recommends improvements, modifications and schedules of works</li> <li>Has familiarity on the provisions of the Building Code of the Philippines</li> </ol>

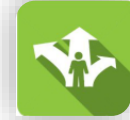
		6. Reviews and consolidates comments, suggestions and recommendations from clients	
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## AS9 - GARDENING AND LANDSCAPING

The ability to maintain DENR grounds and open spaces and to provide landscaping services including garden maintenance, indoor displays, nurseries and greenhouse.

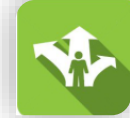


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the maintenance of gardens, indoor displays, nurseries and greenhouse	Implements the proper maintenance of garden, displays, nurseries and greenhouse	Leads the implementation of gardening and landscaping activities	Prepares plans and programs and formulates/enhances policies on ground maintenance and landscaping activities
<ol style="list-style-type: none"> <li>Has the ability to perform variety of gardening tasks in the proper care and maintenance of gardens, nurseries and green house with the use of simple tools and machine</li> <li>Has the basic knowledge on the proper use, handling and cleaning of garden materials, supplies and equipment</li> </ol>	<ol style="list-style-type: none"> <li>Performs basic landscaping activities with some supervision</li> <li>Knows the proper handling and storage of gardening tools, materials, equipment, plants, chemicals and pesticides</li> <li>Monitors the physical condition of tools, equipment, facilities and materials, and reports any damage to superiors</li> <li>Releases and collects gardening tools, materials, equipment, chemicals and pesticides to colleagues</li> <li>Classifies plants and identify habitation requirements</li> </ol>	<ol style="list-style-type: none"> <li>Undertakes advanced landscaping works</li> <li>Trains and guides other colleagues in the implementation of landscaping and gardening activities</li> <li>Organizes grounds maintenance work around DENR grounds, garden, nurseries and greenhouse</li> <li>Monitors and maintains inventory of gardening supplies and equipment</li> <li>Makes job requests, vouchers and requisition of needed plants, chemicals, equipment and supplies</li> </ol>	<ol style="list-style-type: none"> <li>Designs and prepares landscaping designs and indoor displays</li> <li>Estimates specification and prepares bill of materials of landscape projects within DENR</li> <li>Schedules, organizes, monitors and directs the work of grounds men and gardeners in the maintenance of landscape projects</li> </ol>



## AS10 - RADIO TELECOMMUNICATIONS SERVICES

The ability to install, operate and maintain DENR's PABX, telephones lines, hand held radios, and other communication facilities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Operates basic radio and telecommunication equipment	Installs, operates and maintains radio and telecommunication equipment	Operates computerized switchboard and connect calls from one line to another, and manages traffic of incoming and outgoing calls	Prepares plans, implement programs and provides specifications upgrading radio and telecommunication networks
<ol style="list-style-type: none"> <li>1. Applies the basic concepts of telephony and uses basic functions of the telephone</li> <li>2. Uses common radio codes and telephone protocols and courtesy</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies concepts of telephony and functions of the telephone in performing his/her job and delivering results</li> <li>2. Checks, maintains and monitors telecommunication equipment, including cables, radios, and telephone lines and paging system</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates mastery in applying the basic concepts of telephony and basic functions of the telephone</li> <li>2. Guides and coach others in telecommunications installation and maintenance</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates and recommends modifications/ improvements on telecommunication system designs and plans</li> <li>2. Coordinates, prioritizes and programs telecom development projects and studies</li> <li>3. Develops and lays out technical standards for telecommunication equipment and system installation</li> </ol>



## AS11 - MOTOR POOL SERVICES MANAGEMENT

The ability to design, develop and implement an effective system of fleet management, including dispatch, ticketing, registration, parking and traffic administration.



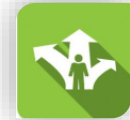
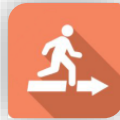
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Conveys passengers from point of origin to destination	Schedules trips and provides the safest, fastest and most economical route	Inspects and monitors status of conveyance, fuel consumption, registration and insurance	Prepares plans, implement programs and reviews motor pool services, including parking and traffic administration
<ol style="list-style-type: none"> <li>Has the knowledge on traffic rules and regulations, as well as the policies on the use of motor vehicles of the Department, i.e. issuance of trip tickets, purchase of fuel, etc.</li> <li>Performs pre and post driving checks on vehicle, tools and equipment, and properly maintains cleanliness of the motor vehicles</li> <li>Familiar with the routes and geographical location of the assigned area and destination of passengers</li> <li>Displays proper decorum with passengers and practices defensive driving strategies</li> </ol>	<ol style="list-style-type: none"> <li>Performs pre and post driving checks on motor vehicles as well as the physical, emotional and mental condition of drivers</li> <li>Knows the names and geographical locations of cities and towns within and outside Metro Manila</li> <li>Schedules and assigns drivers according to their familiarity of the area/destination as well as to their ability in the type of vehicle to be dispatched</li> <li>Reminds drivers on proper decorum and all standard operating procedures in driving</li> <li>Monitors unsafe practices of drivers and calls their attention</li> <li>Monitors involvement of drivers in traffic accidents</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates, monitors and assesses the performance of drivers and recommends training to drivers for improvement of technical skills and attitude towards their work</li> <li>Monitors, records and evaluates fuel consumption, distance travelled and fuel efficiency of motor vehicles</li> <li>Monitors the timely renewal of motor vehicle insurances and registration</li> <li>Monitors parking area for safety and cleanliness.</li> <li>Monitors conditions of all vehicles and refers those needing repair to the immediate supervisor</li> </ol>	<ol style="list-style-type: none"> <li>Makes recommendations on improving motor pool operations, including parking and traffic administration</li> <li>Adapts measures to improve operational efficiency and dependability of the service</li> <li>Maintains an inventory of all motor vehicles, including type of vehicle, specification, date of purchase, and other relevant information</li> <li>Evaluates and recommends purchase or rental of additional vehicles, taking into consideration its applicability, intended use, cost and quality</li> <li>Recommends for disposal vehicles no longer economical to repair and maintain and submits same to Management</li> </ol>

		6. Familiar with the normal procedure and documentation needed in case of accidents	6. Prepares periodic report on the regular maintenance works undertaken
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## AS12 – VEHICLE REPAIR AND MAINTENANCE

The ability needed to perform repairs and maintenance work on all DENR motor vehicles.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs minor repairs and maintenance work on motor vehicles</p> <ol style="list-style-type: none"> <li>Has the basic knowledge and ability to troubleshoot, repair and maintain motor vehicles, on each of the following fields:               <ol style="list-style-type: none"> <li>auto-electrical,</li> <li>auto-mechanical, and</li> <li>auto-air-conditioning</li> </ol> </li> <li>Has the knowledge on the use of basic mechanical/electronic tools</li> <li>Inspects and assesses the condition of motor vehicle</li> <li>Estimates specifications, dimensions and other proportions of the project and selects the materials and equipment to be used</li> </ol>	<p>Performs more complex repair and maintenance activity on motor vehicles</p> <ol style="list-style-type: none"> <li>Has the basic knowledge and ability to maintain, troubleshoot and repair electrical, mechanical and air-conditioning units of motor vehicles</li> <li>Uses special tools and equipment for faster completion of work</li> <li>Cleans disassembled sub-units properly without supervision</li> <li>Identifies parts that need to be replaced and prepares a list of spare parts for purchase</li> <li>Performs preliminary checks/tests on sub-units before final installation</li> </ol>	<p>Leads in the implementation of transport repairs and maintenance services activities</p> <ol style="list-style-type: none"> <li>Performs preventive maintenance work on vehicles according to predetermined schedules</li> <li>Performs mechanical, electrical and air-conditioning troubleshooting, repairs and maintenance</li> <li>Trains co-mechanics, auto electricians and auto air con mechanics to improve their technical skills</li> <li>Suggests steps for further improvement of work place</li> <li>Inspects and test-drives vehicles after repair or maintenance to ensure high quality of work</li> <li>Maintains an inventory of supplies, equipment, materials and parts</li> </ol>	<p>Leads in the delivery of repairs and maintenance work on motor vehicles</p> <ol style="list-style-type: none"> <li>Evaluates capabilities of co-mechanics and auto electricians and recommends steps to further improve their technical know-how</li> <li>Has the technical expertise on the repair and maintenance of motor vehicles on the following fields:               <ol style="list-style-type: none"> <li>auto-electrical,</li> <li>auto-mechanical, and</li> <li>auto-air-conditioning</li> </ol> </li> <li>Conceptualizes designs and prepares estimates and bill of materials on vehicle repair and maintenance projects</li> <li>Recommends improvements, modifications and schedules of works</li> </ol>



## AS13 - CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money. It includes counting of cash and keeping of financial records of cash transactions for accounting and auditing purposes.

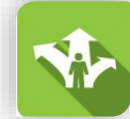


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the discharge of cash management activities	Performs cash management activities	Leads in the discharge of cash management activities	Prepares plans and programs and formulates recommendations on cash management
<ol style="list-style-type: none"> <li>1. Collects payments from employees and other creditors, and prepares daily collection reports</li> <li>2. Releases and issues cheques to employees, suppliers and creditors, and prepares daily disbursement reports</li> <li>3. Facilitates routing of checks to signatories for all transactions</li> <li>4. Records and maintains cash and check registry book</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares processes and ensures accuracy and propriety of checks for issuance</li> <li>2. Answers suppliers' and employees' queries and follow-ups regarding checks</li> <li>3. Releases final pay checks</li> <li>4. Maintains and records cash control</li> <li>5. Posts and Indexes all office's payments</li> <li>6. Maintains cash on hand ledger and petty cash and other cash advances</li> </ol>	<ol style="list-style-type: none"> <li>1. Issues official receipts upon collection</li> <li>2. Prepares monthly collection report</li> <li>3. Records and maintains cash registry book from all types of collection</li> <li>4. Reviews collection and disbursement report</li> <li>5. Handles cash advances and petty cash fund</li> <li>6. Prepares liquidation report accurately as per approved cycle time</li> <li>7. Records and maintains cash registry book from all types of collection</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors, reviews and assesses monthly collection and disbursement reports and recommends, if needed, appropriate actions</li> <li>2. Transacts with banks re agency accounts</li> <li>3. Proposes recommendations to improve cash management activities</li> </ol>



## AS14 - HOSTEL ADMINISTRATION

The ability to provide accommodations, including reservation, check-in, check-out, booking, housekeeping and concierge services.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the accommodation of guests from the receiving of guests to checking out	Performs the functions needed for the accommodation of guests	Accepts reservation and booking, receives calls and complaints from guests, and provides concierge services to guests	Facilitates the operation of the hostel
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on positive customer relations</li> <li>2. Assists in housekeeping tasks to ensure cleanliness and orderliness of the hostel</li> <li>3. Knows the preparation of rooms for check in and check-out of guest</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains professional and ethical standards in hotel management</li> <li>2. Demonstrates effective costumer relations services in establishing rapport with guests</li> <li>3. Performs housekeeping services to guests</li> </ol>	<ol style="list-style-type: none"> <li>1. Schedules housekeeping tasks of fellow co-workers</li> <li>2. Receives calls and complaints from guests and properly informs concerned personnel to provide appropriate services</li> <li>3. Provides concierge services to guests</li> <li>4. Maintains and prepares monthly collection reports and record of the number of accommodated guests</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts thorough inspection of work assignments before and after completion</li> <li>2. Reviews and consolidates observations and comments, and recommends appropriate actions to improve hotel service</li> <li>3. Coaches fellow workers on assigned tasks</li> <li>4. Handles problems and complaints of guests with understanding and sensitivity</li> </ol>



## AS15 - ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS), WELLNESS, SECURITY, SAFETY, EMERGENCY PREPAREDNESS AND DISASTER MANAGEMENT

The ability to manage significant environmental aspects, monitor environmental performance, secure occupational health and safety, security and conduct emergency and evacuation drills on emergency situations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Gathers data and other information relative to the EMS, security and emergency situations	Consolidates data and information gathered and identifies significant environmental aspects, security and emergency situations	Monitors legal compliance and safety requirements, and assesses hazards and risks of DENR projects, programs and activities.	Interprets data, generates information, prepares reports and formulates or enhances programs and activities.
<ol style="list-style-type: none"> <li>1. Has basic knowledge on EMS program of the Department, especially the significant environmental aspects</li> <li>2. Gathers data and information from sources for the different environmental aspects</li> <li>3. Has basic knowledge and ability on the standard operating procedures on the Disaster Risk Reduction program</li> <li>4. Knows the necessary fire and safety equipment</li> <li>5. Knows the passage, exit point in the building, place of evacuation and all structural installations within the DENR and other installations</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives, identifies, analyzes and consolidates data for the different environmental performance</li> <li>2. Assists in the coordination with various stakeholders on the disaster risk reduction/emergency preparedness program</li> <li>3. Is familiar with the Disaster Risk Reduction program</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and monitors applicable legal compliance for all construction, maintenance of facilities, transportation and security as required under EMS</li> <li>2. Conducts periodic inspection to determine and assess hazards and risks relative to occupational health and safety standards</li> <li>3. Coordinates and organizes with other agencies, organization and groups on disaster risk reduction/emergency preparedness programs and activities</li> <li>4. Recommends logistics, equipment suitable for the operation</li> <li>5. Guides others on this competency and serves as a resource person</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes programs as required under the DENR EMS</li> <li>2. Evaluates effectiveness of existing programs on health and safety, disaster risk reduction and security, and initiates improvements to adapt to the present situation</li> <li>3. Prepares periodic reports and documentation on the significant environmental aspects, security and disaster preparedness</li> </ol>





## AS16 - CUSTOMER ASSISTANCE AND REQUEST HANDLING

The ability to attend to requests, complaints, observations and suggestions, including the ability to monitor work progress, file records, consolidate and prepare periodic reports.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Receives requests, complaints, observations and suggestions, and informs concerned personnel and offices.</p>	<p>Monitors the work progress of the requests, complaints, observations and suggestions</p>	<p>Records and consolidates data.</p>	<p>Interprets data, generates information and prepares reports</p>
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on the proper handling of requests, complaints, observations and suggestions according to the Code of conduct and ethical standards for Public Officials and Employees (RA 6713)</li> <li>2. Has basic knowledge on the use of the Enhanced Electronic Document Action Tracking Slip (E-DATS)</li> <li>3. Is familiar with the basic procedure of records maintenance:               <ul style="list-style-type: none"> <li>• sorting according to importance; and</li> <li>• filing and record keeping</li> <li>• according to subject</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Has basic knowledge on the operations and work flow of the Division, as well as the job description of colleagues</li> <li>2. Identifies and determines the kind of work to be performed, schedules the job request according to importance, endorses to concerned employees, and monitors the progress of the request</li> </ol>	<ol style="list-style-type: none"> <li>1. Has knowledge on records management</li> <li>2. Maintains an electronic record and files copy of all memoranda, letters and communications, including Job requests/orders, history of repair, client satisfaction form and other related documents</li> <li>3. Collects, reviews and consolidates data gathered from received requests, complaints, observations and suggestions</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and identifies applicable legal compliance for all constructions, maintenance of facilities, transportation, security and other services</li> <li>2. Prepares periodic reports based on the data gathered and information generated from the requests, complaints, suggestions, observations and the client satisfaction forms</li> <li>3. Initiates and recommends strategies on improving customer assistance and request handling</li> </ol>



## HR1 - RECRUITMENT, SELECTION AND PLACEMENT

The ability to effectively determine and recruit qualified candidates to meet the requirements of the DENR.



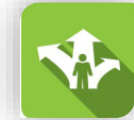
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the recruitment, selection and placement processes	Implements recruitment, selection and placement processes	Leads the recruitment, selection and placement processes in the DENR	Plans programs and recommends policies on recruitment, selection and placement
<ol style="list-style-type: none"> <li>1. Knows the recruitment process: classification of applicants, qualification standards, assessment methodologies</li> <li>2. Knows how to determine the completeness of the applicant's documents</li> <li>3. Knows the procedure in screening applicants for the preparation of matrix</li> <li>4. Knows how to collate applicants' documents</li> <li>5. Conducts initial evaluation of applicant's documents based on job specifications</li> <li>6. Prepares the matrix of applicants for evaluation by the DENR Selection and Promotion Board (SPB)</li> <li>7. Administers job knowledge assessment tools to applicants</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end-users</li> <li>2. Processes appointments and other documents in the placement of personnel</li> <li>3. Reviews and evaluates credentials/qualifications of the applicants, employees and officials for possible employment or promotion/ advancement</li> <li>4. Analyzes and computes ratings of applicants given by the PSB</li> <li>5. Prepares short list of qualified applicants for final selection of Head of Office</li> <li>6. Prepares the needed information / data of all applicants for promotion to be used</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates improvement in the DENR's recruitment, selection and promotion processes based on the merit and fitness principle</li> <li>2. Assists the Board in the review and evaluation of documents of all qualified applicants for employment/promotion</li> <li>3. Designs and conducts employee orientation for newly hired employees</li> <li>4. Interprets provisions of the DENR Merit Selection and Promotion Plan and CSC rules on appointment/ placement</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides key strategic advice and/or participates in decisions regarding recruitment, selection and placement of key management and technical people</li> <li>2. Designs an organization-wide recruitment, selection and placement system in accordance with pertinent DENR laws, rules and regulations</li> <li>3. Recommends improvement in the Merit Selection and Promotion Plan, System of Ranking Positions and other systems and procedures in implementing personnel actions</li> <li>4. Evaluates existing personnel selection processes/policies and recommends amendments/changes thereto which shall include criteria in the selection and other related policies on personnel</li> </ol>

8. Documents and prepares minutes of meetings of the SPB	by the members of the Personnel Selection Board		
9. Knows the DENR Merit Selection and Promotion Plan (MSPP) and relevant CSC rules on appointment	7. Identifies policies applicable to specific appointment / placement actions		



## HR2 - COMPENSATION, BENEFITS AND WELFARE ADMINISTRATION

The ability to administer compensation, benefits and welfare programs and systems in accordance with existing statutory (e.g., DBM, CSC, GSIS, PAG-IBIG, PHILHEALTH) and DENR laws, rules and regulations.



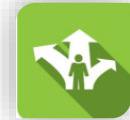
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in compensation, benefits and welfare administration	Implements compensation, benefits and welfare administration policies	Leads the implementation of compensation, benefits and welfare administration	Plans and programs and formulates or enhance policies on compensation, benefits and welfare administration
<ol style="list-style-type: none"> <li>1. Knows the national government's compensation policies as per Salary Standardization Law (SSL)</li> <li>2. Knows the government salary/wage schedule</li> <li>3. Knows the different policies and other issuances of other concerned agencies like CSC, GSIS, PAG-IBIG, DBM, COA, PhilHealth, on employees' compensation and benefits, including step increment and salary adjustment</li> <li>4. Knows the statutory and DENR benefits program and its implementing guidelines</li> <li>5. Knows how to process leave applications including computation of earned leave credits</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits</li> <li>2. Computes salary adjustments and step increments</li> <li>3. Deals with different government agencies/ partners such as GSIS, PAG-IBIG, PHILHEALTH, and other institutions on loan applications, loan payments, and premium payments of personnel, etc.</li> <li>4. Facilitates the implementation of compensation decisions: salary increases/ adjustments and pay-out</li> <li>5. Prepares, generates, validates and maintains compensation information and other related documents / statistics needed for management decision</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval the availment of benefits according to prescribed policies, rules and regulations</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other personnel committees</li> <li>3. Conducts specific studies and assists in developing or enhancing compensation programs and practices to achieve better effectiveness and efficiency in program delivery e.g., job analysis and job evaluation</li> <li>4. Interprets effectively and communicates the philosophy, rationale, concept and guidelines governing the DENR's rewards and recognition mechanisms</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to RA 6713</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims</li> <li>3. Establishes an employee assistance program that will help identify issues and concerns that affect employee performance and productivity</li> </ol>

<ul style="list-style-type: none"> <li>6. Communicates the requirements for personnel benefits</li> <li>7. Evaluates requirements and other supporting documents</li> <li>8. Prepares reports on attendance of personnel relative to compensation</li> </ul>	<ul style="list-style-type: none"> <li>6. Identifies gaps and areas for improvement in the existing compensation programs and practices</li> </ul>	<ul style="list-style-type: none"> <li>5. Interprets benefits policies and defines implementing guidelines for exceptional cases</li> <li>6. Introduces improvements that will enhance and improve the delivery and effectiveness of the DENR's benefits and welfare program</li> <li>7. Possesses technical capability to conduct benefits studies (needs assessment, financial assessment, program design)</li> </ul>	
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## HR3 - PROCESSING OF PERSONNEL ACTIONS

The ability to apply DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions.

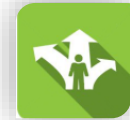
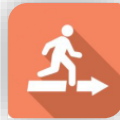


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in processing of personnel actions	Implements applicable DENR, CSC, DBM and CESB laws, rules and regulations in the processing of personnel actions	Leads in the processing of personnel actions	Plans and programs and formulates or enhance policies in the processing of personnel actions
<ol style="list-style-type: none"> <li>1. Knows the pertinent provisions of the DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions</li> <li>2. Knows how to prepare the necessary documentation of personnel actions</li> <li>3. Knows the systematic filing system/safe keeping of personnel records</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate DENR, CSC/ CESB, DBM principles, practices and policies in preparing actions on appointments, promotions, transfers, resignations, separations, reinstatements and other personnel actions</li> <li>2. Maintains complete and updated personnel records of all officials and employees</li> <li>3. Prepares, maintains and updates plantilla accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicates the implementing rules and regulations of DENR, COA, CSC, DBM and other issuances on personnel actions</li> <li>2. Prepares report of statistics on manpower strengths</li> <li>3. Creates and maintains data base for all employees</li> <li>4. Prepares a report on personnel actions to the CSC</li> <li>5. Evaluates and recommends actions on personnel movement</li> <li>6. Provides advice to various units/offices on qualifications for recruitment, promotions and examinations and other personnel administration aspects</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and guidelines relative to qualification standards for appointments, position classification, personnel research, job audit, human resource surveys, etc.</li> <li>2. Plans, organizes and monitors the preparation and updating of plantilla</li> <li>3. Advises officials on personnel matters including those of contested appointments</li> <li>4. Facilitates and evaluates effectiveness of existing programs and recommends improvement to meet changing needs in human resources management</li> <li>5. Reviews implementation of the DENR's Strategic Performance Management System (SPMS) and its continued review and enhancement</li> </ol>



## HR4 - GRIEVANCE HANDLING

The ability to assist the grievance committees in handling employees' conflicts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in grievance handling and administrative discipline activities/cases	Implements grievance handling guidelines in resolving administrative cases	Supervises the effective implementation of grievance handling guidelines and the administrative disciplinary process	Prepares plans and programs and formulates or enhances policies on grievance handling
<ol style="list-style-type: none"> <li>1. Understands the procedures in applying the grievance machinery program in the Department</li> <li>2. Knows the pertinent provisions of RA 6713, Revised Rules on Administrative Cases in the Civil Service, and other related CSC issuances</li> <li>3. Assists in resolving personnel issues and concerns such as complaints/grievances of employees on personnel matters such as policies/procedures on appointment, promotion, tenure, transfer, reassignment, separation and other personnel actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of CSC/ CESB, DBM principles, practices and policies</li> <li>2. Monitors consistency in implementing DENR/CSC policies and guidelines on recruitment, compensation, performance management, and other personnel matters</li> <li>3. Conducts preliminary assessment of personnel issues</li> <li>4. Recommends possible actions/strategies/solutions to be taken by the Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and interprets CSC/CESB and DBM rules, laws and regulations; and provides management with advice on the best way to operate under these conditions</li> <li>2. Facilitates/leads in resolving personnel issues i.e., grievance dialogues</li> <li>3. Develops and implements personnel programs/ decisions to promote harmonious long-term relations between employees and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutionalizes grievance machinery to help build a good management-employee relation and to resolve issues and concerns immediately</li> <li>2. Recommends improvement in grievance procedures and other personnel related issues in the DENR</li> </ol>



## HR5 - EMPLOYEE COUNSELING AND COACHING

The ability to provide counseling, mentoring and coaching.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conducting employee counseling and coaching activities	Conducts employee counseling and coaching activities	Leads in the conduct of employee counseling and coaching activities	Prepares plans and programs and formulates or enhances policies on employee counseling and coaching
<ol style="list-style-type: none"> <li>1. Has knowledge of human behavior and performance and individual differences in personality and interests, and learning and motivation</li> <li>2. Understands the basic concepts and principles in counseling and guidance.</li> <li>3. Knows the pertinent provisions of the R.A. 6713 (Code of conduct and ethical standard)</li> <li>4. Knows how to gather background information on counseling</li> <li>5. Knows how to set the proper counseling atmosphere to establish rapport and encourage openness</li> <li>6. Listens with empathy and refrains from giving own judgment that would put the employee on the defensive</li> </ol>	<ol style="list-style-type: none"> <li>1. Counsels employees to assist them in understanding personal or work-related problems, defining goals, and developing realistic plans</li> <li>2. Gives timely feedback on behavior/ performance to reinforce positive behaviors on the job</li> <li>3. Interprets CSC/CESB and DBM rules, laws and regulations; and is able to translate these into action plans relevant to individual counselees</li> <li>4. Explores options for employee and the consequence/s of each option and leads the employee to realize best option and how to pursue it</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines interventions needed for specific cases</li> <li>2. Implements conflict resolution/ mediation techniques as needed</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates cases and recommends actions to resolve conflicts surfaced during counseling sessions</li> <li>2. Develops counseling programs for DENR employees at various levels</li> <li>3. Coordinates with various units on holistic intervention related to issues and concerns brought for counseling</li> </ol>



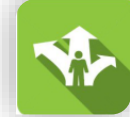
7. Understands the issues and adopts neutral stand as the case may be			
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## HR6 - LEARNING NEEDS ASSESSMENT (LNA)

The ability to:

- conduct LNA studies to identify the learning needs (gap between desired and actual job performance that results from the lack of appropriate KSA) of individuals in various positions in the organization that can be addressed by training; and
- identify and recommend learning and development interventions based on the LNA.

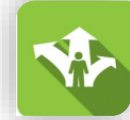


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of LNA activities	Implements LNA activities	Supervises the conduct of LNA activities	Plans, organizes and reviews conduct of LNA activities
<ol style="list-style-type: none"> <li>1. Knows the rationale for conducting LNA and the need to align it with the DENR's mandate, vision/mission/core values and goals</li> <li>2. Identifies/outlines the steps in the LNA Process</li> <li>3. Knows the different methods/techniques of LNA</li> <li>4. Knows the various data sources for organizational, groups and individual learning needs</li> <li>5. Identifies the task requirements of a job and KSA required for successful job performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines appropriateness of each LNA method by assessing the advantages and disadvantages of each e.g. problem-solving approach, task or competency-based</li> <li>2. Designs LNA instruments</li> <li>3. Administers LNA instruments</li> <li>4. Validates LNA data thru interviews, FGD (focus group discussion) and observation</li> <li>5. Communicates with the unit heads on their specific learning needs</li> <li>6. Identifies capability needs that can be addressed through learning and other HRD interventions</li> <li>7. Prepares LNA report</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs gap analysis by identifying discrepancies, pinpointing their causes and then comparing actual with desired performance</li> <li>2. Analyzes LNA data and other organizational documents and responds to immediate performance gaps by identifying the causes related to lack of knowledge, skills and attitude</li> <li>3. Identifies and recommends learning and development interventions to address capability needs/gaps for a particular job or role</li> </ol>	<ol style="list-style-type: none"> <li>1. Presents LNA reports to management and recommends HRD policies and training priorities as a result of the LNA study</li> <li>2. Anticipates potential problems from recommendation/s and plans for contingent actions</li> <li>3. Serves/acts as a resource person on the subject</li> </ol>



## HR7 - PREPARATION OF LEARNING DESIGN

The ability to develop and formulate a responsive program or activity design which includes the Department's vision, mission and goals; knowledge on the Department's development thrust; new trends and developments in the subject field; and package the program to suit end-user requirements.

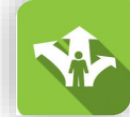


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of learning design	Implements the preparation of learning design	Leads the preparation of learning design	Plans, organizes and reviews learning design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts, phases and steps in learning design and development</li> <li>2. Knows the development thrust, trends and needs of the Department and their impact on the design of the learning program</li> <li>3. Knows the relevance of the vision, mission, core values and program thrust on the learning design</li> <li>4. Gathers information regarding a topic/session to fit desired outcome</li> <li>5. Prepares schedule of activities that will effectively address the participants' needs</li> <li>6. Formulates learning objectives based from LNA results</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies approaches or instructional delivery methods as well as the materials needed to facilitate learning</li> <li>2. Prepares test items for measuring the level of knowledge gained</li> <li>3. Develops modules/topics based on end-user requirements</li> <li>4. Communicates with the stakeholders (internal and external) of the program to ensure attainment of program goals/objectives</li> <li>5. Prepares training activity plan in line with program framework</li> <li>6. Prepares learning design based on the learning and development plan</li> <li>7. Prepares session guides by choosing and sequencing topics and content</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes the adult learning process to be able to monitor the flow of learning in the actual conduct of learning</li> <li>2. Matches resource persons' qualifications with the learning program requirements and Department's standards on accreditation of learning service providers</li> <li>3. Provides technical assistance in the preparation of learning design and development</li> <li>4. Serves as a resource person on this competency</li> <li>5. Presents/justifies the learning design to top management/end-users</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates new trends and developments on subject matter/field</li> <li>2. Recommends approaches and strategies to implement learning program successfully</li> <li>3. Introduces ways on how to minimize program cost, e.g. cost sharing, networking, etc.</li> <li>4. Advocates learning program at the system-wide level</li> </ol>



## HR8 - LEARNING PROGRAM MANAGEMENT

The ability to effectively and efficiently manage a learning event during all its phases from planning to implementation and post-implementation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning program management activities	Implements learning management activities	Leads in the conduct of learning management activities	Plans, organizes and reviews learning management activities
<ol style="list-style-type: none"> <li>1. Knows the role of the learning event team as to training coordinator, administrative coordinator, facilitator, evaluator and documenter</li> <li>2. Knows the process of conducting a learning event</li> <li>3. Knows the physical requirements, equipment, transportation service and all other activities related to the conduct of the learning event</li> <li>4. Knows how to operate and take care of basic audio-visual equipment</li> <li>5. Prepares a learning event checklist</li> <li>6. Knows how to coordinate food and venue arrangements effectively</li> </ol>	<ol style="list-style-type: none"> <li>1. Administers and explains pre/post evaluation questionnaires</li> <li>2. Prepares basic communication such as invitation letters, confirmation of learners and subject matter experts, office order, etc.</li> <li>3. Documents the highlights of learning even.</li> <li>4. Develops operational plans, e.g. schedules, budget, participants and subject matter experts' directory, etc. in managing a learning event</li> <li>5. Responds to crisis situations by successfully dealing with it</li> <li>6. Conducts Level 1 (Reaction) and Level 2 (Learning) evaluation</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements contingency plans to address critical situations during a learning event</li> <li>2. Employs the process documentation technique</li> <li>3. Prepares post-learning completion report</li> <li>4. Leads others in the effective management of a learning event</li> <li>5. Monitors the overall conduct and management of a learning event by organizing and utilizing the resources wisely</li> <li>6. Ensures, promotes and participates in effective problem-solving endeavors</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations and techniques in learning program management</li> <li>2. Formulates and recommends learning standards and policies for implementing learning programs</li> <li>3. Strategically plans contingencies and recommends accordingly</li> </ol>

	7. Conducts cliniquing of the day's sessions among the members of the learning event teams		
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## HR9 - LEARNING EVENT FACILITATION

The ability to facilitate learnings through exchange of information and ideas in an interactive session designed to meet defined objectives. It includes the ability to effectively use platform skills when presenting to an audience.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning event facilitation activities	Implements learning event facilitation activities	Leads the conduct of learning event facilitation activities	Plans, organizes and reviews learning event facilitation activities
<ol style="list-style-type: none"> <li>1. Knows the key skills of a facilitator: use of non-verbal behavior, listening actively, paraphrasing content and feelings, summarizing, observing group behavior, questioning effectively, expressing ideas and feelings, directing group thought and feelings, and evoking new approaches or insights</li> <li>2. Knows the different facilitation techniques and learning methodology and what is appropriate for a particular type of learning</li> <li>3. Understands facilitation skills and its uses</li> <li>4. Knows how to use time management techniques in the conduct of training</li> <li>5. Encourages active participation to elicit ideas/opinions regarding a topic/session to fit desired outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates workshop, training and other similar activities by observing the principles of adult learning</li> <li>2. Demonstrates effective key facilitation and presentation skills</li> <li>3. Guides an individual, group or team using facilitation techniques in meeting desired result or outcome</li> <li>4. Initiates discussion and directs group thought and feelings</li> <li>5. Drives consensus and team ownership of decisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Moderates discussions</li> <li>2. Facilitates conduct of SLEs (structured learning experiences) using the 4As in learning (activity, analysis, abstraction and application) to prepare the learning environment and as priming for the topic</li> <li>3. Recaps, integrates learnings from different topics/modules based on learning objectives</li> <li>4. Provides linking/bridging statements to and from one session to the other</li> <li>5. Integrates with the program objectives the issues and concerns arising from interactions/ discussions</li> <li>6. Synthesizes ideas in discussions to meet the desired outcome/group outputs</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/ strategy</li> <li>2. Serves as a subject matter expert in dealing with relevant issues</li> </ol>



## HR10 - NETWORKING AND LINKAGING WITH HR PARTNERS

The ability to establish and utilize networking with external partners, provide technical assistance in building stakeholders/partners on capacity building and activities and capabilities in ENR management, develop proposals for possible external funding for HR activities, and serve as resource center for tools and materials on HR practices and training equipment.

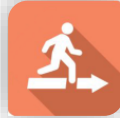


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Communicates and coordinates with stakeholders/partners	Maintains partnership and networks to deliver and enhance work outcomes	Leads in the conduct of networking and linking activities	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>Has basic knowledge on linking and networking</li> <li>Communicates with partner institutions to clarify information on training invitations e.g. target level of participants, venue, mode of registration</li> <li>Prepares invitations for all employees to participate in trainings and activities conducted by partner institutions</li> <li>Maintains and updates database of partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>Provides information, guidance and assistance on the processes and requirements</li> <li>Arranges with partner institutions on course offerings</li> <li>Has knowledge on how to create networks through social media</li> </ol>	<ol style="list-style-type: none"> <li>Utilizes his/her or office's network to seek and gain access to information and support from various sources to support the agency's objectives</li> <li>Broadens network of relationships to promote the image of DENR</li> <li>Evaluates the linking mechanism with other HR partners and institutions</li> <li>Recommends specific learning intervention and programs offered by partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>Accepts and conforms to national protocol, etiquette and procedures</li> <li>Seeks opportunities for collaboration with local partners by participating in conventions/conferences/ gatherings</li> <li>Engages subject matter experts in enhancement and conduct of learning and development programs</li> <li>Offers assistances to national partners in the development of HRD policies and programs</li> <li>Serves as subject matter expert on this competency</li> </ol>



## HR11 - MONITORING AND EVALUATION (M&E) OF L&D PROGRAMS

The ability to regularly gather the L& D program accomplishment against measures of expected performance and assess the performance and the achievement of learning & development program/project objectives, its effects and impact.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning and development M&E activities	Implements learning and development M&E activities	Leads the conduct of learning and development M&E activities	Plans, organizes and reviews learning and development M&E activities
<ol style="list-style-type: none"> <li>1. Knows the concept of monitoring and the different levels of L&amp;D evaluation, e.g., reaction, learning, behavior and results</li> <li>2. Knows the application of various statistical tools needed in L&amp;D program evaluation</li> <li>3. Prepares basic evaluation instruments to assess to the implementation of the learning program</li> <li>4. Measures accurately physical progress of training program against plans and work schedules</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors L&amp;D program performance and documents outcome</li> <li>2. Evaluates L&amp;D program on its ability to meet the program objectives</li> <li>3. Analyzes the issues and concerns that affect the implementation of L and D program</li> <li>4. Prepares a comprehensive L&amp;D program monitoring and evaluation report</li> <li>5. Identifies L&amp;D program performance indicators and standards.</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides staff in monitoring and evaluation of program processes</li> <li>2. Oversees all phases of program implementation in accordance with approved plans, specifications and timeframe.</li> <li>3. Develops evaluation instruments to determine behavioral changes on job performance</li> <li>4. Conducts impact evaluation as to changes in behavior/outcome</li> <li>5. Makes recommendations to address any discrepancies/gaps in the program implementation.</li> <li>6. Prepares comprehensive M&amp;E report of each L&amp;D program</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations or new techniques in L&amp;D program monitoring and evaluation</li> <li>2. Recommends new polices based on the results of the L&amp;D program monitoring and evaluation</li> <li>3. Develops evaluation instrument/s to determine the impact of the learners' behavioral changes on the organization (Level 4 evaluation)</li> </ol>





## HR12 - ORGANIZATION DEVELOPMENT

The ability to manage the design and implementation of planned, data-based, systems-wide change process involving data collection, problem diagnosis, action planning, intervention and evaluation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of OD activities	Implements OD activities	Leads the conduct of OD activities	Plans, organizes and reviews OD activities
<ol style="list-style-type: none"> <li>1. Recognizes the key concepts of OD theories: its organizational climate and culture to create an environment that supports organizational goals</li> <li>2. Describes the different OD tools/strategies</li> <li>3. Recalls the procedures in the assessment of organization problem diagnosis</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains clearly the organizational goals and implement methods, tools and techniques of organization development</li> <li>2. Determine appropriate consulting method of OD to be used (i.e., problem diagnosis, problem analysis, action planning, intervention and evaluation)</li> <li>3. Administer formal and informal research and diagnostic tools and methods on the conduct of organization problem diagnosis</li> <li>4. Analyzes the result of organization problem diagnosis assessment</li> <li>5. Prepares the documents in the implementation of different OD interventions</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes the conduct of OD activities</li> <li>2. Develops action plans that involve process of change (e.g. problem diagnosis) and learning process in the planning and execution of behavioral change in the organization</li> <li>3. Designs different OD interventions on how to handle/manage organizational effectiveness issues involving employees within the job family in the Department</li> <li>4. Formulates change interventions and dynamics with the organization-wide scope; involving diverse and sometimes conflicting issues, norms, systems, roles, etc.</li> <li>5. Concludes valid and insightful assessment of the organization climate, issues and needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes to management and key stakeholders the need for change direction of focus and strategies to manage change positively and effectively</li> <li>2. Recommends change management methods and processes appropriate to the organization and situations</li> <li>3. Solicits trust, support and involvement of key players in the diagnosis and change management effort; demonstrates ability to handle/overcome resistance</li> </ol>



## HR13 - SCHOLARSHIP ADMINISTRATION

The ability to manage the implementation of the DENR's scholarships and financial assistance program including establishing networks for sourcing of scholarship funds from both local and foreign institutions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the implementation of scholarship administration activities</p> <ol style="list-style-type: none"> <li>1. Explains clearly the DENR policies and procedures on its various scholarship programs</li> <li>2. Prepares list of DENR recipients and disseminates list of scholarship programs for availment</li> <li>3. Gathers and organizes relevant materials for purposes of networking for sourcing of funds and scholarship programs from local and foreign institutions</li> <li>4. Collates and submits to the DENR scholarship committee documents pertinent to scholarship program application</li> <li>5. Generates data of DENR scholars from local and foreign scholarship programs.</li> </ol>	<p>Implements scholarship administration activities</p> <ol style="list-style-type: none"> <li>1. Implements DENR policies and decisions on scholarship programs.</li> <li>2. Prepares requirements for establishing tie-ups/collaboration with DENR partners such as MOA, MOU, TOR, etc.</li> <li>3. Conducts pre-screening of applicants for local and foreign scholarship programs</li> <li>4. Facilitates processing of travel authorities/ documents of fellowship/ scholarship grantees both local and abroad including allowances and other remunerations</li> <li>5. Processes applications for DENR Local scholarship Program and facilitates payment of financial benefits</li> <li>6. Prepares materials in connection with appeals and committee meetings on scholarship programs</li> </ol>	<p>Leads the implementation of scholarship administration activities</p> <ol style="list-style-type: none"> <li>1. Interprets and implements policies, rules and regulations governing scholarship programs</li> <li>2. Reviews documents related to MOA, TOR, MOU and other pertinent documents</li> <li>3. Oversees the overall preparation of accessing funds and scholarship programs</li> <li>4. Reviews appeals and recommends action on meritorious cases to the DENR Scholarships Committee</li> <li>5. Plans, designs and prepares project proposals concerning scholarship programs</li> <li>6. Evaluates existing scholarship program effectiveness and prepares corresponding reports</li> </ol>	<p>Plans, organizes and reviews scholarship administration activities</p> <ol style="list-style-type: none"> <li>1. Plans, directs and coordinates the administration of the DENR scholarship program</li> <li>2. Recommends policies, rules and regulations governing scholarship programs</li> <li>3. Develops long term network of clients, service providers and institutions</li> <li>4. Evaluates scholarships and financial assistance program proposals and initiates steps for improvement and expansion</li> </ol>

	<p>7. Maintains an established network of contacts within the DENR, NGAs, NGOs, POs and international funding institutions relative to the DENR's scholarship programs implementation</p> <p>8. Communicates with the different units/offices in the monitoring and evaluation of scholarship programs</p>		
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## HR14 - HR PLANNING

The ability to determine long-term HR needs, assess current resources, identify areas of need including a plan to replace competence lost. It also includes the numbers and types of human resources that will be needed to achieve DENR's goals e.g., number of human resources, the required competencies and when the resources will be needed.



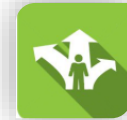
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in HR planning activities	Conducts HR planning activities	Leads the conduct of HR planning activities	Prepares plans and programs and formulates or enhances policies on HR planning
<ol style="list-style-type: none"> <li>1. Recognizes the composition of the organization's workforce and assists in planning for projected shortages and surpluses in specific occupations and skill sets</li> <li>2. Compiles gathered data on current human resources and the required competencies</li> <li>3. Prepares the documents needed in the conduct of research on HR Planning tools, templates and processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers data on current human resources and the required competencies</li> <li>2. Compares data correctly on current human resources against the required number of human resources in the organization</li> <li>3. Assesses the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization</li> <li>4. Identifies internal factors in the organization that may affect HR capacity to meet organizational goals</li> <li>5. Determines the most important environmental factors expected to affect</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes the conduct of HR planning activities</li> <li>2. Develops HR planning tools, templates and processes to incorporate DENR's competency-based standards</li> <li>3. Develops and implements targeted human resource strategies, plans and programs to address gaps (e.g., hiring / staffing; learning; career development; succession management; etc.) based on the organization's priorities, environmental scan, and HR performance related data</li> <li>4. Oversees the monitoring and improvement of processes, tools and systems to support HR planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans and policies that will support HR planning</li> <li>2. Gives key strategic advice and participates in decision-making regarding short term and long-term HR planning</li> </ol>

	<p>workforce capacity, given known operational and HR priorities and emerging issues</p> <p>6. Conducts workforce analysis and HR supply forecasting methods such as analysis of workforce turnover (wastage analysis: flow out, flow in and flow up), etc.</p>	<p>5. Trains managers and/or facilitates HR planning process</p>	
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## HR15 - CAREER DEVELOPMENT

The ability to initiate and implement career development strategies based on individual and organizational needs and requirements.



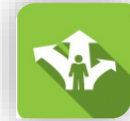
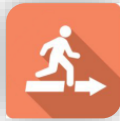
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in career development activities	Conducts career development activities	Leads the conduct of career development activities	Prepares plans and programs and formulates or enhances policies on career development
<ol style="list-style-type: none"> <li>1. Recognizes a range of decision making and career development theories and models</li> <li>2. Defines career development and succession management</li> <li>3. Outlines the entire career development process</li> <li>4. Prepares the documents needed in the execution of the career development activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Carries out introductions on career development and succession management: what is it; why do we do it and how to do it</li> <li>2. Administers self-assessment or multi-source assessment to establish the current competency profile</li> <li>3. Conducts competency profile matching that compares employee competencies against targeted role/job requirements in order to identify the competency gaps</li> <li>4. Examines the competency gaps and formulates the L&amp;D interventions needed to address these gaps</li> <li>5. Prepares the career paths of employees based on the competency profile matching</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes the conduct of all the career development activities</li> <li>2. Reflects on the issues encountered during the conduct of career development activities and creates appropriate action plans to deal with these issues</li> <li>3. Develops strategic and operational plans for long-term career development</li> <li>4. Designs career assessment instruments and methods</li> <li>5. Carries out career counseling either individually or in groups</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans for long-term career development guidance as appropriate</li> <li>2. Proposes policies for career development system improvement</li> <li>3. Acts as subject matter expert on career development and succession management</li> </ol>

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|  | <ol style="list-style-type: none"><li>6. Devises career development plans of employees that include the L&amp;D interventions and timeframe they need to address their competency gaps</li><li>7. Performs monitoring and evaluation to track the progress and validate that the employee has acquired the necessary competencies to be considered for targeted roles/ positions</li></ol> |  |  |
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## IA1 - MANAGEMENT AUDIT

The ability to conduct a separate evaluation of the effectiveness of internal controls adapted in the operating and support services units/systems, whether it achieves the control objective over a specific date or period of time. It is a review and appraisal of systems and processes, organizational structure and staffing, operations and management practices, records, reports and performance standards of the agencies/units covered. It includes the determination of the extent of compliance with laws, rules and regulations, managerial policies, operating procedures, accountability measures and contractual obligations covering specific timeframes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of management audit, and evaluation of achievement of control objectives.	Performs simple management audit, evaluates achievement of control objectives, and drafts audit reports.	Performs complex management audit, evaluates achievement of control objectives, reviews audit reports, and follows-up actions taken on previous audits.	Plans and organizes the implementation of all management audit activities, establishes performance targets, recommends approval of internal audit plans, programs, and reviews final audit reports
<ol style="list-style-type: none"> <li>Has basic knowledge in Internal Auditing, administrative matters, Forensics, and/or other related disciplines</li> <li>Has basic knowledge in management, accounting and budgeting systems and procedures in the DENR</li> <li>Has know-how on the preparation of flowcharts, working papers, matrices, and documentation of event proceedings using basic computer applications</li> </ol>	<ol style="list-style-type: none"> <li>Determines the areas for improvement on cost efficiency, processes, procedures, and quality improvement to be included in audit scope and coverage</li> <li>Prepares, audit plans and audit programs</li> <li>Evaluates internal controls, identifies systems and processes with the use of flowcharting and other auditing tools in the conduct of audit</li> <li>Prepares flowcharts, templates and working papers</li> <li>Analyzes data and formulates audit findings and recommendations</li> </ol>	<ol style="list-style-type: none"> <li>Acts as team leader in audit activities</li> <li>Prepares and reviews annual audit work plan, audit plans and audit programs</li> <li>Evaluates internal controls, identifies systems and processes with the use of flowcharting and other auditing tools in the conduct of audit</li> <li>Prepares and reviews templates and working papers in relation to audit engagement</li> <li>Drafts findings and recommendations</li> </ol>	<ol style="list-style-type: none"> <li>Reviews and provides technical inputs as needed on all audit reports and correspondences</li> <li>Coaches the execution of audit activities and audit follow-ups</li> <li>Initiates approval of all plans, programs and correspondences</li> <li>Undertakes final review of audit reports, correspondences and all plans of the Division for submission</li> <li>Develops the strategic audit plan and performance targets</li> </ol>

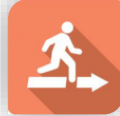


	<p>6. Prepares audit reports</p>	<p>6. Prepares and reviews audit reports, monitors actions taken on previous audits and correspondences</p> <p>7. Discusses internal audit plans with the concerned staff for monitoring and coaching purposes</p>	<p>6. Monitors progress of audit activities and other commitments of the Division</p> <p>7. Maintains partnership through meetings and discussions with oversight agencies such as COA and DBM and other related organizations</p>
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## IA2 - OPERATIONS AUDIT

The ability to conduct a separate evaluation of the outcome, output, process and input to determine whether government operations and processes are effective, efficient, ethical and economical. Operations audit of organizations, programs, and projects involves an evaluation of whether or not targets and expected results were achieved.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of actual audit and follow up audit, as well as performs other administrative/coordination works	Conducts actual internal audit and drafts findings and recommendations, as well as follow up of audit recommendations	Leads the conduct of actual audit and follow through of actions taken on previous audits	Organizes the formulation of plans, programs, targets, reports, guidelines and procedures in the conduct of operations audit
<ol style="list-style-type: none"> <li>Has basic knowledge in management, accounting, auditing, law, ISO 14001:2015 Environmental Management System (EMS), ISO 9001:2015 Quality Management System (QMS) and environmental sciences relevant to agency operations</li> <li>Identifies existing administrative and operational systems and procedures in the DENR in providing assistances in the conduct of internal audit</li> <li>Knows the organizational structure, functions, positions, operations and other activities of an organizational unit/project under audit</li> <li>Prepares charts/matrices schedule of audit documentation, reports and</li> </ol>	<ol style="list-style-type: none"> <li>Knows the areas for improvement on resource utilization, processes, procedures, and quality improvement to be included in audit scope and delimitations</li> <li>Documents systems and procedures of subject audit engagement with the aid of flowcharting and other auditing tools in the conduct of audit</li> <li>Drafts Internal Audit Plans/Programs on time for review of immediate supervisor</li> <li>Drafts Audit Reports on the results of the audit completed</li> <li>Prepares appropriate recommendations based on the results of the audit</li> </ol>	<ol style="list-style-type: none"> <li>Reviews Internal Audit Plans to determine audit coverage, staff composition, duration, adequacy and appropriateness of internal auditing guidelines and procedures and possible risks associated with the audit</li> <li>Prepares Internal Audit Report/ Follow Up Audit Report to determine completeness and conformance to Internal Audit Plans/Programs objectives, standards and guidelines</li> <li>Reviews status of report of audit being conducted to determine issues encountered and to recommend resolutions of issues</li> </ol>	<ol style="list-style-type: none"> <li>Provides technical assistance and advice to Management through the conduct of compliance and operations audit to ascertain the level of achievement of expected results and targets, with recommendations on noted operational deficiencies</li> <li>Establishes the annual goals, objectives, performance targets, internal auditing standards, guidelines and procedures in the Division</li> <li>Reviews the final Internal Audit Plan and recommends its approval reviews audit reports and discusses the conclusions and recommendations in the report with the Director and Secretary</li> </ol>

<p>proposals using the reports and proposals using the appropriate computer software application</p> <p>5. Assists in the conduct of research, preliminary survey work, preparation of questionnaires/office forms on the particular audit engagement</p> <p>6. Performs administrative/liaison work with other offices pertaining to internal audit and other official assignments</p>	<p>6. Undertakes researches to obtain background information on the activities to be audited</p> <p>7. Conducts the follow through of actions to determine if audit recommendations have been implemented</p>	<p>4. Analyzes Internal Audit Reports to determine conformance or deviations from the Audit Plans</p> <p>5. Monitors and checks process of collecting, analyzing, interpreting and documenting information</p> <p>6. Leads the conduct of special internal audits/ assignments</p> <p>7. Acts as Lead Auditor in examining and evaluating the agency's operations, systems and controls in compliance with established policies, laws, regulations and procedures</p>	<p>4. Reviews Audit Reports and discusses the conclusions and recommendations in the report with the Director and Secretary.</p> <p>5. Spearheads the finalization of Audit Engagement Plans, Audit Programs, Audit Report and Follow Up Audit Report</p> <p>6. Oversees the follow through of corrective/preventive actions</p>
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## FM1 – GENERAL ACCOUNTING

The ability to record classify and summarize agency's financial transactions; and interpret the results thereof through various reports and analysis which serves as a basic tool for management in making decisions toward achieving the agency's goals and objectives.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Records, classifies and summarizes DENR's financial transactions	Analyzes and interprets DENR's financial transactions	Reviews schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports	Evaluates DENR's financial reports as well as accounting procedures and methods
<ol style="list-style-type: none"> <li>Processes disbursement vouchers, payrolls and other claims to verify accuracy, completeness of documentary requirements, and validity of claims and availability of funds for simple transactions</li> <li>Maintains individual index cards for claims of external creditors and for salaries and other benefits of officials and employees</li> <li>Records, classifies and summarizes financial transactions and events in accordance with generally accepted accounting principles</li> <li>Remits all mandatory deductions for contributions and loan payments to concerned offices within the prescribed period</li> </ol>	<ol style="list-style-type: none"> <li>Processes disbursement vouchers, payrolls and other claims to verify accuracy, completeness of documentary requirements, validity of claims and availability of funds for complex transactions</li> <li>Analyzes and records all financial transactions using eNGAS thru Journal Entry Vouchers</li> <li>Reviews and analyzes account balances recorded in the books</li> <li>Prepares schedule of accounts receivable/payables per trial balance</li> <li>Maintains and reconciles schedule of inter-agency fund transfers to NGAs, GOCCs and LGUs</li> </ol>	<ol style="list-style-type: none"> <li>Leads the review of schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports</li> <li>Evaluates the compilation, preparation and presentation of financial reports</li> <li>Designs, updates and maintains accounting reports on financial system and operations</li> <li>Communicates with other government agencies and banking institutions regarding financial matters</li> <li>Reviews and analyzes financial reports/statements as inputs for management policy formulation and decision making and for submission to</li> </ol>	<ol style="list-style-type: none"> <li>Works with technical team of accounting systems in designing and implementing changes in the system and reports</li> <li>Evaluates accounting procedures and methods and recommends changes in internal procedures as needed</li> <li>Communicates with other government agencies and banking institutions regarding financial matters</li> <li>Analyzes and signs financial reports/statements as inputs for management policy formulation and decision making and for submission to oversight agencies and funding institutions</li> <li>Reviews and certifies the validity of claims, completeness of documentary</li> </ol>

<ul style="list-style-type: none"> <li>5. Prepares certification of payments/remittances for contributions and loan payments</li> <li>6. Prepares subsidiary ledger and schedule of accounts per trial balance.</li> <li>7. Uses various accounting software applications</li> <li>8. Applies existing accounting, budgeting and auditing rules and regulations</li> </ul>	<ul style="list-style-type: none"> <li>6. Prepares financial reports for Central Office transactions for management use in decision making and for submission to oversight agencies such as COA, DBM, BTR, Senate and Congress and funding institutions in accordance with the generally accepted accounting principles</li> <li>7. Reviews, analyzes and consolidates financial reports of Central Office, Regional Offices and PENROs for management use in decision making and for submission to oversight agencies such as COA, DBM, BTR, Senate and Congress and funding institutions</li> <li>8. Prepares bank reconciliation statements</li> <li>9. Reconciles subsidiary ledgers to the general ledger accounts and prepares adjusting entries</li> <li>10. Reconciles inventory accounts and property, plant and equipment recorded in the books against the Report of Physical Count of Property, Plant and Equipment (RPCPPE)</li> <li>11. Prepares management reply on audit observation memorandum (AOM) issued by the Commission on Audit-Resident Auditor</li> <li>12. Prepares action taken on the audit findings reflected in the Management Letter and Annual Audit Report using Agency Action Plan on the Status of Implementation on the Audit</li> </ul>	<ul style="list-style-type: none"> <li>oversight agencies and funding institutions in accordance with the generally accepted accounting principles</li> <li>6. Reviews and certifies validity of claims, completeness of documentary requirements, availability of funds and cash based on the Manual of Authorities</li> <li>7. Administers the maintenance of eNGAS</li> <li>8. Monitors and confirms the accomplishment of financial reports</li> <li>9. Reviews compliance and justification on audit observation memorandum (AOM) and annual audit report (AAR)</li> <li>10. Reviews Agency Action Plan on the Status of Implementation on the Audit Observation Memorandum issued by the COA-Resident Auditor</li> <li>11. Reviews and initials on the certification of payments/ remittances of mandatory deductions and loans</li> <li>12. Reviews Annual Tax Report for submission to Bureau of Internal Revenue</li> <li>13. Applies existing accounting, budgeting and auditing rules and regulations</li> </ul>	<ul style="list-style-type: none"> <li>requirements, availability of funds and cash based on Manual of Authorities</li> <li>6. Reviews and signs certification of payments /remittances for contributions and loan payments to GSIS, HDMF, Philhealth, etc and other lending institutions</li> <li>7. Reviews Agency Action Plan on the Status of Implementation on the Audit Observation Memorandum issued by the COA-Resident Auditor</li> <li>8. Reviews and signs Certificate of Compensation Payments/Tax Withheld (BIR Form 2316)</li> <li>9. Applies existing accounting, budgeting and auditing rules and regulations</li> </ul>
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Observation Memorandum issued by  
COA-Resident Auditor

13. Prepares and analyzes the Annual Tax  
Report for submission to Bureau of  
Internal Revenue

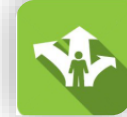
14. Uses various accounting software  
applications

15. Applies existing accounting, budgeting  
and auditing rules and regulations



## FM2 – BUDGET PREPARATION

The ability to determine the financial requirement to implement programs and projects of the Department.

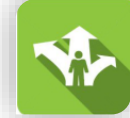


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in budget preparation activities to determine the DENR's financial requirement	Prepares/consolidates the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations	Leads in the preparation/ consolidation of the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations	Facilitates the preparation/ consolidation of the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations
<ol style="list-style-type: none"> <li>1. Understands the guidelines and provides information on budgetary forms related to plans and programs of the agency</li> <li>2. Addresses basic questions/ clarifications regarding budget preparation guidelines and procedures to the concerned offices/ divisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals based on the formulated guidelines</li> <li>2. Reviews and consolidates budget proposals submitted by offices/ divisions</li> <li>3. Analyzes and consolidates the data contained in the budgetary forms</li> <li>4. Conducts comparative analysis of current budget proposals vis-à-vis prior years' budget</li> <li>5. Prepares and computes special budget request covering terminal leave benefits and other personnel benefits accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals over and above the budget ceiling</li> <li>2. Evaluates and justifies increase and/or decrease on the budget proposals vis-à-vis prior years' budget</li> <li>3. Evaluates /refines justifications for budget proposals</li> <li>4. Implements needed budget revisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides strategic directions, factors and considerations in the preparation of the budget plan in line with the major thrust of the Administration</li> <li>2. Facilitates the preparation of the budget proposals of the entire agency and other concerned offices / divisions</li> </ol>



## FM3 – BUDGET ADMINISTRATION AND CONTROL

The ability to allocate government funds by program/project/activities. It presents the plan of the agency's financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the agency's operations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of budget allocation of departments/divisions	Performs budget administration and control activities	Leads in the conduct of budget administration and control activities	Prepares plans and programs and formulates policy recommendations for budget administration and control activities of DENR's operations
<ol style="list-style-type: none"> <li>1. Prepares work and financial plans based on the set guidelines</li> <li>2. Identifies budget allocations based on the work and financial plans</li> <li>3. Knows basic operations of the offices/projects handled as it relates to their budget allocations</li> </ol>	<ol style="list-style-type: none"> <li>1. Checks claims for adherence to checklist/s on budgetary requirements and completeness of supporting documents promptly</li> <li>2. Identifies appropriate allotment charging of claims</li> <li>3. Gives advice to the office concerned relative to budgetary control</li> <li>4. Prepares obligation and balances based on allotment</li> <li>5. Reconciles monthly statement of allotment, obligation and balances with concerned office</li> <li>6. Prepares fund transfers to other operating units promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and identifies cost efficiency of various units' budget utilization</li> <li>2. Applies and monitors budgetary impositions on the DENR's budget</li> <li>3. Communicates balances and charges with the offices/ projects handled regularly</li> <li>4. Evaluates the completeness of supporting documents of claims as to compliance with budgeting, accounting and auditing rules and regulations</li> <li>5. Evaluates PSIPOP in coordination with Administrative Services (personnel unit)</li> <li>6. Prepares financial report of operations for submission to various agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates financial performance with physical performance in accordance with the approved work and financial plan</li> <li>2. Discusses with the counterpart comptroller of the office concerned re findings in the control system</li> <li>3. Evaluates statement of allotment, obligation and balances for decision making</li> <li>4. Assesses budgetary expenditures of the offices concerned</li> <li>5. Analyzes Summary of Financial Report of Operations for submission to various agencies</li> </ol>



		<p>7. Evaluates the impact in the operations if overspending occurred and recommends possible interventions</p> <p>8. Evaluates /analyzes and transmits to DBM requests for special budget</p>	<p>6. Advises offices concerned on policies and procedures in the disbursement of allotment</p> <p>7. Evaluates and analyzes financial report of operations related to cash utilizations and approved annual cash program for submission to various agencies</p> <p>8. Monitors “performance” of the full time delivery units that will ensure implementation of programs and projects in accordance with the set timelines or targets and improve capacity to utilize budget</p> <p>9. Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance vs, plans and targets as basis for sound policy decision through:</p> <ul style="list-style-type: none"> <li>a. GAA as Release Document</li> <li>b. Unified Account Code Structure (UACS)</li> <li>c. Integration of Performance-Informed Budget Structure in GAA</li> <li>d. Adoption of Philippine Public Sector Accounting Standards (PPSAS)</li> <li>e. PREXC – Program Expenditure Classification Approach</li> </ul>
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## FM4 - ORGANIZATION AND MANAGEMENT SYSTEMS IMPROVEMENT

The ability to:

- formulate management policies, rules and regulations that will serve as guide to ensure the effective and economic use of funds and property; and
- prepare/update/design standard operating procedures, manuals, charts and forms to define the respective functions and activities of an organizational unit vis-à-vis agency's objectives.



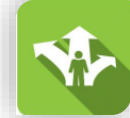
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of organization and management systems improvement activities	Conducts organization and management systems improvement activities	Leads the conduct of organization and management systems improvement activities	Prepares plans and programs and formulates policy recommendations for the conduct of organization and management systems improvement activities
<ol style="list-style-type: none"> <li>1. Possesses knowledge on management internal controls - financial and administrative matters</li> <li>2. Knows the DENR systems and procedures, rules and regulations, and internal policies</li> <li>3. Gathers data and information pertaining to the scope of study (e.g. legal bases, functions of offices/units) under study</li> <li>4. Prepares charts, graphs and process flow</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts studies and recommends plans or measures for effective internal organization, work flow, work simplification and etc.</li> <li>2. Prepares/updates and improves management systems and reviews existing methods/standard operating procedures (SOPs), organizational/ functional charts and other forms</li> <li>3. Determines specific internal policy controls and the corresponding actions that are needed</li> <li>4. Maintains and updates the Department's organization and other manuals</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and evaluates plans or measures for effective internal organization, work flow and work simplification</li> <li>2. Recommends improvement of the organizational policy controls/ installation of control devices on financial and administrative matters</li> <li>3. Communicates the adopted or approved policies</li> <li>4. Undertakes review of the management studies, updated SOPs, manuals, organizational and functional charts and other forms related to financial and administrative matters</li> </ol>	<ol style="list-style-type: none"> <li>1. Advises management on areas needing the installation/ modification of internal control devices and other related matters</li> <li>2. Leads the conduct of researches and studies on organizational policies, rules and regulations, procedures, forms, work simplification and other related studies designed to come up with solutions to financial and administrative concerns</li> <li>3. Plans and/or prioritizes areas that need formulation/ revision of financial and administrative policies and guidelines</li> <li>4. Evaluates finished work for quality, consistency and conformity with internal and external policies</li> </ol>

	<p>5. Prepares communication / memoranda / endorsement relative to financial and administrative matters</p> <p>6. Establishes standards on the implementation of policy on financial and administrative concerns relative to laws, rules, regulations, guidelines, orders and circulars (e.g. DENR, OP, DBM, COA, CSC, etc.)</p> <p>7. Monitors and consolidates recommendation on management actions pertaining to Audit Observation Memorandum (AOM) and Consolidated Annual Audit Report (CAAR) issued by the Commission on Audit (COA)</p>	<p>5. Reviews compliance reports on AOM and CAAR issued by the COA</p>	<p>5. Plans, organizes and monitors the implementation of overall function and activities of the Division</p> <p>6. Serves as resource person on this competency</p>
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## IS1- APPLICATION SYSTEMS DEVELOPMENT

The ability to operate and utilize system development tools.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops simple application systems	Develops medium to complex application systems	Leads and provides instructions to programmers and reviews results of system development	Validates and approves results of system implementation and maintenance
<ol style="list-style-type: none"> <li>1. Demonstrates familiarity in operating and utilizing software development tools</li> <li>2. Knows software compatibility which can operate together on different environment such as SQL and Windows Serve</li> <li>3. Develops simple applications systems (web-based, client-based, mobile application, etc.) per end-user's requirements</li> <li>4. Performs unit testing on information systems during development</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates proficiency in operating and utilizing software development tools</li> <li>2. Develops medium to complex applications systems per end user's requirements</li> <li>3. Maintains software library and periodically monitors memory management</li> <li>4. Immediately fix reported/encountered system errors and bugs</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates mastery in operating and utilizing software development tools</li> <li>2. Efficiently implements system integration of modules developed by each team member</li> <li>3. Demonstrates effective organization and motivation to each team member ensuring assigned projects are completed</li> <li>4. Proficient in database management</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and organizes the overall activities on implementation, coordination and management of systems development projects</li> <li>2. Is responsible for each phase of the systems development life cycle namely analysis and requirements, design and development, testing, implementation and maintenance cycles including possible reports and deliverables for each</li> <li>3. Develops/innovates policies and procedures regarding performance and maintenance of DENR website</li> </ol>



## IS2 - SYSTEMS ANALYSIS AND DESIGN

The ability to examine a business activity to help decide whether new information technology solutions will improve productivity.



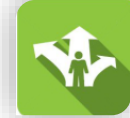
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in system analysis, design, planning, implementation, and maintenance activities	Conducts activities covering system planning, analysis, design, implementation and maintenance	Leads the conduct of and reviews/verifies results of system planning, analysis, design, implementation and maintenance	Validates and approves results of system planning, analysis and design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of system analysis and design</li> <li>2. Prepares program and input/output specifications with some supervision</li> <li>3. Conducts preliminary investigation and requirements analysis</li> <li>4. Maintains documentation</li> <li>5. Assists in the implementation and maintenance of computer application system</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts preliminary/feasibility study on existing systems and procedures</li> <li>2. Defines all jobs, security and control procedures and back-up and recovery plans required within a system</li> <li>3. Analyzes, designs and implements information systems</li> <li>4. Documents whole project and modifications</li> <li>5. Prepares test data for individual programs and entire system</li> <li>6. Performs system testing and conducts periodic system reviews</li> <li>7. Works closely with developers and a variety of end users to ensure technical compatibility and user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Draws up specific proposals for modified or replacements systems and testing schedule for the complete system</li> <li>2. Presents proposals to clients and produces project feasibility reports</li> <li>3. Translates client's requirements into highly specified project briefs</li> <li>4. Identifies options for potential solutions and assesses them for both technical and business suitability</li> <li>5. Manages implementation of new information systems</li> <li>6. Liaises extensively with external or internal clients</li> <li>7. Prepares training plans for to users of a new system</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to computer information processing</li> <li>2. Conducts risk analysis, and information systems planning of organizational information systems</li> <li>3. Formulates staff development programs and conducts on-the-job training on systems analysis and design</li> <li>4. Possesses skills in ICT project management</li> </ol>

	<p>8. Prepares request for proposal on outsource solutions</p> <p>9. Discusses existing business models and the flows of data in the business with those involved</p>	<p>8. Draws up and prepares cost specifications for possible improvements and produces outline designs of new IT system for others to develop and build</p> <p>9. Assesses proposed projects and reviews requests for additional data processing services and applies cost-benefit analysis methods to current and proposed projects</p> <p>10. Guides and teaches others in systems analysis design</p>	
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## IS3 - NETWORK INFRASTRUCTURE MANAGEMENT

The ability to manage network infrastructure and security.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic network infrastructure troubleshooting and maintenance	Undertakes more complex network infrastructure troubleshooting and maintenance	Leads the conduct of computer hardware/networking installation, troubleshooting and maintenance works.	Plans, organizes and reviews the conduct of network architecture management, troubleshooting and maintenance works.
<ol style="list-style-type: none"> <li>1. Knows the basic concepts computer hardware and configuration, network management and maintenance</li> <li>2. Assist in the maintenance and administration of both computer network and connected desktop/laptop computers</li> <li>3. Provide basic training to users in computer operations and responds to routine user questions</li> <li>4. Close out trouble tickets assigned and follow up to ensure user satisfaction</li> <li>5. Assist in monitoring, troubleshooting and maintenance of servers, computers peripherals and network installation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of the different concepts of computer hardware and configuration, network management and maintenance</li> <li>2. Monitors, troubleshoots and maintains the condition of servers, computers and peripherals and network installation in work areas</li> <li>3. Monitors efficiently network performance and usage in every user's station</li> <li>4. Evaluates and tests vendor-supplied hardware/software packages to determine suitability to organization's needs and requirements</li> <li>5. Assist in the design, development and maintenance of network system</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs, develop and maintains network (voice/data/video) system and recommend implementation based on existing hardware requirements of each account</li> <li>2. Installs and monitors the performance of the network system</li> <li>3. Secures the network infrastructure from external/internal risks</li> <li>4. Guides and teaches others in hardware installation, maintenance and networking</li> <li>5. Assist in the design of comprehensive and integrated network architecture</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs and directs comprehensive, integrated network architectures, creates policies and procedures in conjunction with ICT groups, vendors and emerging technologies</li> </ol>



## IS4 - NETWORK SYSTEMS MANAGEMENT

The ability to install, maintain, and modify operating systems, database management systems, utilities, and related software. It includes ensuring the availability, integrity and reliability of assigned systems; primarily responsible for large-scale operating systems and database management systems that typically serve the entire organization.



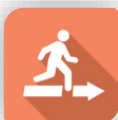
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software	Conducts activities in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software	Leads the conduct of and reviews/ verifies results of systems management activities	Validates and approves results of systems management activities
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of server and storage hardware configuration, management and maintenance</li> <li>2. Assists in the maintenance and administration servers and storage</li> <li>3. Conducts basic training to users in server and storage operations and responds to routine user questions</li> <li>4. Closes out trouble tickets assigned and follows up to ensure user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutes, implements and monitors compliance with ICT network security guidelines and procedures</li> <li>2. Administers, secures and maintains application systems including its software and web-based electronic services</li> <li>3. Sets-up and maintains system access privileges and security</li> <li>4. Maintains the DENR's intranet</li> <li>5. Undertakes systems management, troubleshooting and maintenance</li> <li>6. Monitors and evaluates network infrastructure hardware and software compatibility and interoperability</li> </ol>	<ol style="list-style-type: none"> <li>1. Is responsible for the management, planning and operations of servers/ storage</li> <li>2. Is responsible for the setup, maintenance, and administration of connectivity and ensures they meet Service Level Agreement and uptime standards</li> <li>3. Assists in planning for future growth, expansion and development of systems infrastructure</li> <li>4. Performs periodic disaster recovery testing and planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and usage of the information system infrastructure of the organization</li> </ol>





## IS5 – INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) RESOURCE MANAGEMENT

The ability to formulate, recommend and monitor the implementation of ICT and information management (IM) policies, strategies and standards.



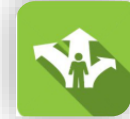
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic computer HW, SW and NW configuration and maintenance	Monitors and maintains the condition of HW, SW, NW and peripherals	Leads in planning, design, installation and maintenance of ICT resources and leads support to ICT research and development	Plans, organizes and reviews ICT resources, projects and activities
<ol style="list-style-type: none"> <li>1. Knows the basic IT policies, standards and strategies for improved ICT management</li> <li>2. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus/Regional Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts relevant research studies to improve the information and technology management of the Department</li> <li>2. Rationalizes the procurement and distribution of ICT resources</li> <li>3. Conducts computer literacy and ICT retooling programs</li> <li>4. Conducts ICT information campaign, promotion and advocacy</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus and Regional Offices</li> <li>2. Coordinates the formulation, implementation, monitoring and evaluation of the Department-wide ICT Master Plan</li> <li>3. Formulates and recommends human resource management strategy to acquire, develop, retool and retain ICT skills and capabilities</li> <li>4. Monitors, evaluates and audits implementation of major ICT programs, projects and significant activities, in coordination with concerned offices</li> <li>5. Ensures the integration of information management in all operations of the Department towards the development of</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to ICT and IM</li> <li>2. Conducts system audits to ensure compliance with latest ICT standards</li> <li>3. Conducts periodic review and promotes ICT policies and standards</li> </ol>

		a culture that embraces ICT and IM within DENR	
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## IS6 – STATISTICAL ANALYSIS, DATA MANAGEMENT AND PRODUCTION OF KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, statistical analysis and production of knowledge products.



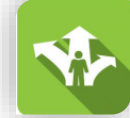
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of statistical analysis, data management and production of knowledge product	Conducts statistical analysis, data management, and production of knowledge product	Leads the conduct of statistical analysis, data management, and production of knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of statistical analysis, data management, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of basic statistics (e.g. measures of central value; projection and forecasting, techniques)</li> <li>2. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>3. Entertains queries and provides assistances to internal and external clients</li> <li>4. Updates and consolidates sectoral data and information necessary in the implementation of ENR programs/projects and activities</li> <li>5. Assists in verification and consolidates plans and programs, activities, statistical reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>2. Analyzes and validates statistical data for conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical database using SSIS and other statistical software</li> <li>4. Monitors statistical reporting system (SSIS) in the bureaus, regions, PENROs and CENROs</li> <li>5. Establishes and maintains close linkages with statistical system on statistical requirements particularly the Philippines Statistics Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes appropriate statistical program/project/activities to be undertaken in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on ENR statistics for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses integrated statistical development plans and programs submitted by the Bureaus, Attached Agencies and Central Office</li> <li>4. Reviews guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads statistical analysis, data management, integration of statistical and spatial data, and production of knowledge products</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on statistical analysis, data management, integration of statistical and spatial data and production of knowledge products</li> </ol>

<p>6. Prepares required materials/documents for statistical assessment workshops and committee meetings</p> <p>7. Packages knowledge products for dissemination</p>	<p>6. Verifies and consolidates plans and programs, activities, statistical reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</p> <p>7. Recommends guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</p> <p>8. Applies ENR laws, regulations and practices pertaining to statistical analysis, data management and production of knowledge products</p>	<p>5. Recommends revisions of statistical plans based on the performance or accomplishments of Regional Offices and field offices vis-à-vis on their respective plans</p> <p>6. Trains others on statistical analysis, data management and production of knowledge products</p>	
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## IS7 – SPATIAL ANALYSIS, CONVERSION OF STATISTICAL DATA TO SPATIAL DATA AND CONVERSION TO KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, conversion to spatial data, and production of knowledge products.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of data management, conversion to spatial data, spatial analysis, and production of knowledge product	Analyzes spatial data, integrate statistical and spatial data for conversion to knowledge product	Leads the analysis of spatial data, integration of statistical and spatial data and conversion of the same to knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria on spatial analysis, integration of statistical and spatial data, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of GIS application</li> <li>2. Analyzes ENR data/statistics for conversion to spatial data</li> <li>3. Updates and consolidates sectoral spatial data</li> <li>4. Assists in the analysis and integration of spatial and statistical data</li> <li>5. Prepares required materials/documents for assessment workshops and committee meetings related to conversion of statistical data to spatial data</li> <li>6. Assists in the preparation of guidelines/procedures for conversion of</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses GIS software in the conversion of statistical data to spatial data</li> <li>2. Analyzes and validates spatial data for integration and conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical spatial data using GIS software</li> <li>4. Prepares guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products</li> <li>5. Applies ENR laws, regulations and practices pertaining to statistical and spatial data and production of knowledge products.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes integration of statistical and spatial data in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on integration of ENR statistical and spatial data for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses development plans and programs on integration of statistical and spatial data submitted by the Bureaus, Attached Agencies and Central Office</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads spatial analysis, integration of statistical and spatial data, and production of knowledge products.</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on spatial analysis, integration of statistical and spatial data and production of knowledge products.</li> </ol>

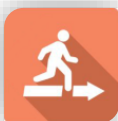
<p>statistical data to spatial data and integration for production of knowledge products.</p>		<ol style="list-style-type: none"><li>4. Reviews and assesses integrated spatial and statistical data for conversion to knowledge products</li><li>5. Reviews and recommends guidelines/ procedures for integration of statistical and spatial data for conversion to knowledge products</li><li>6. Trains others on data integration and conversion to knowledge products</li></ol>	
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## PP1 - PLANNING AND PROGRAMMING

The ability required to:

- determine /scheme/strategy to come up with specific projects/activities that will be implemented in a given period in accordance with the Department's thrust priorities, and budget appropriation;
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the DENR;
- formulate criteria for determining priorities for proposed projects and selects the appropriate programs/projects/activities for funding and execution;
- determine the selected programs which are in consonance with national plans (PDP/PIP) to be integrated for recommending to NEDA the DENR's short, medium and long-term plans (DENR's PDP/PIP);
- harmonize and integrate sector plans and translate to action plans as input to PDP;
- review and analyze programs for funding support using the outcome/output indicators and its relevance to DENR mandate; and
- prepare the DENR's Medium-term Expenditure Program as input to PIP.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of planning and programming activities in DENR	Consolidates and reviews and analyzes the agency's Work and Financial Plans (WFPs) and determines output/outcome indicators	Leads the preparation of the agency operational plans and unifies/harmonizes and integrates ecosystems management plans for better execution and implementation	Direct the preparation of agency strategic and operational plans and translate integrated ecosystem plans thru implementation plans.
<ol style="list-style-type: none"> <li>1. Has basic knowledge of the DENR mandate, mission, vision, and programs, activities, and projects (PAPs)</li> <li>2. Knows basic planning and programming concepts and processes – targeting scheduling, budgeting etc.</li> <li>3. Gathers/collects relevant planning inputs from policy issuances of oversight</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts proposal and planning guidelines for the preparation of annual WFPs based on approved budget, management directives, and national priorities</li> <li>2. Reviews and consolidates the offices' WFPs in accordance with the guidelines</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and edits draft planning guidelines</li> <li>2. Communicates and harmonizes with the different operating departments in identifying and formulating the priority PAPs of the agency</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of strategic planning workshop</li> <li>2. Finalizes the proposal and planning guidelines for approval of the Administrator</li> <li>3. Directs/coaches the regional operations in the preparation of budget proposal taking into consideration the budget</li> </ol>

<p>agencies (DENR, DBM, NEDA) and information on the programs of other government agencies)</p> <p>4. Recognizes and identifies output indicators and outcome indicators</p> <p>5. Develops database on regional targets taking in to account the universe and baseline information</p> <p>6. Updates and maintains planning records regularly</p>	<p>3. Prepares budget submissions, justifications, and presentations</p> <p>4. Assists in the formulation and design of PAP monitoring and evaluation schemes</p> <p>5. Understands and discerns the unit of work measurement used in every output indicator</p> <p>6. Analyze information/data for funding request based on planning standards</p>	<p>3. Reviews and edits the draft budget submissions, justifications, and presentations</p> <p>4. Consolidates and takes the lead in the preparation of DENR MTEP taking into consideration the high, medium and low scenario in terms of financial availability and the thrust and directions of the management</p> <p>5. Reviews and analyzes reports of operating units and makes recommendations for the effective PAP implementation</p>	<p>priorities framework vis a vis the directions of the management</p> <p>4. Leads the conduct of an annual planning workshop to review WFPs based on the planning guidelines</p> <p>5. Discusses with management and offices/units technical and administrative issues relating to PAP planning and implementation</p> <p>6. Develops and recommends enhancements in the planning procedures</p>
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## PP2 - POLICY ANALYSIS

The ability to conduct policy studies affecting the ENR sector.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of policy studies and formulation	Conducts policy studies and prepares report	Supervises in the conduct of policy studies and formulation	Leads the formulation and implementation of agency strategic and operational policy frameworks
<ol style="list-style-type: none"> <li>1. Knows the basic principles/ concepts on policy formulation</li> <li>2. Has knowledge on the DENR's mandate, vision, mission, priorities, and thrust</li> <li>3. Conducts research on new policy issuances</li> <li>4. Updates and maintain DENR database on ENR laws and policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Recognizes policy implications of specific issuances or events</li> <li>2. Identifies relevant materials/ references for specific policy studies</li> <li>3. Conducts initial assessment/ study of policy issues</li> <li>4. Evaluates and interprets policy directives and recommends measures for implementation/ compliance</li> <li>5. Knows agency systems and procedures on PAP planning, implementation, and M&amp;E</li> <li>6. Conducts operational studies and prepares policy reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the policy implications of a particular research result</li> <li>2. Identifies policy gaps</li> <li>3. Reviews and edits policy reports</li> <li>4. Develops policies and procedures on planning, implementation, and M&amp;E</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of consultation workshops to formulate policy frameworks</li> <li>2. Oversees the formulation of priority policies in accordance with the framework</li> <li>3. Finalizes the policy reports for submission to the Secretary</li> </ol>



## PP3 - MONITORING AND EVALUATION OF DENR PROGRAMS AND PROJECTS

The ability to coordinate with bureaus, attached agencies and field offices of the Department on the progress of ENR programs and projects in accordance with approved priority areas; to formulate standards and criteria on monitoring, evaluation and validation; to evaluate and assess periodically performance reports and programs/projects' outputs/results/outcomes; and to prepare periodically monitoring and evaluation reports of the ENR programs and projects.



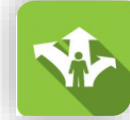
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of monitoring and evaluation of DENR programs and projects and DENR offices' performance review and assessment	Conducts monitoring and evaluation of all DENR programs and projects and DENR offices' performance review and assessment	Leads the preparation of monitoring and evaluation reports of all DENR programs and projects and DENR offices' performance review and assessment	Leads the overall monitoring, evaluation and assessment of all ENR programs and projects and implementation of DENR offices' performance review and assessment
<ol style="list-style-type: none"> <li>1. Demonstrates basic knowledge on ENR priority areas, programs, projects, and activities</li> <li>2. Shows basic understanding on M &amp; E principles and processes</li> <li>3. Communicates with bureaus, attached agencies and regional offices regarding the progress of ENR programs and projects</li> <li>4. Consolidates and reviews performance reports based on targets and commitments</li> <li>5. Assists in the conduct of field validation</li> <li>6. Collects, gathers and processes data for evaluation of accomplishments</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge on planning, monitoring and evaluation</li> <li>2. Monitors and evaluates/ assesses the accomplishment reports based on targets</li> <li>3. Analyzes data, information and issues collected</li> <li>4. Discusses with bureaus, attached agencies and regional offices regarding the progress of ENR programs and projects</li> <li>5. Reviews the performance reports and determines the hindering and facilitating factors contributing/affecting the desired performance outputs/results</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates the status of ENR programs and projects</li> <li>2. Initiates the communication of feedback of evaluation findings relevant to the operation and strategic planning</li> <li>3. Leads in the development of standards and criteria in the monitoring, evaluation and validation of ENR programs and projects</li> <li>4. Assists in the identification of issues and provides recommendations as a result of programs/projects evaluation for management's actions or considerations</li> <li>5. Guides and coach staff in data collection and analysis, and in crafting appropriate</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides guidance in the development and implementation of standards and criteria in monitoring, evaluation and validation of ENR programs and projects</li> <li>2. Provides feedback reports on the status of programs/projects performance.</li> <li>3. Provides recommendations relative to the identified operational and policy issues for management's decision making</li> <li>4. Contributes to the development and review of policies, guidance, systems, procedures and tools related to monitoring and evaluation/assessment</li> </ol>

<p>7. Prepares, consolidates accomplishment reports for submission to management</p> <p>8. Assists in the review and assessment of DENR offices' performance</p>	<p>6. Reviews and assesses the DENR offices' performance</p>	<p>recommendations that would address evaluation issues</p> <p>6. Leads the review and assessment of DENR offices' performance</p> <p>7. Articulates and communicates relevant information necessary for operation and strategic planning</p>	<p>5. Presents evaluation results and findings including recommendations and lessons learned to the management</p> <p>6. Plans, organizes and leads the conduct of review and assessment of DENR offices' performance</p>
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## FASP1 - PROJECT PREPARATION AND DESIGN

The ability to prepare project proposals which include technical assessment, plan and investment programming preparation and other preparatory activities.



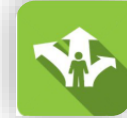
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project preparation and design activities	Implements project preparation and design activities	Leads project preparation and design activities	Plans, organizes and reviews project preparation and design activities
<ol style="list-style-type: none"> <li>1. Knows the project development cycle, planning process and logical frameworks preparation</li> <li>2. Has the ability to evaluate a simple project proposal</li> <li>3. Collaborates with bureaus and field offices in project scanning and identification of new projects</li> <li>4. Develops and prepares project/briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops a project concept/ idea and project proposal in accordance with donor formats and consistent with the thrusts and priorities of DENR</li> <li>2. Collaborates with funding donors in preparing mission itineraries</li> <li>3. Prepares project funding strategy and Forward Obligation Authority (FOA)</li> <li>4. Collaborates with oversight agencies i.e., National Economic and Development Authority (NEDA), Department of Finance (DOF) and Department of Budget and Management (DBM) and donor institutions re: Official Development Assistance (ODA) programs/ thrusts and priorities</li> <li>5. Organizes review mission workshops, stakeholder's consultation meetings and preparatory missions</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews, evaluates and recommends regional and sectoral project proposals for foreign assistance</li> <li>2. Develops and maintains linkages with donor agencies, oversight agencies, non-governmental Organizations (NGOs), other government agencies (OGAs), and local government units (LGUs) including DENR field offices</li> <li>3. Reviews Term of Reference (TOR) for projects under preparation</li> <li>4. Manages in the preparation of pre-feasibility/ feasibility studies and prepare Investment Coordination Committee (ICC) Form 1-6 and Development Budget Coordination Committee (DBCC) format for proposed project</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes the preparation and packaging of project proposals i.e., PPTA, PPG/TA for foreign and local funding</li> <li>2. Presents projects at the Investment Coordination Committee (ICC) Technical Board (TB) and Cabinet Committee (CabCom) and Development Budget Coordination Committee (DBCC) levels</li> <li>3. Recommends approaches and strategies to address gaps in project development (foreign and local) for management consideration</li> <li>4. Provide technical inputs during loan/grant negotiation</li> </ol>

	<p>6. Provides technical support in handling project preparatory, fact finding and appraisal missions</p> <p>7. Formulates program framework using goal/log frame matrix and other methods</p>	<p>5. Collaborates with donor/oversight agencies regarding project design and preparation</p> <p>6. Review outputs of consultants during Project Preparatory Technical Assistance (PPTA), Project Preparatory Grant (PPG)/Technical Assistance (TA)</p>	
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## FASP2 - FUND SOURCING AND RESOURCE MOBILIZATION

The ability to finance/support DENR programs and projects through traditional/ innovative financing modalities in accordance with donor thrusts and priorities.

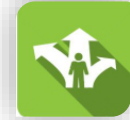


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in fund sourcing and resource mobilization activities	Implements fund sourcing and resource mobilization activities	Leads fund sourcing and resource mobilization activities	Plans, organizes and reviews fund sourcing and resource mobilization activities
<ol style="list-style-type: none"> <li>Has a working knowledge of FASPO's functions and mandates</li> <li>Has a working knowledge in traditional/innovative financing modalities, project development and assessment, financing mechanisms and prioritization schemes of ODA financing institutions</li> <li>Has an understanding of national programs and priorities, multilateral/ bilateral environmental agreements, donor's thrusts and priorities</li> <li>Handles/organizes donor's meetings, forum and other related meetings</li> <li>Conducts inventory available partnership/financing schemes available for ENR related activities/initiatives</li> </ol>	<ol style="list-style-type: none"> <li>Applies knowledge in the budget and financial aspects of ODA funding institutions and other donor in mobilizing resources for DENR programs and projects</li> <li>Market DENR priority programs and projects in donor forums, round table discussions/meetings</li> <li>Handles/organizes regional/LGU consultation workshops and other related meetings</li> <li>Establishes and maintains linkages with donor agencies, oversight agencies, private sectors, LGUs, other non-government institutions, etc.</li> </ol>	<ol style="list-style-type: none"> <li>Drafts Memorandum of Agreements (MOAs) and contracts for joint undertaking with other government agencies, NGOs, LGUs, academes, civil society, etc.</li> <li>Identifies and assesses appropriateness of available traditional and innovative financing mechanisms/schemes to finance/ support ENR programs and projects</li> <li>Identifies and recommends appropriate fund sources of regional/sectoral projects and initiate/mobilize fund sourcing</li> <li>Provides assistances in developing plans and proposals for resource mobilization</li> <li>Negotiates for the Terms and Conditions of Loan/Grant agreements in collaboration with Department of Finance (DOF)</li> </ol>	<ol style="list-style-type: none"> <li>Handles fund sourcing/resource mobilization negotiations up to MOA signing</li> <li>Develop plans and proposals for resource mobilization and support (foreign and local)</li> <li>Articulates and conveys DENR's thrusts and priorities to donors, OAs and other concerned stakeholders</li> </ol>



## FASP3 - PROJECT OPERATIONS PLANNING

The ability to facilitate mobilization of newly approved projects, i.e. setting up of project organizational structure, implementation arrangements, operational systems/procedures, and procurement of goods and services.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project operations planning activities	Implements project operations planning activities	Leads project operations planning activities	Plans, organizes and reviews project operations planning activities
<ol style="list-style-type: none"> <li>1. Is familiar with project development and management cycle</li> <li>2. Is familiar with project design/plan as contained in basic project documents, e.g. loan/grant agreement, Project Appraisal Document (PAD)</li> <li>3. Has working knowledge of the DENR organizational and functional structure, processes and procedures</li> <li>4. Is familiar with GOP and donor agency's planning, budgeting, financial management, procurement and M&amp;E policies/guidelines</li> <li>5. Is familiar with the procurement system of the government and/or of donor countries</li> <li>6. Can assist in project orientation, consultations and planning workshops</li> </ol>	<ol style="list-style-type: none"> <li>1. Has a working knowledge of organizational and operations planning</li> <li>2. Is familiar with project implementation requirements and issues/problems in the management and implementation of foreign assisted projects (FAPs)</li> <li>3. Has the capability to liaise with donor agencies, project consultants, concerned implementing offices/units and other project stakeholders to facilitate operations planning</li> <li>4. Analyze project design/plans and identifies the corresponding organizational and operational requirements</li> <li>5. Prepare the necessary orders/circulars/ memoranda to formalize and disseminate project implementation arrangements to effectively implement the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Present project briefing to stakeholders/ management to ensure support</li> <li>2. Identify/anticipate potential requirements of a project based on the project design/plan and recommends the corresponding organizational structure, implementation arrangements, and operational systems/procedures</li> <li>3. Lead the preparation of manuals, handbooks, or similar instruments that will guide the project officers in overseeing project implementation</li> <li>4. Guide and coach others in this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Takes charge of various activities under project operations planning</li> <li>2. Formulate/ recommend policies, approaches and strategies for improving the management and implementation of foreign assisted projects</li> </ol>

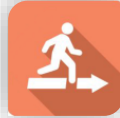
<p>7. Can develop and prepare project briefing presentation materials</p>	<p>6. Has the capability to prepare and consolidate Terms of Reference (TORs) of consultancy services and tender bidding documents</p> <p>7. Identify and correctly interprets government policies regarding procurement and contract management</p> <p>8. Organize project orientation, consultations and planning workshops</p>		
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## FASP4 - PROJECT COORDINATION, FACILITATION, PROGRESS MONITORING OF PROJECT IMPLEMENTATION

The ability to facilitate the smooth implementation of projects by keeping track of project progress vis-à-vis project plans, and identification and resolution of issues/problems encountered in project implementation.



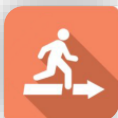
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project coordination and facilitation activities	Implements project coordination and facilitation activities	Leads project coordination and facilitation activities	Plans, organizes and reviews project coordination and facilitation activities
<ol style="list-style-type: none"> <li>1. Is familiar with the project design/plans, GOP/donor/oversight agencies' policies and procedures</li> <li>2. Tracks progress of simple projects (small grants) through a database vis-à-vis project plans and loan/grant covenants and prepares corresponding status reports</li> <li>3. Conduct field visits to monitor and keep track of progress, including issues/problems encountered in project implementation</li> <li>4. Has familiarity with DENR/FASPO organizational/functional structures, operational systems and procedures</li> <li>5. Arrange meetings/workshops (e.g. coordination, administrative arrangements)</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct field visits to monitor project progress and facilitates resolution of implementation issues</li> <li>2. Tracks progress of complex projects (multi-sectoral/ multi-agency, multi-regional) through a database vis-a vis project plans and loan/grant covenants and prepares the corresponding status reports</li> <li>3. Communicates to influence and obtain cooperation from various groups</li> <li>4. Facilitate meetings/ consultations to resolve project implementation issues/problems</li> <li>5. Identify activities/mechanisms for ensuring proper project closure, turn over and sustainability of project gains</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns</li> <li>2. Analyzes issues/concerns on FAPs implementation and recommends corresponding policies/guidelines for improving project management</li> <li>3. Seeks continuously to broaden network of relationships to gather information, promote the image of the DENR and build support to ensure the success of long-range goals</li> <li>4. Formulate operational policies, systems and procedures for effective project management, implementation and mainstreaming</li> <li>5. Guides staff on practical solutions to project issues/problems</li> </ol>	<ol style="list-style-type: none"> <li>1. Lead the overall implementation progress of projects and sets up a mechanism for the early reporting and resolution of implementation issues/problems</li> <li>2. Review operational policies, systems and procedures for effective project management, implementation and mainstreaming</li> <li>3. Establishes and maintains relationships with a broad range of individuals and groups, in various organizations and countries</li> <li>4. Oversee the overall project implementation i.e. procurement, contract management, progress monitoring, and project closure activities</li> <li>5. Guides and coaches on this competency</li> </ol>

<p>6. Prepare reports on the results of meetings/workshops/consultations and draft the corresponding action documents</p> <p>7. Follows through action taken on problems/issues by concerned offices/units and prepares the corresponding reports/action documents</p>	<p>6. Participate in the procurement process and liaise with the funding institutions, BAC-FAPs, management, and end-user</p> <p>7. Monitor and manage the implementation of contracts</p>	<p>6. Leads in the conduct of periodic assessment re FAPs implementation</p> <p>7. Guide and coach others in this competency</p>	
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## FASP5 - PROJECT MONITORING AND EVALUATION

The ability required to gather regularly FAPs Portfolio and special projects' accomplishments against project plans or compliance with loan/grant covenants or agreements, and assess the performance in terms of achieving project objectives (i.e. outputs, outcomes and impact), and contribution to DENR's sectoral priorities, thrusts and programs.



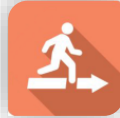
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project monitoring and evaluation activities	Implements project monitoring and evaluation activities	Leads overall project monitoring and evaluation activities	Formulates project monitoring and evaluation system, plans and activities
<ol style="list-style-type: none"> <li>1. Possesses a working knowledge and able to explain basic RBM&amp;E principles/concepts for simple projects</li> <li>2. Applies simple statistical tools on project RBM&amp;E</li> <li>3. Liaise and improve public relations with oversight agencies, funding institutions and other partners</li> <li>4. Has working knowledge and able to explain project cycle management, logical framework formulation and project operations planning</li> <li>5. Applies multi-media tools (i.e. IT equipment) in M&amp;E, and in the preparation of project briefs/presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews/critiques and recommends enhancement of project logical framework and other similar planning tools, including the project operational plan</li> <li>2. Monitors progress of complex projects (multi-sectoral/multi-agency, multi-regional) in terms of outputs/outcomes/impact</li> <li>3. Validates and analyzes accomplishments and identifies factors affecting project or performance of projects grouped into themes</li> <li>4. Prepares periodic evaluation/assessment reports on the performance of project/s as required by DENR, oversight agencies, funding institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Documents lessons learned, good practices and success stories from project/s</li> <li>2. Explains RBM&amp;E-related approaches and trends, and recommends improvements to existing M&amp;E system</li> <li>3. Consolidates/analyzes project reports and make recommendations</li> <li>4. Guides/coaches the staff in the preparation of project assessment/evaluation reports, including review and editing of reports</li> <li>5. Develops a mechanism for dissemination of relevant project outputs, best practices, lessons learned</li> <li>6. Prepares reports to effectively respond to the various reportorial requirements of</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews new trends and developments on RBM&amp;E and introduces changes for improvement of existing M&amp;E system</li> <li>2. Takes charge of the M&amp;E system for FAPs portfolio and special projects, including the setting up of appropriate database and information management systems</li> <li>3. Recommends policies and strategies for improving the management/implementation of FAPs Portfolio and special projects for the formulation of future project based on lessons learned and FASPs impacts</li> <li>4. Assesses the performance of all FASPs to determine whether project outputs result in expected outcomes, and determine overall ODA portfolio</li> </ol>

	<ol style="list-style-type: none"> <li>5. Designs basic evaluation instruments to assess project/s benefits and performance</li> <li>6. Devises means to resolve project issues/concerns and prepares corresponding reports</li> <li>7. Provide technical inputs in the development of the RBM&amp;E system for FAPs Portfolio and special projects, including the setting up of appropriate database and information management systems</li> <li>8. Able to conducts assessment of the performance of all FASPs to determine whether project outputs result in expected outcomes, and reports overall FAPs Portfolio and special projects' implications/contributions to DENR sectoral priorities, thrusts and programs</li> <li>9. Able to implements mechanism for dissemination of relevant project outputs, best practices, lessons learned</li> </ol>	<p>DENR, oversight agencies, donors and other users</p>	<p>implications/contribution to DENR sectoral priorities, thrusts and programs</p>
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## FASP6 - PROJECT FINANCIAL AND ADMINISTRATIVE MANAGEMENT

The ability to demonstrate broad understanding of financial and administrative management principles and processes necessary to ensure the timely and appropriate funding and logistical support for the Department's foreign assisted programs and projects.



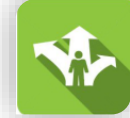
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project financial and administrative management activities	Implements project financial and administrative management activities	Leads project financial and administrative management activities	Plans, organizes and reviews project financial and administrative management activities
<ol style="list-style-type: none"> <li>1. Is familiar with GOP and donor agency's planning and budgeting policies/ systems/ procedures</li> <li>2. Reviews project expenditures and preparation of withdrawal applications</li> <li>3. Understands budget and accounting terminology and their application</li> <li>4. Knows financial management principles/processes and issuances</li> <li>5. Has working knowledge in the preparation on the prescribed budget forms</li> <li>6. Assists in the conduct of project assets inventory and maintains ledger of fixed assets</li> </ol>	<ol style="list-style-type: none"> <li>1. Has familiarity in the requirements for conducting financial planning and execution reviews</li> <li>2. Provides financial management support to projects including the management and control of project funds to ensure optimum use of financial resources, budget and expenditure forecasting and variance analysis.</li> <li>3. Coordinates and negotiates for the release of funds with funding institutions and other oversight agencies</li> <li>4. Identifies project priorities based on mandates and designated program area for efficient estimate spending and better fund management.</li> <li>5. Has a good understanding of issues involved in the management and</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates the budget functions needed to accomplish the organizational mission within legal parameters</li> <li>2. Leads the overall project financial management, including coordination and negotiation with funding institutions, other oversight agencies and other political units (budget preparation and execution, accessing and replenishment of resources)</li> <li>3. Explains to the Management and other oversight agency/ies the importance and impact of specific budgets, as required</li> <li>4. Understands the Department's and donor agencies' policies/ instructions for financial planning, programming, budget development and budget execution including documentation processes which are employed in the development</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes and conducts training on the financial management system</li> <li>2. Monitors the implementation of the system, guidelines and procedures</li> <li>3. Recommends program financial management approaches and strategies to assess program viability</li> <li>4. Negotiates the required level of support for FAPs from various funding agencies at a cost consistent with available support funding</li> </ol>

<p>7. Reviews and validates project expenditures at the field level to reconcile the project accounts</p> <p>8. Has working knowledge in the procedures of allocating funds within appropriation categories and how to use the funds from each appropriation</p>	<p>implementation of foreign assisted projects (FAPs).</p> <p>6. Knows how to prepare financial reconciliation reports needed in the liquidation/replenishment of project funds.</p>	<p>and decision making of a Department total budget fiscal activity for a given fiscal year</p>	
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## EE1 - LINKAGING AND NETWORKING (TECHNICAL COOPERATION, INTER-AGENCY COMMITTEES)

The ability required to participate, coordinate and network with other government agencies, institutions, industry and individual in relation to common issues and concerns, goal and policy objectives in the implementation of the Pasig River Rehabilitation in relation to the Manila Bay Rehabilitation, particularly on ecological solid waste management (ESWM).



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in linking and networking activities	Facilitates linking and networking activities	Supervises linking and networking activities	Formulates plans, programs and policies on linking and networking activities
<ol style="list-style-type: none"> <li>1. Describes the group composition and dynamics</li> <li>2. Memorize the procedures and approaches in facilitating or conducting meetings including transcribing minutes of meeting</li> <li>3. Explains consensus building</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies necessary linkages and networks</li> <li>2. Establishes, develops and maintains links with multi-sectoral/multi-agency, multi-regional partnerships e.g. industry group, government agencies, academe, non-government organizations, local government units, among others</li> <li>3. Facilitates meetings/ workshops to address and resolve issues/ concerns, synthesizes and prepares corresponding reports</li> <li>4. Uses network to seek and gain access to information from various sources to support Pasig River Rehabilitation objectives as well as the mission and objective of the PRCMO.</li> </ol>	<ol style="list-style-type: none"> <li>1. Articulates the position in a particular issue related to the implementation of the ESWM.</li> <li>2. Provides technical assistance in accordance with the target objectives.</li> <li>3. Drives consensus and collective decisions</li> <li>4. Interprets indicators/inputs during interactions that signify significant challenges to various interagency committees</li> <li>5. Supervises the conduct of necessary interagency meetings/fora</li> <li>6. Broadens network of relationships to promote the image of the agency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Mobilizes stakeholders to support PRCMO mandates</li> <li>2. Articulates the Department/Office's position on sensitive issues involving decision-making and policy formulation related to Pasig River Rehabilitation</li> <li>3. Promotes the Pasig River Rehabilitation and Office's goals, priorities and achievements in the interests of the greater public good</li> <li>4. Manages the conduct of necessary interagency meetings/fora</li> </ol>



## EE2 - POLICY RESEARCH AND DEVELOPMENT ON ECOLOGICAL SOLID WASTE MANAGEMENT (ESWM)

The ability required to enforce and implement RA 9003; and to draft and recommend programs and policies for the approval of the Department/Office.



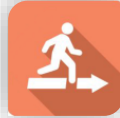
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in policy research and development on ESWM activities	Conducts policy research and development on ESWM activities	Formulates plans, programs and policies on policy research and development on ESWM activities	Supervises policy research and development on ESWM activities
<ol style="list-style-type: none"> <li>1. Tells both the DENR and PRCMO mandate, vision, functions and priorities and thrusts as well as RA 9003</li> <li>2. Discuss the concept of ESWM including enforcement and implementation</li> <li>3. Recalls the relevant policies and other information on ESWM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Relates principles/concepts on policy formulation and implication to management</li> <li>2. Gathers data needed in the formulation and conduct of policy researches</li> <li>3. Prepares policy research report</li> <li>4. Consolidates inputs of different stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the protocols in crafting policy directives</li> <li>2. Formulates and implements policy research reports</li> <li>3. Evaluates and interprets policy directives on ESWM</li> <li>4. Develops and administers policies and procedures to carry out plan</li> <li>5. Identifies policy gaps and the policy implications of a particular research result</li> <li>6. Formulates policy recommendations on ESWM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Devises corresponding strategies for implementation of management intervention on ESWM policies</li> <li>2. Analyzes and recommends policy directives on the enforcement and implementation of ESWM</li> <li>3. Represents the Office on ESWM activities, fora, national and international conventions</li> <li>4. Guides and mentor others on this competency.</li> </ol>





## EE3 - TRAINING AND INFORMATION DISSEMINATION ON ECOLOGICAL SOLID WASTE MANAGEMENT

The ability required to conduct and facilitate trainings and information dissemination on RA 9003 as well as on the policies and programs adopted by the Office and the Department with regard to ESWM.



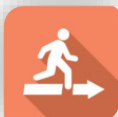
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of training and information dissemination on ESWM	Conducts training and information dissemination on ESWM	Formulates plans, programs and policies on training and information dissemination on ESWM	Supervises training and information dissemination on ESWM
<ol style="list-style-type: none"> <li>1. Explain the concept on ESWM including enforcement and implementation as well as the policies and programs adopted by the Department and Office</li> <li>2. Describes the organization's IEC program to enhance public participation on the enforcement and implementation of ESWM</li> <li>3. Collects information needed in the development of IEC materials and training programs</li> <li>4. Outlines the process of conducting a training program</li> <li>5. Operates basic training equipment</li> <li>6. Assists in the preparation and presentation of IEC and training</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews IEC materials and training programs on the enforcement and implementation of RA 9003</li> <li>2. Checks the completeness of all training requirements needed within the specified time frame</li> <li>3. Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of communication technologies</li> <li>4. Develops IEC materials and training programs on the enforcement and implementation ESWM</li> <li>5. Simplifies scientific and technical literature on the enforcement and</li> </ol>	<ol style="list-style-type: none"> <li>1. Serves as a resource person on lectures and trainings dealing with ESWM and other relevant issue</li> <li>2. Presents ESWM lectures, synthesizes lessons and relates them to current environmental issues and concerns</li> <li>3. Integrates the program objectives, issues and concerns arising from interactions/discussions</li> <li>4. Formulates training standards and policies in implementing training programs</li> <li>5. Facilitate workshop, training and other similar activities to gather needed information for development of an appropriate ESWM program</li> <li>6. Implements contingency plans to address critical situations during training.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts participatory planning activities to develop IEC materials and training programs</li> <li>2. Introduces innovations and techniques in developing IEC materials and training programs</li> <li>3. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/strategy</li> <li>4. Plans contingencies and recommends accordingly</li> </ol>

materials in terms of gathering data and crafting the materials.	implementation of ESWM for the general public.		
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## EE4 – IMPLEMENTATION OF PROGRAMS AND PROJECTS ON ECOLOGICAL SOLID WASTE MANAGEMENT (ESWM)

The ability required to propose and implement programs and projects on ESWM based on the policies and programs adopted by the Department/Office on ESWM and in coordination with the LGUs (e.g. barangays), NGAs, NGOs, Academes, Private Sectors and other stakeholders within the Pasig River System.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the implementation of programs and projects on ESWM	Implement programs and projects on ESWM based on the policies and programs adopted by the Department/Office and in coordination with other government agencies and partners	Formulates plans, programs and policies on the implementation of ESWM programs and projects based on the policies and programs adopted by the Department/Office	Supervises the implementation of programs and projects on ESWM based on the policies and programs adopted by the Department/Office and in coordination with other government agencies and partners
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the implementation of ESWM.</li> <li>2. Has basic knowledge on the policies and programs on ESWM adopted by Department and the LGUs.</li> <li>3. Assist in the preparation of monitoring/ performance reports on ESWM programs and projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders regarding the enforcement and implementation of ESWM programs and projects.</li> <li>2. Identifies problem areas and recommends procedures for effective and efficient implementation of ESWM projects and programs.</li> <li>3. Prepares monitoring/ performance reports on ESWM programs and projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and assesses reports on the implementation of ESWM projects and programs.</li> <li>2. Identifies appropriate ESWM projects/programs/activities to be undertaken in line with the Office's functions and mandate aligned with the Manila Bay Rehabilitation.</li> <li>3. Prepares project proposals on ESWM projects and programs for funding and implementation.</li> <li>4. Conducts impact studies on ESWM projects and programs implemented by the Office and Pasig River System stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates the implementation of ESWM projects and programs.</li> <li>2. Reviews and recommends the proposals on ESWM projects and programs for funding and implementation.</li> <li>3. Evaluates measures that will effectively address the gaps in the implementation of ESWM projects and programs.</li> <li>4. Represents the Office on ESWM activities, fora, national and international conventions.</li> </ol>



## EE5 - SOLID WASTE MONITORING AND ASSESSMENT

The ability required to monitor and assess the presence of solid waste within the Pasig River System specifically in terms of segregation, collection, recycling, and composting.

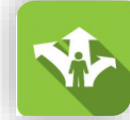


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of solid waste monitoring and assessment activities	Conducts solid waste monitoring and assessment activities	Formulates plans, programs and policies on solid waste monitoring and assessment activities	Supervises solid waste compliance monitoring and assessment activities
<ol style="list-style-type: none"> <li>1. Explain RA 9003 specifically the provisions on segregation, collection, recycling, and composting</li> <li>2. Describes the basic principles of ESWM (segregation at source, segregated collection, Material Recovery Facility, Composting)</li> <li>3. Enumerates the protocols, standards and items to be monitored in SWM</li> <li>4. Outlines the delineation of responsibilities between the DENR and LGUs</li> <li>5. Communicates with the LGU without being misunderstood to foster strong coordination.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares the criteria to assess the presence of solid waste in waterways and surrounding communities based on RA 9003 in relation to the Pasig River Rehabilitation Program</li> <li>2. Documents the findings and observations during the conduct of solid waste assessment and monitoring</li> <li>3. Prepares monitoring and assessment reports</li> <li>4. Responds quickly to any SWM crisis/concerns within the Pasig River System</li> </ol>	<ol style="list-style-type: none"> <li>1. Orients newly hired staff on the operations of the office</li> <li>2. Prepares training module/training design on solid waste assessment and monitoring</li> <li>3. Proposes strategies for a better ESWM System within the Pasig River System</li> <li>4. Conceptualizes innovative tools that support the SWM system</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the conduct of solid waste monitoring and assessment in the Pasig River System</li> <li>2. Plans for contingencies and implement accordingly</li> <li>3. Reviews and approves monitoring and assessment reports</li> <li>4. Coordinates with barangays and private establishments with regards to the implementation of RA 9003 and other relevant guidelines</li> </ol>



## WQWM1 - WATER QUALITY MANAGEMENT

The ability required to monitor and evaluate water pollution from point and non-point sources, and recommend water quality improvement strategies/activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in water quality management activities	Conducts water quality management activities	Supervises water quality management activities	Formulates plans, programs and policies on water quality management activities
<ol style="list-style-type: none"> <li>1. Tells the DENR and PRCMO vision, mission, trusts, mandated/functions, policies and programs in the implementation of the Philippine Clean Water Act</li> <li>2. Differentiates point source from non-point source of water pollution</li> <li>3. Describes different water quality monitoring equipment for in situ analysis</li> <li>4. Outlines water quality monitoring procedures and inspection protocols</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates the arrangement of equipment, transportation service and all other related logistical requirements in the conduct of water quality monitoring</li> <li>2. Uses different water quality monitoring equipment and other meteorological equipment such as GPS as necessary</li> <li>3. Conducts ambient and effluent quality monitoring</li> <li>4. Conducts survey, inspection and investigation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides graphical and visual analysis of the water quality monitoring results</li> <li>2. Coaches other staff how to use water quality monitoring equipment</li> <li>3. Identifies and updates concerned superiors on emerging water pollution issues/concerns</li> <li>4. Processes and analyzes water quality data</li> <li>5. Reviews reports of inspection/ monitoring/ investigation</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees projects pertaining to monitoring and enhancement/ improvement of water quality</li> <li>2. Linkages/networks with other government agencies, NGO's, LGU's and stakeholders</li> <li>3. Recommends strategies to increase business and industrial compliance with water quality standards.</li> </ol>



## WQWM2 - MONITORING AND EVALUATION OF COMPLIANCE OF FACILITIES OR ESTABLISHMENTS

The ability required to monitor and evaluate the compliance of commercial and industrial establishments, within the Pasig River System, to the requirements of RA9275, its Implementing Rules and Regulations, and related Liquid Waste Management policy issuances.

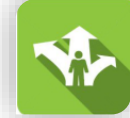


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of monitoring and evaluation activities of compliance of facilities or establishments	Conducts monitoring and evaluation activities of compliance of facilities or establishments	Supervises monitoring and evaluation activities of compliance of facilities or establishments	Formulates plans, programs and policies on monitoring and evaluation activities of compliance of facilities or establishments
<ol style="list-style-type: none"> <li>1. Relates DENR, EMB, and LLDA's mandate, policies, thrusts, and programs in the implementation of Philippine Clean Water Act</li> <li>2. Enumerate liquid waste management and DAO 2016-08 general effluent standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Lists the requirements for the environmental compliance of commercial and industrial establishments</li> <li>2. Monitors facilities and establishments to determine compliance to standards and requirements</li> <li>3. Investigates liquid wastes-related complaints and makes the appropriate recommendations to address the said complaints.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews reports and recommendations regarding onsite inspection and monitoring conducted</li> <li>2. Devises methodologies and tools to improve monitoring of compliance of commercial and industrial establishments to environmental standards</li> <li>3. Coordinates with other agencies or institutions to address issues on liquid wastes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates appropriate strategies to further strengthen the implementation of the policies on LWM</li> <li>2. Plans management interventions to address issues pertinent to LWM</li> <li>3. Identifies policy gaps and recommends actions on how to address the said gaps.</li> </ol>



## WQWM3 - ENVIRONMENTAL RESEARCH GENERATION

The ability required to conduct researches, based on scientific data, on various environmental issues, existing environmental laws in support of formulation programs, projects, and activities, and enforcement of environmental policies/standards/criteria and guidelines with regard to the Pasig River Rehabilitation.

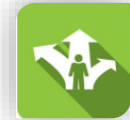
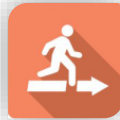


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental research generation activities	Conducts environmental research generation activities	Supervises environmental research generation activities	Formulates plans and programs on environmental research generation activities
<ol style="list-style-type: none"> <li>1. Describes the present state of the Pasig River</li> <li>2. Assist in the gathering of data and references relevant to pollution concerns and other environmental issues, both manually and electronically</li> <li>3. Enumerates basic applied research concepts and procedures for generating scientific data/information</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses computer software and analyzes/interprets results of processed data</li> <li>2. Utilizes statistical and mathematical tools in the conduct of research and understands the precautions taken to ensure confidentiality in storing data</li> <li>3. Gathers data and references relevant to pollution concerns and other environmental issues, both manually and electronically</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes and drafts initial environmental research and development (R&amp;D) proposals</li> <li>2. Identifies the objectives of the research projects and applies the particular research approaches</li> <li>3. Develops and implements environmental researches, e.g. situational assessment, water quality improvement studies, etc.</li> <li>4. Prepares technical reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and develops integrated environmental R&amp;D agenda, programs and framework</li> <li>2. Evaluates and reviews environmental R&amp;D proposals, scientific and technical reports and papers</li> <li>3. Analyzes/recommends research-based directives on environmental matters</li> </ol>



## WQWM4 - COLLECTION OF WATER SAMPLES

The ability required in the collection of water samples in connection with the monitoring of the water quality of the Pasig River System.



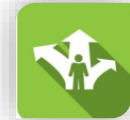
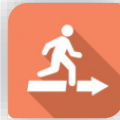
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in collection of water samples activities	Conducts collection of water samples activities	Supervises collection of water samples activities	Formulates plans, programs and policies on collection of water samples activities
<ol style="list-style-type: none"> <li>1. Explain the basic principles and procedures in collecting, handling, preservation, transport, submission of water samples and field data recording.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts field sampling equipment/ instruments</li> <li>2. Carries out sample integrity and standard procedures for sample collection, handling, storage and transport</li> <li>3. Adheres strictly to established sampling protocols</li> <li>4. Records field data</li> </ol>	<ol style="list-style-type: none"> <li>1. Operates various water sampling equipment and field instruments with mastery</li> <li>2. Develops and implements a water quality monitoring/ sampling plan</li> <li>3. Oversees and monitors the conduct of water sampling</li> <li>4. Guides and coach others on this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates the implementation of all activities relative to water quality monitoring/sampling</li> <li>2. Monitors and reviews the development and implementation of the water quality monitoring and sampling plan</li> <li>3. Formulates strategies to professionalize the collection of water samples</li> </ol>





## WQWM5 - COLLECTION OF ENVIRONMENTAL DATA

The ability required to collect data needed in the conduct of environmental research.

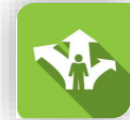
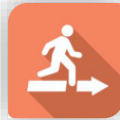


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in collection of environmental data activities	Conducts collection of environmental data activities	Supervises collection of environmental data activities	Formulates plans and programs on collection of environmental data activities
<ol style="list-style-type: none"> <li>1. Describes the potential sources of environmental and related data/information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates questions that can be addressed with data and collects, organizes and displays relevant data to answer them.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops survey questionnaires that yield clear answers and useful information</li> <li>2. Oversees the carrying out of surveys and data tabulation</li> <li>3. Plans ways to collect environmental and related data/information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends ways to maximize efficient use of available resources</li> <li>2. Devises design methods to collect information including the design of analysis plans following the development of the research program</li> <li>3. Conducts routine checks for threats to validity that might ruin a research/study.</li> </ol>



## WQWM6 - DATA ANALYSIS AND INTERPRETATION

The ability required in translating results of collected data and other related information.

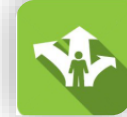


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in data analysis and interpretation activities	Conducts data analysis and interpretation activities	Supervises data analysis and interpretation activities	Formulates plans and programs on data analysis and interpretation activities
<ol style="list-style-type: none"> <li>Explains how to establish environmental data/information needs within an analytical context</li> <li>Describes basic data analysis methods that are appropriate and effective for the types of data produced by the study.</li> </ol>	<ol style="list-style-type: none"> <li>Translates needs into tailored analytical solution through the preparation of a complete, detailed description of the study design as well as a clear exposition of the questions to be addressed</li> <li>Prepares preliminary plan for analysis of a research study</li> </ol>	<ol style="list-style-type: none"> <li>Reviews, edit final analysis plans based on team input</li> <li>Implements planned analysis including data verification and data correction as necessary using one or more systems of computer hardware and statistical analysis software for the management and analysis of data</li> <li>Examines the data for threats to validity, ranging from missing data to questionable outliers to confounders</li> </ol>	<ol style="list-style-type: none"> <li>Interprets to an audience and environmental stakeholders the results of statistical outputs</li> <li>Identifies the best way to describe and display data that will fit the conclusions and the results of analysis</li> <li>Oversees that there are no erroneous or incomplete statements about the findings</li> </ol>



## WQWM7 - DOCUMENTATION AND DISSEMINATION OF RESULTS

The ability required in translating results/ findings into written technical reports and oral presentations.

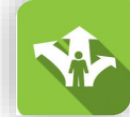
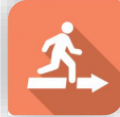


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in documentation and dissemination of results activities	Conducts documentation and dissemination of results activities	Supervises documentation and dissemination of results activities	Formulates plans, programs and policies on documentation and dissemination of results activities
<ol style="list-style-type: none"> <li>1. Describes the use of various computer software used in the documentation and dissemination of results</li> </ol>	<ol style="list-style-type: none"> <li>1. Summarizes data analysis results, and utilizes statistical methods and synthesis of conclusion from summary tables</li> <li>2. Prepares graphic presentation of findings for reports, presentations, and publications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and reviews written technical reports and oral presentations summarizing data analysis results, detailed analysis of results, and synthesis of conclusion from summary tables</li> <li>2. Ensures full acknowledgement of reference materials cited in the report</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates documentation and dissemination of research activities/ result outputs</li> <li>2. Initiates and recommends relevant trainings to enhance workforce capability on statistical analysis, data interpretation, technical report writing, etc.</li> </ol>



## WQWM8 - EQUIPMENT MAINTENANCE AND CALIBRATION

The ability required in the operation, maintenance and calibration of in-situ monitoring equipment/instruments.



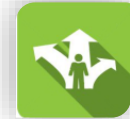
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in equipment maintenance and calibration activities	Conducts equipment maintenance and calibration activities	Supervises equipment maintenance and calibration activities	Formulates plans and programs on equipment maintenance and calibration activities
<ol style="list-style-type: none"> <li>Identifies different water quality monitoring equipment for in situ analysis</li> <li>Secures and monitors instruction manuals of all in-situ monitoring equipment</li> <li>Conducts inventory of in-situ monitoring equipment/instruments</li> </ol>	<ol style="list-style-type: none"> <li>Carries out procedure on calibration and maintenance of in-situ monitoring equipment/instrument</li> <li>Prepares purchase requests for the maintenance and calibration of in-situ monitoring equipment</li> <li>Maintains all forms to be used in relation to maintenance and calibration of equipment</li> </ol>	<ol style="list-style-type: none"> <li>Supervises maintenance of in-situ monitoring equipment/instruments</li> <li>Conducts troubleshooting of in-situ monitoring equipment/instruments</li> <li>Supervises calibration of in-situ monitoring equipment</li> <li>Trains technical and non-technical personnel using the equipment</li> <li>Prepares calibration and maintenance program</li> <li>Creates procedure for safe handling, transport, storage, use and planned maintenance and calibration of equipment</li> </ol>	<ol style="list-style-type: none"> <li>Directs all operations, implementation of the calibration and maintenance program</li> <li>Oversees storage and disposal of equipment and ensures compliance with government regulations on disposal</li> <li>Reviews and maintains the maintenance and calibration programs</li> <li>Reviews and approves the training manual for calibration and maintenance of equipment</li> <li>Supervises the training of technical and non-technical personnel using the equipment</li> </ol>



## EP1 - ENVIRONMENTAL PLANNING, PROGRAMMING AND EVALUATION

The ability required to:

- determine schemes/strategies to come up with specific projects/activities that will be implemented in a given period in accordance with the Pasig River Coordination and Management Office's (PRCMO) thrust priorities, and budget appropriation;
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the PRCMO;
- formulate criteria for determining priorities for proposed projects and selects the appropriate programs/projects/activities for funding and execution; and
- formulate and update the PRCMO's three-year operational plan in line with the Department's plans, priorities, and thrusts in relation to the Manila Bay Rehabilitation Program and other related programs and projects.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental planning, programming and evaluation activities	Conducts environmental planning, programming and evaluation activities	Supervises environmental planning, programming and evaluation activities	Formulates plans, programs and policies on environmental planning, programming and evaluation activities
<ol style="list-style-type: none"> <li>1. Provides technical assistance in the formulation of plans/ programs and monitoring system for all planning/ programming activities of the Division</li> <li>2. Prepares budget proposals, budget presentations and other support documents</li> <li>3. Contributes in the formulation of WFP and the PPMP of the Division</li> <li>4. Submits periodic accomplishment reports and such other reports as may be required by immediate supervisor</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with concerned offices to facilitate submission of required documents and budget proposals</li> <li>2. Prepares, consolidates and reviews WFP and PPMP with the management</li> <li>3. Translates broad strategic goals and plans into specific objectives and targets</li> <li>4. Coordinates the validation of activities implemented</li> <li>5. Prepares monitoring and evaluation reports of plans, programs, and</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates the implementation of plans and programs</li> <li>2. Conducts research on enhanced strategies and planning methodologies</li> <li>3. Formulates planning standards and guidelines</li> <li>4. Supervises the monitoring and evaluation of all programs</li> <li>5. Prepares and consolidates short, medium- and long-term plans with appropriate allocation of resources</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates and recommends short, medium- and long-range environment plans and programs</li> <li>2. Develops criteria in order to rationalize and streamline program operations and prioritization of proposed program and projects</li> <li>3. Directs and oversees the monitoring and evaluation of all programs</li> <li>4. Conducts comprehensive review of office activities/projects/programs</li> </ol>

<p>5. Facilitates and reviews proceedings of meeting/workshops/ conferences conducted by the Division</p>	<p>accomplishments of the Division for submission to the management and the oversight offices</p> <p>6. Prepares presentations to clients/stakeholders and other government agencies</p>	<p>6. Recommends the adoption of approaches and strategies to address gaps identified in the implementation of policies</p> <p>7. Develops and updates the efficient and effective process/procedure for coordination and financial mechanisms</p> <p>8. Assesses and validates office performance based on the goals and targets</p>	<p>5. Provides mechanisms and strategies for improvement of plans and programs based on the changing needs of the office</p> <p>6. Recommends innovative/creative use of resources to meet strategic goals</p> <p>7. Serve as a resource person in dealing with planning issues</p> <p>8. Undertakes continuing dialogues among government agencies and other concerned parties/stakeholders on Pasig River System issues</p> <p>9. Identifies priority programs of the office</p> <p>10. Guides and coaches other in formulation of the Division/Unit's WFP in line with the outcome/output of the office</p>
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## EP2 - PROJECT MONITORING

The ability to:

- formulate standards and criteria for project identification, prioritization and implementation;
- evaluate and assess periodically performance reports and project implications; and
- prepare periodically monitoring and evaluation reports of the Division/Office programs and projects including other commitments.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the project monitoring activities	Conducts project monitoring activities	Supervises project monitoring activities	Formulates plans, programs and policies on project monitoring activities
<ol style="list-style-type: none"> <li>1. Assists in the review and evaluation on the development and progress of Division/PRCMO commitments and prepares corresponding report</li> <li>2. Assists in identifying and analyzing project issues and concerns that affect project's implementation</li> <li>3. Assists in developing monitoring and evaluation tools to assess the project implementation</li> <li>4. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>5. Keeps tracks of the position of the office in various issues related to Pasig River Rehabilitation</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and assesses programs, projects, activities, commitments, and agreements</li> <li>2. Develops and updates the efficient and effective process/procedure for coordination mechanisms, database management systems with PRCMO Managers (i.e., Executive Director and Dir, Div/Section Chiefs) on activities and programs and coordinates the various activities related to the effective implementation of the offices' programs, projects, activities, commitments, and agreements</li> <li>3. Initiates the adoption of approaches and strategies to address gaps identified in the implementation of policies, programs, projects, activities, commitments, and agreements</li> </ol>	<ol style="list-style-type: none"> <li>1. Represents the Division Chief on various activities related to the Division/PRCMO programs, projects, activities, commitments, and agreements</li> <li>2. Supervises the monitoring and evaluation of all office programs, projects, activities, commitments, and agreements</li> <li>3. Maintains strong linkages among government agencies and other concerned parties on Pasig River Rehabilitation issues to facilitate activities related to implementation of office programs, projects, activities, commitments, and agreements</li> <li>4. Reviews and edits report on the implementation of office programs,</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and oversees the monitoring and evaluation of all office programs, projects, activities, commitments, and agreements</li> <li>2. Develops and manages M&amp;E System including the setting up of appropriate data base and information management systems</li> <li>3. Initiates/recommends project proposals for funding</li> <li>4. Oversees and supervises the various activities related to the effective implementation of office programs, projects, activities, commitments, and agreements</li> </ol>

<p>6. Consolidates/prepares monitoring/performance reports of office programs and projects</p> <p>7. Assists in meetings/workshops of the Division/and prepares corresponding reports.</p>	<p>4. Assists in the preparation and packaging of research/project proposals</p> <p>5. Organizes orientation and management consultation with regard to offices' programs, projects, activities, commitments, and agreements</p> <p>6. Develops and prepares meeting/briefing presentation materials</p> <p>7. Participates in meetings/workshops on project review/assessment and prepares corresponding reports</p> <p>8. Coordinates and liaises with stakeholders to facilitate efficient and effective program/project implementation</p>	<p>projects, activities, commitments, and agreements including financial reports</p> <p>5. Develops collaborative partnerships with stakeholders in relation to the formulation of program/projects/activities</p> <p>6. Prepares project proposal and conducts evaluation and impact studies of office programs, projects, and activities</p> <p>7. Identifies gaps in programs, projects, activities, commitments, and agreements</p> <p>8. Guide others in the process of monitoring and evaluation of programs, projects, activities, commitments, and agreements.</p>	<p>5. Initiates the adoption of approaches and strategies to address gaps in project implementation</p> <p>6. Coach others in the process of project monitoring and evaluation</p> <p>7. Represents the office on various activities related to the effective and efficient implementation of the Pasig River Rehabilitation</p>
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**CORE COMPETENCIES**

**DISCIPLINE**

**EXCELLENCE**

**NOBILITY**

**RESPONSIBILITY**

**CARING FOR THE ENVIRONMENT AND  
NATURAL RESOURCES**

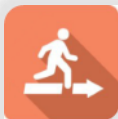




## CC1 - DISCIPLINE

The ability to:

- uphold the values and principles of Ethical Standards for Government Employees (RA 6713) taking in to account the social and environmental impact of one's actions and decisions;
- exemplify high standards of professional behavior as DENR employees, adhering to ethical as well as moral principles, values and standards of the Agency;
- be motivated by organizational rather than personal concerns;
- utilize time efficiently and productively to attain desired results;
- show fulfillment in work and achievements;
- exercise persistence when faced with difficult problems and challenges; and
- communicate/observe DENR mission, quality policy, values, rules and regulations in the discharge of one's functions.



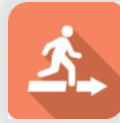
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices ethical and professional behaviors	Upholds the values of DENR in every action and decision	Serves as a good role model on DENR values and ethics to staff/peers	Sponsors/Initiates development of proactive programs promoting DENR values and ethics
<ol style="list-style-type: none"> <li>1. Abides by Ethical Standards for Government Employees (RA 6713) by practicing ethical and professional behaviors</li> <li>2. Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures, and honoring one's commitment to others or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains a professional image and can be depended upon</li> <li>2. Respects and supports management in its decision and is able to guard and build the Agency's reputation and image</li> <li>3. Acts with a sense of urgency and responsibility to meet the organization's needs and prioritizes tasks to attain results</li> </ol>	<ol style="list-style-type: none"> <li>1. Inspires confidence and respect from peers/ staff</li> <li>2. Serves as a good role model on professionalism to staff/ peers by coming to work on time and producing outputs before the deadline</li> <li>3. Engages consultation with peers, subordinates, partners, and stakeholders in decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences confidence and trust in the discharge of one's duties through personal example and DENR policies, procedures, products and services that deserve such appreciation, confidence and trust</li> <li>2. Demonstrates accountability, responsibility, ethical practice and conformity to the principles of natural justice in decision making</li> </ol>

<ul style="list-style-type: none"> <li>3. Plans and organizes tasks and produces results</li> <li>4. Comes to work on time and attends meetings on time</li> <li>5. Projects a positive outlook and attitude toward work</li> <li>6. Is knowledgeable about DENR goals and directions, services, culture, history, structure, basic systems and processes and key personnel</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes personal actions and behaviors congruent to that of the values and goals of the organization</li> <li>5. Makes personal sacrifices to meet organizational needs</li> <li>6. Maintains confidentiality and protects the privacy of employees, customers, and other stakeholders of DENR</li> </ul>	<ul style="list-style-type: none"> <li>4. Shows moral courage by doing the right thing or by expressing dissent on actions or pending decisions which would violate organizational values, laws, and regulations</li> <li>5. Aligns organizational and personal values and guides others on DENR/office goals and directions, services and culture</li> </ul>	<ul style="list-style-type: none"> <li>3. Calls attention of peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others</li> <li>4. Contributes to the development of the Agency's values and professionalism/ethical standards and programs</li> </ul>
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## CC2 - EXCELLENCE

The ability to provide proactive, responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Complies with DENR's standards of service deliver	Delivers and adds value to customers' expectations and requirements	Anticipates, identifies and manages stakeholders' standards and requirements towards excellent customer service through improving sense of responsibility and competence	Builds and shapes DENR service culture and strategy and provides leadership in service delivery through highest degree of responsibility and competence
<ol style="list-style-type: none"> <li>1. Complies with DENR's standards of service delivery</li> <li>2. Explains DENR's service standards and basic DENR rules and policies</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides relevant information to supervisor on matters referred for actions</li> <li>5. Shows sense of urgency in attending to customers' needs and requests</li> <li>6. Acts on simple queries/ concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains DENR's structure, processes, and time involved in the delivery of services to customers</li> <li>2. Articulates the vision, mission, programs, core values, and priority directions of the DENR</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides advice and guidance to subordinates with regard to concerns elevated to their level</li> <li>5. Takes the extra mile in customer service by consistently exceeding expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Anticipates and identifies stakeholders need and value based on programs and policies and analyzes based on the parameters and condition of customer service satisfaction</li> <li>2. Mentors and coach subordinates and peers on how to provide correct, adequate and prompt information to customers as may be necessary</li> <li>3. Anticipates and analyses stakeholders' needs and provides appropriate and immediate response</li> <li>4. Proactively comes up with solutions to manage stakeholders' expectations</li> <li>5. Initiates improvements in service delivery based on stakeholder feedback</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistently exceeds stakeholders' needs and expectations by keeping abreast with local and global best practices in managing bureaucracy necessary to implement a successful change strategy</li> <li>2. Designs mechanisms in the provision of correct, adequate and prompt information to customers as may be necessary</li> <li>3. Directs the organization towards the achievement of the service excellence platform in the entire bureaucracy</li> <li>4. Recommends to DENR management mechanisms for the institutionalization of a service culture</li> </ol>

	<p>6. Initiates/recommends process improvements based on customers' feedback</p>	<p>6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely</p> <p>7. Seeks ways to improve one's knowledge and skills to perform requirements of present and future role in DENR</p> <p>8. Models excellence in assuming responsibility for dealing with problems, crises or issues. Does not blame others for mistakes and learns from them</p>	<p>5. Ensures compliance with established parameters of authority within DENR and empowers subordinates to manage DENR's culture of service excellence</p> <p>6. Formulates/Designs strategies in the scaling-up of service delivery as a result of analysis, appreciation and understanding of the customer's needs and concerns</p> <p>7. Promotes a culture of continuous learning to strengthen competency of people to raise the bar toward high quality service delivery</p> <p>8. Serves as champion in the sharing and applying new knowledge, skills and responsibility learned in one's field to stakeholders both internally and externally</p> <p>9. Gathers and analyzes feedbacks from subordinates and respond effectively to address concerns</p>
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## CC3 - NOBILITY

The ability to exemplify the quality of being noble in character and mind by displaying virtue, goodness, honor, justice and decency. It also includes traits of purity, selflessness and worthiness as well as concern for justice, peace and genuine respect for people.



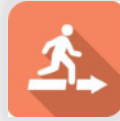
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Demonstrates virtue, goodness, honor, justness and decency at all times	Demonstrates virtue, goodness, honor, justness and decency even in difficult situations	Influences others to observe virtue, goodness, honor, justness and decency in all situations	Inspires others to act at the highest level of virtue, goodness, honor, justness and decency
<ol style="list-style-type: none"> <li>1. Demonstrates trustworthiness and selfless concern for the well-being of others</li> <li>2. Manifests objectivity, impartiality and fairness in handling situations at work</li> <li>3. Adheres to right standard of conduct in dealing with stakeholders</li> <li>4. Shows respect for others</li> <li>5. Fulfills an obligation or keeps an agreement</li> <li>6. Demonstrates honesty and compassion in all situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Manifests equal treatment to people regardless of status</li> <li>2. Shows respect, sensitivity and diplomacy to people in the attainment of common objectives</li> <li>3. Is respected and regarded by superiors and peers</li> <li>4. Takes an objective and independent stance in handling difficult issues and situations</li> <li>5. Exhibits high level of discipline and self-control in keeping personal and sensitive information</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences high level of trustworthiness and determination to resist temptation of corruption</li> <li>2. Ensures accountability in handling Agency funds and complies with agency's internal financial controls and policies and COA regulations</li> <li>3. Discourages and reports to proper authorities any potential acts of dishonesty, misappropriation, malversation, connivance, or defrauding</li> <li>4. Upholds and promotes the highest standards of moral values, practices, and ethics at all times</li> <li>5. Complies with the disclosure policy of the agency</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotes the culture of virtue, goodness, honor, justness and decency in the organization and manifests high level of purity, selflessness, and worthiness in every situation towards the achievement of common goals</li> <li>2. Pursues goals relentlessly and with dedication, towards achieving ambitious and excellent results and demonstrates persistence and strength of character when confronted with difficulties or challenges</li> <li>3. Remains calm and level-headed even in the most stressful situations.</li> <li>4. Sets an example in demonstrating tact and diplomacy in handling difficult situations and people, accepts constructive criticism and uses it to improve performance</li> </ol>



## CC4 - RESPONSIBILITY

The ability to:

- take full responsibility in delivering what has been agreed;
- take care of entrusted human, material resources and information;
- disclose all transactions and welcome reviews, audits, assessments, comments and monitoring of one's actions; and
- avoid wasteful and personal use of agency's resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Observes the principle of transparency and accountability in the workplace with supervision and guidance	Practices the principle of transparency and accountability in the workplace	Leads in the observance of the principle of transparency and accountability in the workplace	Champions the principle of transparency and accountability in the agency
<ol style="list-style-type: none"> <li>1. Understands the principle of transparency and accountability in organizations</li> <li>2. Implements the required tasks and produces the deliverables</li> <li>3. Makes information available in a manner appropriate to different stakeholders as instructed</li> <li>4. Observes proper use of office resources and applies the 5Rs in wastes segregation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the value of transparency and prudence in disclosing accurate material information in a timely manner</li> <li>2. Takes full responsibility for all business decisions, actions/inactions, and conduct</li> <li>3. Makes information available to permit timely analysis, and evaluation by relevant stakeholders</li> <li>4. Shows concern and serve excellently to the agency and its stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages information so that it is timely, accurate, and complete</li> <li>2. Coaches, mentors, and monitors to ensure others deliver their responsibilities as expected</li> <li>3. Models the behavior expected of the employees and the criteria by which they will be assessed</li> <li>4. Ensures that there is a process in which employees' issues and concerns are heard and deliberated</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews employees/ unit's accountabilities and provides guidance to ensure attainment of targets</li> <li>2. Takes corrective action to address office problems in a timely and consultative manner</li> <li>3. Empowers employees to hold themselves accountable and responsible of their decisions</li> <li>4. Sets up systems and processes to ensure that the agency's stakeholders are served with transparency and accountability</li> </ol>



## CC5 – CARING FOR THE ENVIRONMENT AND NATURAL RESOURCES

The ability to demonstrate its concern for the preservation and conservation of the natural environment (not just as a job) but more as a way of life. It includes (but not limited to) the following behavioral manifestations:

- takes care of the environment by throwing their garbage in the proper place and turns off light, air conditioners, computers and other electrical appliances when not in use;
- uses less of the earth's resources and uses carefully those that they have to use;
- reuses stuff - bags, containers, etc. and recycles materials as much as possible; and
- plants/replants trees and joins/advocates environment related activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge of concepts and application of preservation and conservation of the environment	Applies knowledge and understanding of the environment to further the aims of sustainability	Serves as a good role model in conserving and preserving the environment to peers and staffs	Sponsors development of proactive programs promoting the preservation and conservation of the environment
<ol style="list-style-type: none"> <li>1. Understands the wider environmental context/ importance of preserving and conserving the environment</li> <li>2. Complies with relevant agency codes of conduct and practices on preserving and conserving the environment without being told</li> <li>3. Demonstrates personal commitment to DENR mission and mandate, recognizing his/her obligations to society/ community</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates a critical awareness of current environmental problems and anticipates the impact of future environmental trends</li> <li>2. Addresses and resolves problems arising from questionable environmental practice</li> <li>3. Demonstrates self-direction and originality in tackling and addressing problems</li> </ol>	<ol style="list-style-type: none"> <li>4. Influences others to promote behavioral and cultural changes to secure environmental improvements beyond Agency compliance</li> <li>5. Encourages others to promote and advance a sustainable and resilient approach by understanding their responsibility for environmental damage and improvement</li> <li>6. Critically evaluate actions, methods and results and their short and long-term implications e.g. the impact and role of ecology and biodiversity in relation to new development/ construction</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops good practices, by actively learning from results to improve future environmental solutions and approaches</li> <li>2. Advocates sustainability concerns and environmental issues, encourages others to actively contribute to environmental protection and sustainability</li> <li>3. Demonstrates self-direction and originality in developing strategies for sustainable development and environmental improvement</li> <li>4. Analyzes and evaluates problems from an environmental perspective, develops practical sustainable solutions and</li> </ol>



		7. Actively learns from results to improve environmental solutions and approaches, and build best practice	anticipates environmental trends to develop practical solutions
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**ORGANIZATIONAL COMPETENCIES**

**WRITING EFFECTIVELY**

**SPEAKING EFFECTIVELY**

**TECHNOLOGY LITERACY AND  
MANAGING INFORMATION**

**PROJECT MANAGEMENT**

**COMPLETED STAFF WORK (CSW)**





## OC1 – WRITING EFFECTIVELY

The ability to write in a clear, concise and coherent manner using different tools to convey information or express ideas effectively.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Refers to and/or uses existing communication materials or templates to produce own written work	Edits existing or customizes available communication materials to produce an appropriate written work	Produces written work from scratch with some guidance while complying to agreed or prescribed standards of communicating within the bureaucracy	Designs and/or sets standards for a written material used within the bureaucracy while demonstrating independence producing written work
<ol style="list-style-type: none"> <li>1. Knows and uses basic business writing rules such as sentence structure, rules in grammar and techniques in word use and spelling</li> <li>2. Seeks, identifies and is able to distinguish the appropriate template or reference material that will be used as basis for one's written document</li> <li>3. Writes simple pro-forma communications such as acknowledgment, transmittal letters and forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate vocabulary, formats, correct order in sentence formation to achieve cohesion in the composition of sentences</li> <li>2. Understands the advantages and limitations of email and designs written work to capitalize on such advantages and mitigate the limitations</li> <li>3. Solicits feedback from those able to judge the appropriateness of the written material for a given audience</li> <li>4. Replies to queries and prepares Memoranda, presentations, position papers, talking points and reports using templates, references and research tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate content, clarity, logic and presentation of written communications</li> <li>2. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience</li> <li>3. Drafts resolutions, pleadings, terminal reports, and speeches in compliance with agreed or prescribed communication standards</li> <li>4. Utilizes variety of visual elements such as graphs, charts and illustrations to enhance understanding of the written content</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands and uses current trends in business writing styles and written marketing collaterals</li> <li>2. Identifies benchmark examples of effective written communication that can be used by the organization, and applies these best practices in developing communication standards for the organization</li> <li>3. Undertakes in-depth research to develop policy guidelines for written work and related protocols</li> <li>4. Keeps people informed about the changes and developments in organizational goals, strategies and performance through written documentation</li> </ol>



## OC – SPEAKING EFFECTIVELY

The ability to actively listen, understand and respond appropriately when interacting with individuals and groups.



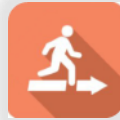
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Effectively delivers messages that simply focus on data, facts or information and requires minimal preparation or can be supported by available communication materials. Focus of communication is to relay information and/or data.	Effectively delivers messages that require some planning for the Method used and the possible reception to the message (audience may be a controlled group, i.e., team/s, divisions) Focus of communication is to relay information and to build motivation.	Effectively delivers messages that require careful planning for the method used and the possible impact of the message (audience may be a large group, i.e., office, organization) Focus of communication is to relay information and to build motivation.	Facilitates and influences target audience such as the Heads of the Agency and External Partners/Clients. Focus of communication is to relay information, to build motivation and call for action.
<ol style="list-style-type: none"> <li>1. Effectively listens to and understands instructions and can understand the information needs of self and others</li> <li>2. Actively participates in discussions and is appropriately assertive in expressing own ideas</li> <li>3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarifies as well as summarizes discussions, providing insights on underlying issues not readily obvious to the audience</li> <li>2. Adjusts communication style according to the needs of the audience and/or situation</li> <li>3. Takes in to account others' point of view, listening actively and asking questions to check for understanding of others' inputs, acting appropriately to nonverbal cues</li> <li>4. Disseminates information accurately, sharing information and using</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands common conventions of language and grammar appropriate to professional settings and audience</li> <li>2. Chooses and uses the appropriate medium for the message and adapts spoken language to that medium</li> <li>3. Presents and discusses suggestions and proposals in English to superiors for the improvement of processes and procedures fluently</li> <li>4. Anticipates possible questions, objections from the audience and prepares materials or means to address or attend to such</li> </ol>	<ol style="list-style-type: none"> <li>1. States complex technical concepts in an understandable manner and uses appropriate supporting materials</li> <li>2. Advocates DENR goals effectively and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization</li> <li>3. Promotes an open line and on-going communication to address issues and align efforts to organizational goals</li> <li>4. Presents to the Heads of Agency programs, projects and issues relative to their areas of responsibility for decision/resolution</li> </ol>

	<p>established methods or channels to keep appropriate parties informed</p>	<p>5. Disseminates policy guidelines and resolutions to subordinates</p> <p>6. Confidently explains DENR laws, rules and programs to external partners/client</p> <p>7. Devises improvements to communication systems and practices within and across teams/ units/ offices in order to improve clarity and reception of messages</p>	<p>5. Responds appropriately, accurately, and with composure to challenging questions or comments</p>
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## OC3 – TECHNOLOGY LITERACY AND MANAGING INFORMATION

Makes effective use of technology to contribute to the improvement of the system’s performance. The ability to organize, process, distribute and manage information in order to support or facilitate the learning and data requirements of DENR.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies basic technology (office software and equipment) in the performance of the assigned tasks.</p> <p>Collects, organizes and maintains data</p>	<p>Demonstrates the use of available equipment and software/s and application/s that can be utilized in the performance of the assigned tasks.</p> <p>Works with data to generate relevant information</p>	<p>Analyzes appropriateness of office software and equipment in the performance of assigned tasks.</p> <p>Develops information assets to achieve organizational goals</p>	<p>Maximizes the use of equipment and office software/s and applications in the performance of the assigned tasks.</p> <p>Strategizes the method and use of information that adds value to the organization and the public sector</p>
<ol style="list-style-type: none"> <li>1. Uses basic technology with supervision in performing tasks</li> <li>2. Understands and complies with the set standards, policies and guidelines on the information management processes of the organization</li> <li>3. Describes and distinguishes data or information that is relevant to the job and the value this brings to one’s functional role, group or the organization</li> <li>4. Uses information channels and sources relevant to the job in order to identify data and transactions that need to be captured or recorded</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies advanced technology tools in performing tasks</li> <li>2. Knows and can articulate the importance of having accurate, readily available, timely and relevant information</li> <li>3. Analyzes and corrects discrepancies and assesses the accuracy, validity, and integrity of the information</li> <li>4. Evaluates information of distortions, personal bias or conflicts of interests using effective information management processes, tools and standards</li> <li>5. Provides information on a timely basis and in a usable form ensuring the</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps abreast of technological changes to develop new skills and knowledge required to perform tasks</li> <li>2. Identifies and implements improvements to information management processes and techniques through observation of information management competence of others</li> <li>3. Facilitates the design, development or acquisition of information management tools based on the analyzed needs and gaps of an individual, group or the organization</li> <li>4. Ensures that resources are available and effectively deployed to sustain service</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies gaps and recommends enhancement of office software/s and applications in performing tasks</li> <li>2. Fosters the development of appropriate information assets and protocol to effectively manage and capitalize on information</li> <li>3. Identifies, develops and articulates information management strategies and ensures that these are embedded within key organizational processes</li> <li>4. Ensures information management activities are coordinated across the organization</li> </ol>

<p>5. Uses available tools such as notebooks or computers to document, manage, retrieve and/or distribute data or information to appropriate individuals, groups or parties</p>	<p>availability and accessibility of organizational information resources</p>	<p>delivery and to address information needs of an individual, group or the organization</p>	<p>5. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general</p>
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## OC4 – PROJECT MANAGEMENT

The ability to plan, organize, implement, direct, monitor and assess projects/ work plans, outputs, effects and impacts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project management activities	Conducts project management activities	Leads in project management activities	Formulates plans, programs and policies on improvement of project management activities
<ol style="list-style-type: none"> <li>1. Applies the basic knowledge in gathering /collecting relevant data/materials under supervision</li> <li>2. Has basic knowledge in the preparation of research/project proposal</li> <li>3. Has basic knowledge in the monitoring and evaluation process</li> <li>4. Knows simple statistical tools needed in program evaluation</li> <li>5. Has basic knowledge in the technical standard and specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and packages research/project proposal</li> <li>2. Organizes staff assignments given the requirements of the special project</li> <li>3. Identifies priorities of the project and the outputs given specific time period in consultation with superior/s</li> <li>4. Devises a monitoring chart to track project activities</li> <li>5. Assists in the conduct of project monitoring and evaluation using prescribed instrument</li> <li>6. Develops and prepares project/research briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops feasibility studies</li> <li>2. Develops plans and proposals and negotiates for resources and support</li> <li>3. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>4. Identifies and analyzes project issues and concerns that affect project's implementation</li> <li>5. Formulates performance indicators and standards</li> <li>6. Develops monitoring and evaluation tools and instruments to assess the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approaches and strategies to address gaps for the improvement of project</li> <li>2. Formulates and recommends policies based on the results and impacts of the project</li> <li>3. Supervises overall activities of the project</li> </ol>



		<ol style="list-style-type: none"><li>7. Monitors and evaluates the development and progress of the project and prepares corresponding report</li><li>8. Provides technical assistance in project management to stakeholders</li><li>9. Guides others in monitoring and evaluation of program processes</li><li>10. Prepares project terminal report</li></ol>	
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## OC5 – COMPLETED STAFF WORK (CSW)

The ability to provide comprehensive, accurate, factual, and timely information to ensure well-informed decisions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices basic knowledge of CSW to generate complete, accurate, relevant and timely output	Demonstrates advanced knowledge in CSW by applying appropriate tools and techniques	Leads the practice of CSW in his/her office/unit	Institutionalizes and sustains the practice of CSW in the organization
<ol style="list-style-type: none"> <li>1. Provides the appropriate data needed for the action to be taken</li> <li>2. Strives to achieve job objectives and to meet targets based on CSW standard</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes validated data through the use of appropriate statistical tools and other techniques</li> <li>2. Determines the reliability, dependability and integrity of data and/or information gathered</li> <li>3. Explores effective processes and methods in generating action plans from a complex source</li> <li>4. Prepares reports containing the necessary and relevant information in CSW format</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the best source of action or proposal in the context of CSW</li> <li>2. Defines metrics in the effective use of processes and methods in the context of CSW</li> <li>3. Coaches and mentor subordinates and peers on CSW process</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops strategies and mechanisms to enhance the application of CSW</li> <li>2. Provides avenue to generate feedbacks to identify challenges affecting the application of CSW and corresponding solutions to address the issues</li> </ol>

**LEADERSHIP COMPETENCIES**

**STRATEGIC LEADERSHIP  
(THINKING STRATEGICALLY AND CREATIVELY)**

**LEADING CHANGE**

**PEOPLE DEVELOPMENT  
(CREATING AND NURTURING A HIGH**

**PEOPLE PERFORMANCE MANAGEMENT  
(MANAGING PERFORMANCE AND COACHING**

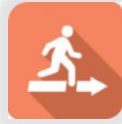
**PARTNERSHIP AND NETWORKING  
(BUILDING COLLABORATIVE AND INCLUSIVE**





## LC1 - STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)

The ability to “see the big picture”, think multi-dimensionally, craft innovative strategies/solutions; and envision a preferred future for one’s unit/office and functions in the context of the DENR’s Vision and Mission. It includes skills needed to establish and to communicate organizational objectives and to monitor progress toward accomplishment of such objectives; to initiate action; and to provide structure and systems to achieve goals and ensure long-term success.



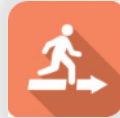
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops office/service’s strategies and plans based on the DENR’s mission/vision.	Ensures that others support the DENR’s mission, goals, agenda, climate, and policy.	Ensures that the DENR’s strategy is able to address the needs of different stakeholders.	Exemplifies to and leads others to support the DENR’s vision, mission, values, goals and objectives.
<ol style="list-style-type: none"> <li>1. Understands the role of his/her office in achieving organizational goals and aligns day-to-day actions and resources with the team’s organizational issues and opportunities</li> <li>2. Develops and articulates concise, comprehensive office strategies that incorporate a System/ organization-wide perspective</li> <li>3. Motivates staff into action to support the DENR’s strategies</li> <li>4. Ensures that others support leader’s mission, goals, agenda, climate, and policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one’s department or functional area.</li> <li>2. Establishes and implements long-term objectives, goals, or projects that support the strategy.</li> <li>3. Considers the alignment of present assets, processes, and methods with the DENR’s strategy and identifies actions and changes needed to meet the strategy.</li> <li>4. Develops and contributes to the creation of the DENR’s strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the agency and secures the proper implementation of these strategies.</li> <li>2. Redesigns processes or services to better meet the DENR’s long-term goals.</li> <li>3. Develops Contingency Strategy and Plans Based on DENR Strategies.</li> <li>4. Strategically prepares, modifies and reviews contingency strategy; anticipates obstacles that could arise.</li> <li>5. Examines radical strategic options and dramatic alternatives that drive the DENR’s culture and results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets the complex and volatile nature of the environment to the agency and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.</li> <li>2. Communicates a clear vision that generates enthusiasm, passion and commitment to the organization mission.</li> <li>3. Influences and persuades through effective will power.</li> <li>4. Takes on a pivotal role in promoting the development of an inspiring, relevant vision for the organization and influences others to share ownership of office goals.</li> </ol>

		<p>6. Pushes oneself and strongly influences/ encourages others to “think outside the box” in setting the future direction of the DENR.</p> <p>7. Coaches/guides other officers on how the DENR’s vision/mission /goals could be achieved</p>	<p>5. Takes initiative to collaborate with leadership team and other line agencies to shape the strategic direction of DENR</p>
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## LC2 – LEADING CHANGE

The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes the ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to advance and sustain change within the organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Influences and guides team in understanding, accepting and supporting any change efforts/programs of the DENR	Ensures the effective implementation of any change initiatives/programs of the DENR by guiding the team in the transition process	Addresses the interests and objections of all the stakeholders involved in the change process	Formulates a change management framework and change management implementation plan to guide all the stakeholders involved in the change process
<ol style="list-style-type: none"> <li>1. Recognizes and communicates the change that is introduced in the unit/organization and its effect to DENR</li> <li>2. Communicates the work cooperatively with others to produce innovative solutions</li> <li>3. Supports various change management activities; e.g. communications, education, team development, coaching</li> <li>4. Prepares team/unit for the change by defining management strategy and preparing change management team</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change</li> <li>2. Forwards personal, professional and work unit needs and interests in an issue</li> <li>3. Develops change management plans and take actions and implements plans</li> <li>4. Diagnoses gaps and manages resistance in any change efforts effectively</li> <li>5. Recognizes right away the effect of a certain change in the organization and if</li> </ol>	<ol style="list-style-type: none"> <li>1. Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant</li> <li>2. Guides groups or teams through the transition process leading to the development and implementation of new approaches, systems, structures and methods</li> <li>3. Helps employees to develop a clear understanding of what they will need to do differently, as result of changes in the organization</li> <li>4. Challenges the status quo by comparing it to an ideal or a vision for change</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, defines and exhibits buy-in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness</li> <li>2. Develops change management sponsorship model</li> <li>3. Establishes structures and processes to plan and manage the orderly implementation of change that will be beneficial to the DENR</li> <li>4. Reinforces the change effort in a dynamic manner</li> <li>5. Provides strategic insight on change management</li> </ol>

	<p>such change can be beneficial to the DENR</p> <p>6. Implements corrective actions and recognizes team/unit success</p>	<p>5. Builds broad based support for ideas, initiatives and directives</p>	<p>6. Acts as mentor/coach to change management teams and provides guidance</p> <p>7. Leads in setting new organization's directions, partnerships, policies and procedures</p>
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## LC3 – PEOPLE DEVELOPMENT (CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)

The ability to develop subordinates' competencies and enhance their performance by planning effective development activities related to current and future jobs. It includes the ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented. It also includes the ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Applies the basic principles of motivating and coaching people in the workplace	Motivates, trains, coaches and mentor people towards achieving quality results	Creates a work environment that encourages individuals to strive and reach their full potential	Ensures that work processes, procedures and resources provide for on-going growth
<ol style="list-style-type: none"> <li>1. Knows the basic principles of motivating and coaching people</li> <li>2. Gives directions or demonstrations for the purpose of a training strategy (i.e., volunteers additional resources, tools, information, expert advice, etc.)</li> <li>3. Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions</li> <li>4. Gives specific feedback for developmental purposes</li> <li>5. Facilitates workforce effectiveness through motivating and developing people within a work environment that promotes mutual trust and respect</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds a shared sense of destiny among individuals with seemingly disparate views, concerns and aspirations; creates team cohesion and improves individual and team performance</li> <li>2. Motivates people towards achieving quality results</li> <li>3. Actively participates in the long-term learning or development of staff with an appropriate level of needs analysis and other relevant approaches</li> <li>4. Creates new programs or materials to meet identified training needs.</li> <li>5. Involves staff in project tasks, resources and responsibilities and provides opportunities for them to clarify aspects</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates a culture where team work and interdependence is nurtured by facilitating collaboration across organizations</li> <li>2. Creates a work environment that encourages individuals to seek challenges and to strive in reaching their full potential</li> <li>3. Recognizes individuals' needs and wants and where possible incorporates it into work assignments consistent with their personal strengths</li> <li>4. Does long-term coaching or training by arranging appropriate and helpful assignments, formal training, or other experiences for the purpose of</li> </ol>	<ol style="list-style-type: none"> <li>1. Fosters and cultivates a shared sense or commitment between and/or among groups, departments and clients despite differences and/or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development</li> <li>2. Cultivates a learning environment by structuring interactive experiences such as looking for future opportunities that are in support of achieving an individual's career goals to gain their full potential</li> <li>3. Improves the skills and effectiveness of individuals through employing a range of development strategies</li> </ol>



<ul style="list-style-type: none"> <li>6. Provides staff with opportunities to attend training sessions which cater to their professional development needs</li> <li>7. Reassures others after a setback</li> <li>8. Gives negative feedback in behavioral rather than personal terms, and expresses positive expectations for future performance and/or gives suggestions for improvement</li> <li>9. Establishes and maintains effective one-on-one relations with a variety of people, customers, individuals, and institutions</li> </ul>	<ul style="list-style-type: none"> <li>of particular tasks or seek further directions</li> <li>6. Explores opportunities to mentor/coach individual members of the workforce.</li> <li>7. Encourages staff to participate in development opportunities (for example cross posting, accepting higher duties) to enhance career opportunities</li> <li>8. Encourages team members to discuss concerns and conflicts openly rather than covering them up or overlooking them.</li> <li>9. Takes appropriate action to achieve resolution after assessing the issue.</li> </ul>	<ul style="list-style-type: none"> <li>supporting a person's learning and development</li> <li>5. Moves people to work out answers to issues themselves so they really know how, rather than simply giving them the answer</li> <li>6. Empowers staff to improve their work performance through reflecting and acting on workplace experiences</li> <li>7. Manifests an in-depth understanding of the ongoing reasons for a person's behavior or responses</li> </ul>	<ul style="list-style-type: none"> <li>4. Establishes systems and implements it to ensure that regular constructive feedback is given to each staff member through both formal and informal situations</li> <li>5. Promotes and rewards achievements in a way which openly acknowledges the contribution of individuals</li> </ul>
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## LC4 – PEOPLE PERFORMANCE MANAGEMENT (MANAGING PERFORMANCE AND COACHING FOR RESULTS)

The ability to create an enabling environment which will nurture and sustain a performance based coaching culture. It includes the ability to take responsibility for employees' performance, by setting clear goals and expectations, tracking progress against goals, ensuring feedback and addressing performance problems and issues promptly. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting value of continuous learning and improvement.



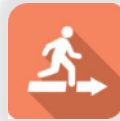
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Explains performance management process and principles	Monitors employee performance regularly to help employee improve his/her performance	Guides others on the performance management system process and coach staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Sets performance standards and measures progress of employees.</li> <li>2. Describes the job in terms of outputs and how it contributes to the organizational objectives.</li> <li>3. States performance expectations clearly and ensures that they are understood.</li> <li>4. Sets agreement with the staff / employees on standards and measures of performance including the needed support, resources and skills.</li> <li>5. Checks understanding and commitment.</li> <li>6. Evaluates performance against clear standards or expectations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors employee performance regularly to help employee improve his/her performance</li> <li>2. Addresses performance problems in a timely way by assessing performance against standards and acting in a way to change performance for the better</li> <li>3. Provides feedback or conducts performance assessment, discussion and action planning</li> <li>4. Creates tools and/or applies new methods in correcting and improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching to enable them to self-initiate solutions for their growth and development</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the strategic imperatives of the organization and orchestrates teams, work and organizational culture around this, through advanced skills in coaching to achieve performance standard</li> <li>2. Acts to ensure others perform in accordance with clear expectations and goals</li> <li>3. Administers corrective discipline or performance improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the organization by example and through coaching towards a performance-based culture and the achievement of public service performance standards</li> <li>2. Makes specific changes in the performance management system or in own work methods to improve performance (e.g. does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale, revenues)</li> </ol>

	5. Coaches employees about their performance problems		
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## LC5 – PARTNERSHIP AND NETWORKING (BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIPS)

The ability to build, and maintain a network of reciprocal, high trust, synergistic working relationships within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders. It also seeks to develop and utilize collaborative relationships with local and international partners to facilitate the accomplishment of Agency goals through mobilization of resources and as aid in policy formulation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains existing local partnership and networks and capitalizes on these to deliver or enhance work outcomes	Builds and develops local partnerships and networks and identifies to deliver or enhance work outcomes	Strengthens local partnership and networks to deliver or enhance work outcomes	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>1. Understands and articulates the nature of businesses, systems, and vision, mission and core values of partners or networks to facilitate collaboration</li> <li>2. Shows and encourages mutual respect in one's dealings with partners/ networks, providing assistances (e.g. sharing of information or resources) to maintain good working relationships with people whose cooperation and support are important</li> <li>3. Maintains contacts with people in different organizations who can be useful sources of information or resources and capitalizes on these to deliver or enhance work outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds partnerships and networks to deliver or enhance work outcomes.</li> <li>2. Identifies opportunities for collaboration by building productive and supportive relationships with partners/network to maintain existing relationships and establish new ones</li> <li>3. Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives</li> <li>4. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthens and deepens partnerships and networks to deliver or enhance work outcomes</li> <li>2. Recognizes ways to reinforce and expand successful partnerships.</li> <li>3. Practices win-win approach in resolving differences</li> <li>4. Resolves conflict by anticipating concerns, constraints, or resistance from partners/network</li> <li>5. Stays alert and informed of political, cultural and religious issues in order to anticipate and respond appropriately to potential problems affecting the partnership</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds and then leverages on collaborative partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>3. Forges agreements/ understandings (MOA/MOU) with private and public sector partners to achieve common goals</li> <li>4. Seeks opportunities for collaboration with local and foreign partners by participating in international conventions/ conferences/gathering.</li> </ol>

<p>4. Monitors and acts on partnership arrangements to ensure that the objectives of the partnership remain on target</p>	<p>5. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions</p> <p>6. Gathers and responds to feedback to resolve specific problem</p> <p>7. Conforms to local and international protocol, etiquette and procedures</p>	<p>6. Establishes relationships with a broad range of individuals and groups, in various organizations and cultures</p> <p>7. Guides others build and maintain positive interpersonal relationships and networks</p>	<p>5. Renders technical assistance to local and international partners in the development of policies and programs</p> <p>6. Participates in effective joint problem-solving endeavours with local and international partners</p> <p>7. Represents agency in international organizations to work together in meeting mutual goals</p>
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# POSITIONS PROFILE

I. EXECUTIVE OFFICES

POSITION TITLE	SG	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
		EO1	EO2	EO3	EO4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
Executive Assistant (EA) V	24	S	S	S		S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
EA IV	22	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EA III	20	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
Administrative Officer IV	18	I	I			I	I	I	I	I	I	I	I	I	I					
Senior Administrative Assistant (ADAS) III	15	I	I			I	I	I	I	I	I	I	I	I	I					
ADAS V	11	I	I			I	I	I	I	I	I	I	I	I	I					
ADAS III	9	B	I		B	B	B	B	B	B	B	B	B	B	B					
Administrative Aide IV (Driver)	4				B	B	B	B	B	B	B	B	B	B	B					

II. CLIMATE CHANGE SERVICE

POSITION TITLE	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP				
	CCS1	CCS2	CCS3	CCS4	CCS5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
<b>CCITSD</b>																				
CHIEF EMS	S	S	S	S		S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SPVG EMS	A	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR EMS	A	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II	I	I	I	I		I	I	I	I	I	I	I	I	I	I					
<b>CCMID</b>																				
DMO V					S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV					A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III					A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II					I	I	I	I	I	I	I	I	I	I	I					
DMO I					I	I	I	I	I	I	I	I	I	I	I					



### III. STRATEGIC COMMUNICATIONS AND INITIATIVES

DEVELOPMENT COMMUNICATIONS DIVISION																				
POSITION TITLE	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP				
	SC1	SC2	SC3	SC4	SC6	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
IO V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
IO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
MPS III	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
MPS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SR ADAS II (AVAT IV)	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
CAS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
CINEMATOGRAPHER II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SR ADAS I (HEAD PRESSMAN)	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS VI (PHOTO IV)			I			I	I	I	I	I	I	I	I	I	I					
ADAS V (ARTIST ILLUSTRATOR III)					I	I	I	I	I	I	I	I	I	I	I					
ADAS III (AVAT III)	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS II (ARTIST ILLUSTRATOR II)					B	B	B	B	B	B	B	B	B	B	B					
ADAS II (AVAT II)			B			B	B	B	B	B	B	B	B	B	B					
ADAS I (AVEO III)				B		B	B	B	B	B	B	B	B	B	B					

PUBLIC INFORMATION DIVISION																		
POSITION TITLE	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
	SC5	SC6	SC7	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
IO V	S	S		S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
IO IV	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IO III	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IO II	I	I		I	I	I	I	I	I	I	I	I	I					
PRO II	I	I		I	I	I	I	I	I	I	I	I	I					
CAS II	I	I		I	I	I	I	I	I	I	I	I	I					
MPS II	I	I		I	I	I	I	I	I	I	I	I	I					
LIBN II			I	I	I	I	I	I	I	I	I	I	I					
LIBN I			I	I	I	I	I	I	I	I	I	I	I					
ADAS VI (PHOTOGRAPHER IV)	I	I		I	I	I	I	I	I	I	I	I	I					
ADAS III (PRINTING MACHINE OPERATOR III)	B	B		B	B	B	B	B	B	B	B	B	B					
PRA	B	B		B	B	B	B	B	B	B	B	B	B					

STRATEGIC ALLIANCE AND ENVIRONMENTAL PARTNERSHIP DIVISION																		
POSITION TITLE	FUNCTIONAL		CORE					ORGANIZATIONAL					LEADERSHIP					
	SC8	SC9	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5	
DMO V	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I	
DMO IV	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
DMO III	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
DMO II	I	I	I	I	I	I	I	I	I	I	I	I						
DMO I	I	I	I	I	I	I	I	I	I	I	I	I						

STAKEHOLDERS MANAGEMENT AND CONFLICT RESOLUTION DIVISION																		
POSITION TITLE	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
	SC10	SC11	SC12	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
DMO V	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	I	I	I	I	I	I	I	I	I	I	I	I	I					
ATTY III	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ADA VI				B	B	B	B	B	B	B	B	B	B					

IV. LEGAL SERVICE

POSITION TITLE	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP				
	LA1	LA2	LA3	LA4	LA5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ATTY V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ATTY IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SI III	A	I	B	I	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
SI II	I					I	I	I	I	I	I	I	I	I	I					

POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	S1	S2	S3	S4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
AO III (RO II)		I	I	I	I	I	I	I	I	I	I	I	I	I					
ADMIN ASST III (COMPUTER OPERATOR III)	I			I	B	B	B	B	B	B	B	B	B	B					

V. ADMINISTRATIVE SERVICE

PROPERTY AND SUPPLY MANAGEMENT DIVISION																	
POSITION TITLE	FUNCTIONAL		CORE					ORGANIZATIONAL					LEADERSHIP				
	AS1	AS2	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG AO	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV	I	I	I	I	I	I	I	I	I	I	I	I					
AO III	I	I	I	I	I	I	I	I	I	I	I	I					
AO II	I	I	I	I	I	I	I	I	I	I	I	I					
AO I	I	I	I	I	I	I	I	I	I	I	I	I					
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I					
SR ADAS I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS III	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II	B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI			B	B	B	B	B	B	B	B	B	B					

RECORDS MANAGEMENT DIVISION																			
POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	AS3	AS4	AS5	AS6	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S		S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG AO	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV	I	I	I		I	I	I	I	I	I	I	I	I	I					
AO III	I	I	I		I	I	I	I	I	I	I	I	I	I					
AO I	I	I	I		I	I	I	I	I	I	I	I	I	I					
ADAS II	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI				B	B	B	B	B	B	B	B	B	B	B					

**GENERAL SERVICE DIVISION**

POSITION TITLE	FUNCTIONAL										CORE					ORGANIZATIONAL					LEADERSHIP				
	AS 7	AS 8	AS 9	AS 10	AS 11	AS 12	AS 13	AS 14	AS 15	AS 16	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVGV AO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V (MP)					A	A			A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V (BGMS)	A	A	A	A					A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V (CASHIER)							A		A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II (CE)	A	A	A						A		I	I	I	I	I	I	I	I	I	I					
ENGR II (ME)					A	A			A		I	I	I	I	I	I	I	I	I	I					
ENGR II (EE)	A	A							A		I	I	I	I	I	I	I	I	I	I					
AO IV (COMPLIANCE OFFICER)	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO IV (ARCHITECT)	I	I	I						I	I	I	I	I	I	I	I	I	I	I	I					
AO IV (HOSTEL ADMINISTRATOR)	I		I					I	I	I	I	I	I	I	I	I	I	I	I	I					
AO IV (EMS H&W COORDINATOR)									I	I	I	I	I	I	I	I	I	I	I	I					
AO III (TRANSPORTATION OFFICER)					I	I	I		I		I	I	I	I	I	I	I	I	I	I					
AO III (HORTICULTURIST/LS ARTIST)	I	I	I					I	I		I	I	I	I	I	I	I	I	I	I					
AO III (CASHIER III)								I	I	I	I	I	I	I	I	I	I	I	I	I					
AO II (CLIENT SERVICE ATTENDANT)	I	I	I	I	I						I	I	I	I	I	I	I	I	I	I					
AO I (EMS COORDINATOR)	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I	I	I					
AO I (TELECOM OFFICER)				I					I	I															
AO I (CASHIER I)							I		I	I															
SR ADAS I (SR AUTOCADD OPERATOR)	I	I	I						I	I	I	I	I	I	I	I	I	I	I	I					

POSITION TITLE	FUNCTIONAL										CORE					ORGANIZATIONAL					LEADERSHIP					
	AS 7	AS 8	AS 9	AS 10	AS 11	AS 12	AS 13	AS 14	AS 15	AS 16	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5	
ADAS V (SR SERVICE ADVISOR)					I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
ADAS V (MASTER ELECTRICIAN)	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I	I	I						
ADAS V (SHOP FOREMAN)	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I	I	I						
ADAS V (ESTIMATOR)	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I	I	I						
ADAS II (AUTO ELECTRICIAN MECH)					B	B			B	B	B	B	B	B	B	B	B	B	B	B						
ADAS II (SR CARPENTER/MASON)	B	B							B	B	B	B	B	B	B	B	B	B	B	B						
ADAS II (CONSTRUCTION & MAINTENANCE)	B	B	B				B		B	B	B	B	B	B	B	B	B	B	B	B						
SR ADA II (SR TELECOM OPERATOR)				B					B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (SERVICE ADVISOR)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (DRIVER MECHANIC)					B	B			B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (DISPATCH ASST)					B	B			B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (CARPENTER/MASON)	B	B	B						B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (BUILDING ELECTRICIAN)	B	B	B						B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (HOUSEKEEPER)	B		B					B	B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (TELECOM OPERATOR AIDE)				B					B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (BUILDING AC TECH)	B	B	B						B	B	B	B	B	B	B	B	B	B	B	B						
ADA VI (CASHIER ASST)							B		B	B	B	B	B	B	B	B	B	B	B	B						

POSITION TITLE	FUNCTIONAL										CORE					ORGANIZATIONAL					LEADERSHIP				
	AS 7	AS 8	AS 9	AS 10	AS 11	AS 12	AS 13	AS 14	AS 15	AS 16	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
ADA VI (CLERK III)		B			B		B		B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI (FRONT DESK ATTENDANT)	B	B	B	B	B	B		B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI (AUTOMOTIVE ELECRTICIAN)					B				B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI (AUTOCAD OPERATOR)	B	B	B						B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI (CASH CLERK)					B				B	B	B	B	B	B	B	B	B	B	B	B					
ADA V (WORKSHOP AIDE)					B	B		B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA V (CHAUFFEUR)					B				B	B	B	B	B	B	B	B	B	B	B	B					
ADA V (DRIVER MECHANIC AIDE)					B	B			B	B	B	B	B	B	B	B	B	B	B	B					
ADA V (ELECTRICIAN)	B	B	B						B	B	B	B	B	B	B	B	B	B	B	B					
ADMIN AIDE V						B					B	B	B	B	B	B	B	B	B	B					



VI. HUMAN RESOURCE DEVELOPMENT SERVICE

PERSONNEL DIVISION																				
POSITION TITLE	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP				
	HR1	HR2	HR3	HR4	HR5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG AO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
AO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
ADMIN ASST II	B	B	B	B	B	B	B	B	B	B	B	B	B	B						

TRAINING AND DEVELOPMENT DIVISION																					
POSITION TITLE	FUNCTIONAL						CORE					ORGANIZATIONAL					LEADERSHIP				
	HR6	HR7	HR8	HR9	HR 10	HR 11	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I	
SUPVG AO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
AO V	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
AO IV	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
AO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
ADMIN ASST II	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B						

CAREER DEVELOPMENT DIVISION																				
POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP					
	HR12	HR13	HR14	HR15	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5	
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I	
SUPVG AO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
AO V	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
AO IV	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
AO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
ADMIN ASST II	B	B	B	B	B	B	B	B	B	B	B	B	B	B						

VII. INTERNAL AUDIT SERVICE

POSITION TITLE	FUNCTIONAL		CORE					ORGANIZATIONAL					LEADERSHIP				
	IA1	IA2	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
IA V	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
IA IV	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IA III	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IA II	I	I	I	I	I	I	I	I	I	I	I	I					
IA I	B	B	I	I	I	I	I	I	I	I	I	I					
IA ASST	B	B	B	B	B	B	B	B	B	B	B	B					
ADMIN ASST III	B	B	B	B	B	B	B	B	B	B	B	B					
ADMIN AIDE VI	B	B	B	B	B	B	B	B	B	B	B	B					

VIII. FINANCIAL AND MANAGEMENT SERVICE

POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	FM1	FM2	FM3	FM4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
<b>ACCOUNTING DIVISION</b>																			
CHIEF ACCT	S				S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ACCT IV	A				A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ACCT III	A				A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ACCT II	I				I	I	I	I	I	I	I	I	I	I					
ACCT I	I				I	I	I	I	I	I	I	I	I	I					
ACCT ANAL	I				I	I	I	I	I	I	I	I	I	I					
ADMIN ASST III (SR BOOKKEEPER)	B				B	B	B	B	B	B	B	B	B	B					
ADMIN ASST II (BOOKKEEPER)	B				B	B	B	B	B	B	B	B	B	B					
ADMIN ASST II (ACCT CLERK III)	B				B	B	B	B	B	B	B	B	B	B					
<b>BUDGET DIVISION</b>																			
CHIEF AO		S	S		S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG AO		A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V (BO III)		A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV (BO II)		I	I		I	I	I	I	I	I	I	I	I	I					
AO II (BO I)		I	I		I	I	I	I	I	I	I	I	I	I					
ADMIN ASST II (BUDGETING ASST)		B	B		B	B	B	B	B	B	B	B	B	B					
<b>MANAGEMENT DIVISION</b>																			
CHIEF AO (MAA V)				S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG AO (MAA IV)				A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V (MAA III)				A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV (MAA II)				I	I	I	I	I	I	I	I	I	I	I					
AO II (MAA I)				I	I	I	I	I	I	I	I	I	I	I					

IX. KNOWLEDGE INFORMATION SYSTEMS SERVICE

POSITION TITLE	FUNCTIONAL							CORE					ORGANIZATIONAL					LEADERSHIP				
	IS1	IS2	IS3	IS4	IS5	IS6	IS7	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
<b>INFORMATION SYSTEMS DIVISION</b>																						
ITO III	S	S						S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ITO II	A	A						A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA III	A	A						A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CP III	A	A						A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA II	I	I						I	I	I	I	I	I	I	I	I	I					
CP II	I	I						I	I	I	I	I	I	I	I	I	I					
ADMIN ASST III (COMPUTER OPERATOR II)	B	B						B	B	B	B	B	B	B	B	B	B					
<b>NETWORK INFRASTRUCTURE MANAGEMENT DIVISION</b>																						
ITO III			S	S	S			S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ITO II			A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA III			A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CP III			A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA II			I	I	I			I	I	I	I	I	I	I	I	I	I					
CP II			I	I	I			I	I	I	I	I	I	I	I	I	I					
ADMIN ASST III (COMPUTER OPERATOR II)			B	B	B			B	B	B	B	B	B	B	B	B	B					
<b>STATISTICS AND DATA RESOURCE MANAGEMENT DIVISION</b>																						
STAT V						S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
STAT IV						A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
STAT III						A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
STAT III						I	I	I	I	I	I	I	I	I	I	I	I					
STAT I						I	I	I	I	I	I	I	I	I	I	I	I					
ASST STAT						B	B	B	B	B	B	B	B	B	B	B	B					
IO III						A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IO II						I	I	I	I	I	I	I	I	I	I	I	I					
IO I						I	I	I	I	I	I	I	I	I	I	I	I					

X. PLANNING AND POLICY SERVICE

POSITION TITLE	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
	PP1	PP2	PP3	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
DMO V PEO V PO V	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV PEO IV PO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III PEO III PO III	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II PEO II PO II	I	I	I	I	I	I	I	I	I	I	I	I	I					
DMO I PEO I PO I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ECON II	I	I	I	I	I	I	I	I	I	I	I	I	I					
ECON I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADMIN AIDE VI	B			B	B	B	B	B	B	B	B	B	B					

XI. FOREIGN ASSISTED AND SPECIAL PROJECTS SERVICE

POSITION TITLE	FUNCTIONAL						CORE					ORGANIZATIONAL					LEADERSHIP				
	FASP1	FASP2	FASP3	FASP4	FASP5	FASP6	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
<b>PROJECT PREPARATION DIVISION</b>																					
DMO V	S	S	A	A	A	A	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	A	A	I	I	I	I	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III	A	A	I	I	I	I	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	I	I	B	B	B	B	I	I	I	I	I	I	I	I	I	I					
DMO I	B	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I					
ADMIN ASST III							B	B	B	B	B	B	B	B	B	B					
<b>PROJECT MANAGEMENT DIVISION</b>																					
PEO V	A	A	S	S	A	A	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
PEO IV	I	I	A	A	I	I	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PEO III	I	I	A	A	I	I	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PEO II	I	I	I	I	I	B	I	I	I	I	I	I	I	I	I	I					
PEO I	B	B	I	I	I	B	I	I	I	I	I	I	I	I	I	I					
ISA II	B	B	I	I	I	B	I	I	I	I	I	I	I	I	I	I					
AO IV	B	B	I	I	B	B	I	I	I	I	I	I	I	I	I	I					
<b>PROJECT MONITORING AND EVALUATION DIVISION</b>																					
PEO V	A	A	A	A	S	A	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
PEO IV	I	I	I	I	A	I	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PEO III	I	I	I	I	A	I	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PEO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ISA II	B	B	I	I	I	B	I	I	I	I	I	I	I	I	I	I					
SR ADAS II (CO IV)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ECON II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
<b>PROJECT ACCOUNTS MANAGEMENT DIVISION</b>																					
PEO V	A	A	A	A	A	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVGV AO	I	I	I	I	I	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V	I	I	I	I	I	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV	B	B	B	I	B	A	I	I	I	I	I	I	I	I	I	I					
AO II	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I	I					
FA III	I	I	I	I	I	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
FA II	B	B	B	I	B	A	I	I	I	I	I	I	I	I	I	I					



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**Human Resources Development Service**  
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Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

20  
21

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### I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>BFM1</b>	General Accounting	<b>1</b>	<b>BA1</b>	Procurement Management	<b>23</b>
<b>BFM2</b>	Budget Preparation	<b>3</b>	<b>BA2</b>	Property Management (Property Inventory and Disposal Management)	<b>24</b>
<b>BFM3</b>	Budget Administration and Control	<b>4</b>	<b>BA3</b>	Records Management	<b>26</b>
<b>BHR1</b>	Recruitment, Selection and Placement	<b>6</b>	<b>BA4</b>	Computerized Records Management	<b>27</b>
<b>BHR2</b>	Compensation, Benefits and Welfare Administration	<b>8</b>	<b>BA5</b>	Courier, Postal and Messengerial Services	<b>28</b>
<b>BHR3</b>	Processing of Personnel Actions	<b>10</b>	<b>BA6</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>29</b>
<b>BHR4</b>	Grievance Handling	<b>11</b>	<b>BA7</b>	Building Maintenance System Administration	<b>30</b>
<b>BHR5</b>	Learning Needs Assessment (LNA)	<b>12</b>	<b>BA8</b>	Repair and Fabrication	<b>31</b>
<b>BHR6</b>	Preparation of Learning Design	<b>13</b>	<b>BA9</b>	Gardening and Landscaping	<b>32</b>
<b>BHR7</b>	Learning Program Management	<b>14</b>	<b>BA10</b>	Motor Pool Services Management	<b>33</b>
<b>BHR8</b>	Learning Event Facilitation	<b>15</b>	<b>BA11</b>	Vehicle Repair and Maintenance	<b>35</b>
<b>BHR9</b>	Networking and Linkaging with HR Partners	<b>16</b>	<b>BA12</b>	Cash Management	<b>36</b>
<b>BHR10</b>	Monitoring and Evaluation (M&E) of L&D Programs	<b>17</b>	<b>BA13</b>	Environmental Management System (EMS), Wellness, Security, Safety, Emergency Preparedness and Disaster Management	<b>37</b>
<b>BHR11</b>	Scholarship Administration	<b>18</b>	<b>BA14</b>	Customer Assistance and Request Handling	<b>38</b>
<b>BHR12</b>	HR Planning	<b>19</b>			
<b>BHR13</b>	Career Development	<b>21</b>			

### II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS

<b>BL1</b>	Skills in Legal Research	<b>39</b>	<b>BIS4</b>	Network Systems Management	<b>58</b>
<b>BL2</b>	Management and Disposition of ENR Appealed Cases and Other Legal Concerns	<b>41</b> <b>43</b>	<b>BIS5</b>	Information and Communication Technologies (ICT) Resource Management	<b>60</b>
<b>BL3</b>	Litigation	<b>45</b>	<b>BIS6</b>	Statistical Analysis, Data Management and Production of Knowledge Products	<b>62</b>
<b>BL4</b>	Legal Counseling and Alternative Dispute Resolution	<b>46</b>	<b>BIS7</b>	Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products	<b>64</b>
<b>BL5</b>	Investigation and Disposition of Administrative Complaints	<b>48</b>	<b>BIS8</b>	Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products	<b>66</b>
<b>BP1</b>	Planning and Programming	<b>50</b>	<b>B1</b>	Caves, Wetlands and Other Ecosystems resources Management	<b>68</b>
<b>BP2</b>	Policy Analysis	<b>51</b>	<b>B2</b>	Protected Area Management	<b>71</b>
<b>BP3</b>	Monitoring and Evaluation of BPKMD Programs and Projects	<b>53</b>	<b>B3</b>	Management of SocioEconomics and Cultural Concerns	<b>73</b>
<b>BP4</b>	Managing Media Relations	<b>54</b>	<b>B4</b>	Coastal and Marine Biodiversity Management	<b>75</b>
<b>BIS1</b>	Application Systems Development	<b>55</b>	<b>B5</b>	Coastal Hazard Management	<b>78</b>
<b>BIS2</b>	Systems Analysis and Design	<b>57</b>			
<b>BIS3</b>	Network Infrastructure Management				

# TABLE OF CONTENTS

<b>B6</b>	Conservation and Management of Wildlife Resources	<b>79</b>
<b>B7</b>	Care and Management of Captive Wildlife (ex-siu)	<b>82</b>
<b>B8</b>	Ecotourism Development and Management	<b>84</b>
<b>B9</b>	Natural Resources Assessment - Biological and Physical	<b>86</b>
<b>B10</b>	Monitoring and Implementation of Protected Area Policies	<b>88</b>
<b>B11</b>	Protected Area, Critical Habitat, Caves, and Wildlife Law Enforcement	<b>89</b>
<b>B12</b>	Promotion of Biodiversity-Based Products Through Communication, Education, and Public Awareness (CEPA) Activities	<b>91</b>
<b>III. CORE COMPETENCIES</b>		
<b>CC1</b>	Discipline	<b>93</b>
<b>CC2</b>	Excellence	<b>95</b>
<b>CC3</b>	Nobility	<b>97</b>
<b>CC4</b>	Responsibility	<b>99</b>
<b>CC5</b>	Caring for the Environment and Natural Resources	<b>100</b>

## IV. ORGANIZATIONAL COMPETENCIES

<b>OC1</b>	Writing Effectively	<b>102</b>
<b>OC2</b>	Speaking Effectively	<b>103</b>
<b>OC3</b>	Technology Literacy and Managing Information	<b>105</b>
<b>OC4</b>	Project Management	<b>107</b>
<b>OC5</b>	Completed Staff Work (CSW)	<b>109</b>

## V. LEADERSHIP COMPETENCIES

<b>LC1</b>	Strategic Leadership (Thinking Strategically and Creatively)	<b>110</b>
<b>LC2</b>	Leading Change	<b>112</b>
<b>LC3</b>	People Development (Creating and Nurturing a High Performing Organization)	<b>114</b>
<b>LC4</b>	People Performance Management (Managing Performance and Coaching for Results)	<b>116</b>
<b>LC5</b>	Partnership and Networking (Building Collaborative and Inclusive Working Relationships)	<b>118</b>

## VI. POSITION PROFILE **120**

The DENR Competency-Based System Manual, which was adopted in 18 January 2018 through DENR Memorandum Circular No. 2018-01 entitled Adoption of the Competency-Based System Manual for Support and Technical Positions in the Central Office, Regional Offices and Bureaus signed by Secretary Roy A. Cimatu, is considered a living document. It includes the list of functional, core, organizational and leadership competency clusters; competency indicators per proficiency level (Basic, Intermediate, Advanced and Superior); and position profiles. It also covers all Offices of the DENR at the Central and Regional, and Bureaus for 1st and 2nd level positions.

Since its adoption, the Manual has been used Department-wide as a tool in the implementation of various HR systems: recruitment, selection and placement; learning and development; performance management; rewards and recognition; career development; and succession planning. In support to its continuous improvement and to ensure responsiveness to the needs of the organization, it was revisited this year.

For the Biodiversity Management Bureau, the enhancements are as follows:

1. Deletion of the following competencies:

- a) B6 - Conservation, Management of Ecosystems, Habitats and Species
- b) B9 - Protected Area, Critical Habitat Policy and Planning Management

2. Addition of the following competencies:

- a) B6 - Conservation and Management of Wildlife Resources
- b) B7 - Care and Management of Wildlife Resources
- c) B10 - Monitoring and Implementation of Protected Area Policies
- d) B12 - Promotion of Biodiversity-Based Products through Communication, Education, and Public Awareness Activities
- e) BP1 - Planning and Programming
- f) BP2 - Policy Analysis
- g) BP3 - Monitoring and Evaluation of Programs and Projects
- h) BP4 - Managing Media Relations
- i) BIS1 - Software Development
- j) BIS2 - Network Infrastructure Management
- k) BIS3 - Systems Analysis and Design
- l) BIS4 - Web Development
- m) BIS5 - Network Systems Management

- n) BIS6 - Information and Communication Technologies (ICT) Resource Management
- n) BIS7 - Statistical Analysis, Data Management and Production of Knowledge Products
- o) BIS8 - Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products

The position profile was also improved. The positions missed in the existing manual were added, and the functional competencies of support positions were classified per unit.

These enhancements used the “borrow and modify” approach, and underwent a series of review, validation by the position holders and subject matter experts, and approval of office heads, following the competency profiling process.

# COMPETENCY-BASED SYSTEM MANUAL

## SUPPORT POSITIONS Biodiversity Management Bureau

2021





## BFM1 – GENERAL ACCOUNTING

The ability to record classify and summarize Bureau’s financial transactions; and interpret the results thereof through various reports and analysis which serves as a basic tool for management in making decisions toward achieving the Bureau’s goals and objectives.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Records, classifies and summarizes Bureau’s financial transactions	Analyzes and interprets Bureau’s financial transactions	Reviews schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports	Evaluates BMB’s financial reports as well as accounting procedures and methods
<ol style="list-style-type: none"> <li>1. Understands the guidelines and issuances issued by the oversight agencies that provides information on accounting cycle</li> <li>2. Processes disbursement vouchers, payrolls and other claims to verify accuracy, completeness and validity of claims</li> <li>3. Records, classifies and summarizes financial transactions and events in accordance with generally accepted accounting principles.</li> <li>4. Prepares distribution for remittances to other concerned offices.</li> <li>5. Records accounting transactions to eNGAS.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and posts all transactions in the books per eNGAS accurately</li> <li>2. Evaluates, verifies and analyzes account balances</li> <li>3. Prepares schedule of accounts per trial balance</li> <li>4. Maintains inter-agency accounts, reconciles and makes necessary adjustments</li> <li>5. Generates financial reports from eNGAS for financial analysis</li> <li>6. Verifies accuracy and completeness of reports in compliance with the existing accounting and auditing rules and regulation</li> <li>7. Prepares bank reconciliation statements</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and signs disbursement vouchers, payrolls and other claims</li> <li>2. Leads the review of schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports</li> <li>3. Administers the implementation of eNGAS</li> <li>4. Evaluates the compilation, preparation and presentation of annual financial reports</li> <li>5. Updates and maintains accounting reports on financial system and operations</li> </ol>	<ol style="list-style-type: none"> <li>1. Works with technical team of accounting systems in designing and implementing changes in the system and reports</li> <li>2. Analyzes financial transactions/ statements as inputs for management policy formulation and decision making</li> <li>3. Evaluates accounting procedures and methods and recommends changes in internal procedures as needed</li> <li>4. Communicates with other government agencies and banking institutions regarding financial matters.</li> </ol>

6. Applies a working knowledge of applicable laws and regulations.	8. Reconciles accounts and resolves differences including PPE accounts	6. Communicates with other government agencies and banking institutions regarding financial matters.	
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## BFM2 – BUDGET PREPARATION

The ability to determine the financial requirement to implement programs and projects of the Bureau.

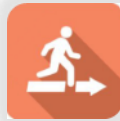


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in budget preparation activities to determine the Bureau's financial requirement	Prepares/consolidates the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations	Leads in the preparation/ consolidation of the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations	Facilitates the preparation/ consolidation of the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations
<ol style="list-style-type: none"> <li>1. Understands the guidelines and issuances issued by the oversight agencies that provides information on budgetary cycle</li> <li>2. Addresses basic questions/ clarifications regarding budget preparation guidelines and procedures to the concerned offices/divisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals based on the formulated guidelines.</li> <li>2. Reviews and consolidates budget proposals submitted by offices/divisions</li> <li>3. Analyzes and consolidates the data contained in the budgetary forms</li> <li>4. Conducts comparative analysis of current budget proposals vis-à-vis prior years' budget.</li> <li>5. Prepares and computes special budget request</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals over and above the budget ceiling</li> <li>2. Evaluates and justifies increase and/or decrease on the budget proposals vis-à-vis prior years' budget</li> <li>3. Evaluates /refines justifications for budget proposals</li> <li>4. Implements needed budget revisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides strategic directions, factors and considerations in the preparation of the budget plan in line with the major thrust of the Administration</li> <li>2. Facilitates the preparation of the budget proposals of the entire Bureau and other concerned office/divisions</li> </ol>



## BFM3 – BUDGET ADMINISTRATION AND CONTROL

The ability to allocate government funds by program/project/activities. It presents the plan of the Bureau’s financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the bureau’s operations.



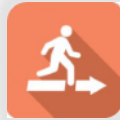
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of budget allocation of office/divisions	Performs budget administration and control activities	Leads in the conduct of budget administration and control activities	Prepares plans and programs and formulates policy recommendations for budget administration and control activities of BMB’s operations
<ol style="list-style-type: none"> <li>1. Prepares work and financial plans (WFP) based on the set guidelines in coordination with policy and planning office</li> <li>2. Identifies budget allocations based on the WFP</li> <li>3. Knows basic operations of the offices/projects handled in accordance to their budget allocations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the completeness and accuracy of the supporting documents of all claims for funding</li> <li>2. Identifies appropriate allotment for charging of claims</li> <li>3. Informs the division concerned relative to budgetary control</li> <li>4. Prepares obligation request and status based on allotment</li> <li>5. Reconciles monthly statement of allotment, obligation and balances with concerned division</li> <li>6. Prepares sub-allotment advice and fund transfers to other operating units</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budgetary impositions on the BMB’s budget.</li> <li>2. Prepares balances and charges of the division handled regularly</li> <li>3. Reviews and signs ORS for funding purposes</li> <li>4. Reviews PSIPOP in coordination with the Human Resources Development Unit</li> <li>5. Prepares Budget Financial Accountability Report for submission to oversight agencies.</li> <li>6. Evaluates the impact in the operations if overspending occurred and recommends possible interventions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates financial performance with physical performance in accordance with the approved WFP</li> <li>2. Discusses with the counterpart comptroller of the office concerned re: findings in the control system</li> <li>3. Evaluates statement of allotment, obligation and balances for decision making</li> <li>4. Assesses budgetary expenditures of the offices concerned</li> <li>5. Analyzes Summary of Financial Report of Operations for submission to various agencies</li> </ol>

	<p>7. Evaluates /analyzes special budget requests</p>	<p>7. Reviews and signs special budget requests for submission to DENR Budget Division.</p>	<p>6. Advises offices concerned on policies and procedures in the disbursement of allotment</p> <p>7. Evaluates and analyzes Financial Report of Operations related to cash utilizations and approved annual cash program for submission to DENR</p> <p>8. Monitors “performance” of the full time Delivery Units that will ensure implementation of programs and projects in accordance with the set timelines or targets and improve capacity to utilize budget</p> <p>9. Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance vs, plans and targets as basis for sound policy decision through:</p> <ul style="list-style-type: none"> <li>a. GAA as Release Document</li> <li>b. Unified Account Code</li> <li>c. Structure (UACS)</li> <li>d. Integration of</li> <li>e. Performance-Informed</li> <li>f. Budget Structure in GAA Adoption of Philippine Public Sector Accounting Standards (PPSAS) PREXC – Program</li> <li>g. Expenditure Classification Approach.</li> </ul>
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## BHR1 – RECRUITMENT, SELECTION AND PLACEMENT

The ability to effectively determine and recruit qualified candidates to meet the requirements of the Bureau.



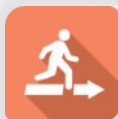
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the recruitment, selection and placement processes</p> <ol style="list-style-type: none"> <li>1. Knows the recruitment process: classification of applicants, qualification standards, assessment methodologies</li> <li>2. Knows how to determine the completeness of the applicant's documents</li> <li>3. Knows the procedure in screening applicants for the preparation of matrix</li> <li>4. Knows how to collate applicants' documents</li> <li>5. Conducts initial evaluation of applicant's documents based on job specifications</li> <li>6. Prepares the matrix of applicants for evaluation by the office Selection and Promotion Board (SPB)</li> <li>7. Administers job knowledge assessment tools to applicants</li> </ol>	<p>Implements recruitment, selection and placement processes</p> <ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end users</li> <li>2. Processes appointments and other documents in the placement of personnel</li> <li>3. Reviews and evaluates credentials/qualifications of the applicants, employees and officials for possible employment or promotion/ advancement</li> <li>4. Analyzes and computes ratings of applicants given by the PSB</li> <li>5. Prepares short list of qualified applicants for final selection of Head of Office</li> <li>6. Prepares the needed information / data of all applicants for promotion to be used by the members of the Personnel Selection Board</li> </ol>	<p>Leads the recruitment, selection and placement processes in the Bureau</p> <ol style="list-style-type: none"> <li>1. Initiates improvement in the DENR's recruitment, selection and promotion processes based on the merit and fitness principle.</li> <li>2. Assists the Board in the review and evaluation of documents of all qualified applicants for employment/promotion</li> <li>3. Designs and conducts employee orientation for newly hired employees</li> <li>4. Interprets provisions of the DENR Merit Selection and Promotion Plan and CSC rules on appointment/ placement</li> </ol>	<p>Plans programs and recommends policies on recruitment, selection and placement</p> <ol style="list-style-type: none"> <li>1. Provides key strategic advice and/or participates in decisions regarding recruitment, selection and placement of key management and technical people</li> <li>2. Designs an organization-wide recruitment, selection and placement system in accordance with pertinent DENR laws, rules and regulations</li> <li>3. Recommends improvement in the Merit Selection and Promotion Plan, System of Ranking Positions and other systems and procedures in implementing personnel actions</li> <li>4. Evaluates existing personnel selection processes/policies and recommends amendments/changes thereto which shall include criteria in the selection and other related policies on personnel</li> </ol>

<p>8. Documents and prepares minutes of meetings of the SPB</p> <p>9. Knows the Bureau's Merit Selection and Promotion Plan (MSPP) and relevant CSC rules on appointment</p>	<p>7. Identifies policies applicable to specific appointment / placement actions</p>		
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## BHR2 – COMPENSATION, BENEFITS AND WELFARE ADMINISTRATION

The ability to administer compensation, benefits and welfare programs and systems in accordance with existing statutory (e.g., DBM, CSC, GSIS, PAG-IBIG, PHILHEALTH) and DENR laws, rules and regulations.



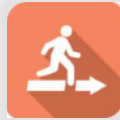
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in compensation, benefits and welfare administration	Implements compensation, benefits and welfare administration policies	Leads the implementation of compensation, benefits and welfare administration	Plans and programs and formulates or enhance policies on compensation, benefits and welfare administration
<ol style="list-style-type: none"> <li>1. Knows the national government's compensation policies as per Salary Standardization Law</li> <li>2. Knows the government salary/wage schedule</li> <li>3. Knows the different policies and other issuances of other concerned agencies like CSC, GSIS, PAG-IBIG, DBM, COA, PhilHealth, on employees' compensation and benefits, including step increment and salary adjustment</li> <li>4. Knows the statutory and DENR benefits program and its implementing guidelines</li> <li>5. Knows how to process leave applications including computation of earned leave credits</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits</li> <li>2. Computes salary adjustments and step increments</li> <li>3. Arranges with different government agencies/ partners such as GSIS, PAG-IBIG, PHILHEALTH, and other institutions on loan applications, loan payments, and premium payments of personnel, etc.</li> <li>4. Facilitates the implementation of compensation decisions: salary increases/ adjustments and pay-out</li> <li>5. Prepares, generates, validates and maintains compensation information and</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval the availment of benefits according to prescribed policies, rules and regulations</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other personnel committees</li> <li>3. Conducts specific studies and assists in developing or enhancing compensation programs and practices to achieve better effectiveness &amp; efficiency in program delivery e.g., job analysis and job evaluation</li> <li>4. Interprets effectively and communicates the philosophy, rationale, concept and guidelines governing the DENR's rewards and recognition mechanisms</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to R.A 6713.</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims</li> <li>3. Establishes an employee assistance program that will help identify issues and concerns that affect employee performance and productivity</li> </ol>

<p>6. Communicates the requirements for personnel benefits</p> <p>7. Evaluates requirements and other supporting documents</p> <p>8. Prepares reports on attendance of personnel relative to compensation</p>	<p>other related documents / statistics needed for management decision</p> <p>6. Identifies gaps and areas for improvement in the existing compensation programs and practices</p>	<p>5. Interprets benefits policies and defines implementing guidelines for exceptional cases</p>	
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## BHR3 – PROCESSING OF PERSONNEL ACTIONS

The ability to apply DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support/assists in processing of personnel actions</p>	<p>Implements applicable DENR, CSC, DBM and CESB laws, rules and regulations in the processing of personnel actions</p>	<p>Leads in the processing of personnel actions</p>	<p>Plans and programs and formulates or enhance policies in the processing of personnel actions</p>
<ol style="list-style-type: none"> <li>1. Knows the pertinent provisions of the DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions</li> <li>2. Knows how to prepare the necessary documentation of personnel actions</li> <li>3. Knows the proper filing system/safe keeping of personnel records</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate DENR, CSC/ CESB, DBM principles, practices and policies in preparing actions on appointments, promotions, transfers, resignations, separations, reinstatements and other personnel actions</li> <li>2. Maintains complete and updated personnel records of all officials and employees</li> <li>3. Prepares, maintains and updates plantilla</li> </ol>	<ol style="list-style-type: none"> <li>1. Disseminates issuances on personnel actions</li> <li>2. Prepares report of statistics on manpower strengths</li> <li>3. Creates and maintains data base for all employees</li> <li>4. Prepares a report on personnel actionsto the CSC</li> <li>5. Provides advice to various units/divisionson qualifications for recruitment, promotions and examinations and other personnel administration aspects</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and guidelines relative to qualification standards for appointments, position classification, personnel research, job audit, human resource surveys, etc.</li> <li>2. Plans, organizes and monitors the preparation and updating of plantilla</li> <li>3. Advises officials on personnel matters including those of contested appointments</li> <li>4. Facilitates and evaluates effectiveness of existing programs and recommends improvement to meet changing needs in human resources management</li> <li>5. Reviews implementation of the DENR’s Strategic Performance Management System (SPMS) and its continued review and enhancement</li> </ol>





## BHR4 – GRIEVANCE HANDLING

The ability to assist the grievance committees in handling employees' conflicts.



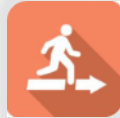
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in grievance handling and administrative discipline activities/cases	Implements grievance handling guidelines in resolving administrative cases	Supervises the effective implementation of grievance handling guidelines and the administrative disciplinary process	Prepares plans and programs and formulates or enhances policies on grievance handling
<ol style="list-style-type: none"> <li>1. Understands the procedures in applying the Grievance Machinery Program in the Department</li> <li>2. Knows the pertinent provisions of RA 6713, Revised Rules on Administrative Cases in the Civil Service, and other related CSC issuances</li> <li>3. Assists in resolving personnel issues and concerns such as complaints/ grievances of employees on personnel matters such as policies/procedures on appointment, promotion, tenure, transfer, reassignment, separation and other personnel actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of CSC/DENR principles, practices and policies</li> <li>2. Monitors consistency in implementing DENR/CSC policies and guidelines on recruitment, compensation, performance management, and other personnel matters</li> <li>3. Conducts preliminary assessment of personnel issues</li> <li>4. Recommends possible actions/ strategies/solutions to be taken by the Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and interprets CSC/DENR rules, laws and regulations; and provides management with advice on the best way to operate under these conditions</li> <li>2. Facilitates/leads in resolving personnel issues i.e., grievance dialogues</li> <li>3. Implements personnel programs/ decisions to promote harmonious long-term relations between employees and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutionalizes grievance machinery to help build a good management- employee relation and to resolve issues and concerns immediately</li> <li>2. Recommends improvement in grievance procedures and other personnel related issues in the DENR</li> </ol>



## BHR5 – LEARNING NEEDS ASSESSMENT (LNA)

The ability to:

- conduct LNA studies to identify the learning needs (gap between desired and actual job performance that results from the lack of appropriate KSA) of individuals in various positions in the Bureau that can be addressed by training; and
- identify and recommend learning and development interventions based on the LNA.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of LNA activities</p> <ol style="list-style-type: none"> <li>1. Knows the rationale for conducting LNA with the DENR's/Bureau's vision/mission/values and goals</li> <li>2. Knows the basic methods/techniques of LNA</li> <li>3. Knows the various data sources for organizational, groups and individual learning needs</li> <li>4. Assist in the identification of task requirements of a job and KSA required for successful job performance</li> </ol>	<p>Implements LNA activities</p> <ol style="list-style-type: none"> <li>1. Determines appropriateness of each LNA method by assessing the advantages and disadvantages of each e.g. problem-solving approach, task or competency-based</li> <li>2. Drafts LNA instruments</li> <li>3. Identifies/outlines the steps in the LNA process</li> <li>4. Identifies the task requirements of a job and KSA required for successful job performance</li> <li>5. Administers LNA instruments</li> <li>6. Validates LNA data thru interviews, FGD (focus group discussion)</li> <li>7. Coordinates with the concerned unit heads on their specific learning needs</li> <li>8. Prepares LNA report</li> </ol>	<p>Leads the conduct of LNA activities</p> <ol style="list-style-type: none"> <li>1. Analyzes gap by identifying discrepancies, pinpointing their causes and then comparing actual with desired performance</li> <li>2. Review draft LNA instruments</li> <li>3. Analyzes data and other organizational by identifying the causes related to lack of knowledge, skills and attitude in coordination with concerned unit heads</li> <li>4. Identifies and recommends learning and development interventions to address capability needs/gaps for a particular job or role</li> </ol>	<p>Plans, organizes and reviews conduct of LNA activities</p> <ol style="list-style-type: none"> <li>1. Finalizes LNA reports and recommends HRD policies and training priorities as a result of the LNA study</li> <li>2. Recommends approval of the LNA instruments</li> <li>3. Addresses potential problems from recommendation/s and plans for contingent actions</li> <li>4. Serves/acts as a resource person on the subject</li> </ol>



## BHR6 – PREPARATION OF LEARNING DESIGN

The ability to develop and formulate a responsive program or activity design which includes the Bureau’s vision, mission and goals; knowledge on the Department’s development thrust; new trends and developments in the subject field; and package the program to suit end-user requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of learning design	Implements the preparation of learning design	Leads the preparation of learning design	Plans, organizes and reviews learning design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts, phases and steps in learning design and development</li> <li>2. Knows the development thrust, trends and needs of the Department and their impact on the design of the learning program</li> <li>3. Knows the relevance of the vision, mission and program thrust on the learning design</li> <li>4. Gathers information regarding a topic/session to fit desired outcome</li> <li>5. Prepares schedule of activities that will effectively address the participants’ need</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies approaches or instructional delivery methods as well as the materials needed to facilitate learning</li> <li>2. Prepares test items for measuring the level of knowledge gained.</li> <li>3. Develops presentation materials based on end-user requirements.</li> <li>4. Communicates with the stakeholders (internal and external) of the program to ensure attainment of program goals/objectives.</li> <li>5. Formulates learning objectives based from LNA results.</li> <li>6. Drafts learning design based on the learning and development plan</li> <li>7. Prepares session guides by choosing and sequencing topics and content</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes the adult learning process to be able to monitor the flow of learning in the actual conduct of learning</li> <li>2. Matches resource persons’ qualifications with the learning program requirements and Department’s standards on accreditation of learning service providers</li> <li>3. Provides technical assistance in the preparation of learning design and development</li> <li>4. Serves as a resource person on this competency</li> <li>5. Reviews the learning design</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates new trends and developments on subject matter/field</li> <li>2. Recommends approaches and strategies to implement learning program successfully</li> <li>3. Introduces ways on how to minimize program cost, e.g. cost sharing, networking, etc.</li> <li>4. Advocates learning program at the system-wide level</li> <li>5. Justifies and presents the learning design to top management/end-users</li> </ol>



## BHR7 – LEARNING PROGRAM MANAGEMENT

The ability to effectively and efficiently manage a learning event during all its phases from planning to implementation and post-implementation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning program management activities	Implements learning management activities	Leads the conduct of learning management activities	Plans, organizes and reviews learning management activities
<ol style="list-style-type: none"> <li>1. Knows the role of the learning event team as to; training coordinator, administrative coordinator, facilitator, evaluator and documenter</li> <li>2. Knows the process of conducting a learning event</li> <li>3. Knows the physical requirements, equipment, transportation service and all other activities related to the conduct of the learning event</li> <li>4. Knows how to operate and take care of basic audio-visual equipment</li> <li>5. Prepares a learning event checklist</li> <li>6. Knows how to coordinate venue arrangements</li> </ol>	<ol style="list-style-type: none"> <li>1. Administers and explains pre/post evaluation questionnaires</li> <li>2. Prepares basic communication such as invitation letters, confirmation of learners and subject matter experts, office order, etc.</li> <li>3. Documents the highlights of learning event</li> <li>4. Develops operational plans, e.g. schedules, budget, participants and subject matter experts' directory, etc. in managing a learning event</li> <li>5. Conducts post-learning evaluation</li> <li>6. Conducts cliniquing of the day's sessions among the members of the learning event teams</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements contingency plans to address critical situations during a learning event</li> <li>2. Employs the process documentation technique</li> <li>3. Prepares post-learning completion report</li> <li>4. Monitors the overall conduct and management of a learning event</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations and techniques in learning program management</li> <li>2. Formulates and recommends learning standards and policies for implementing learning programs</li> <li>3. Strategically plans contingencies and recommends accordingly</li> <li>4. Leads others in the effective management of a learning event</li> </ol>



## BHR8 – LEARNING EVENT FACILITATION

The ability to facilitate learnings through exchange of information and ideas in an interactive session designed to meet defined objectives. It includes the ability to effectively use platform skills when presenting to an audience.

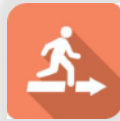


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning event facilitation activities	Implements learning event facilitation activities	Leads the conduct of learning event facilitation activities	Plans, organizes and reviews learning event facilitation activities
<ol style="list-style-type: none"> <li>1. Knows the key skills of a facilitator</li> <li>2. Knows the different facilitation techniques and learning methodology</li> <li>3. Understands facilitation skills and its uses</li> <li>4. Knows how to use time management techniques in the conduct of training</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates workshop, training and other similar activities</li> <li>2. Demonstrates key facilitation and presentation skills</li> <li>3. Guides an individual, group or team using facilitation techniques in meeting desired result or outcome</li> <li>4. Initiates discussion and directs group thought and feelings</li> <li>5. Encourages active participation to elicit ideas/opinions regarding a topic/session to fit desired outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. Moderates discussions</li> <li>2. Provides linking/bridging statements to and from one session to the other</li> <li>3. Integrates with the program objectives the issues and concerns arising from interactions/ discussions</li> <li>4. Synthesizes ideas in discussions to meet the desired outcome/group outputs</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/ strategy</li> <li>2. Serves as a subject matter expert in dealing with relevant issues</li> <li>3. Facilitates conduct of SLEs (structured learning experiences) using the 4As in learning (activity, analysis, abstraction and application) to prepare the learning environment and as priming for the topic</li> </ol>



## BHR9 – NETWORKING AND LINKAGING WITH HR PARTNERS

The ability to establish and utilize networking with external partners, provide technical assistance in building stakeholders/partners on capacity building and activities and capabilities in ENR management, develop proposals for possible external funding for HR activities, and serve as resource center for tools and materials on HR practices and training equipment.

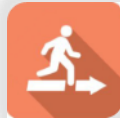


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Communicates and coordinates with stakeholders/partners	Maintains partnership and networks to deliver and enhance work outcomes	Leads in the conduct of networking and linking activities	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>1. Has basic knowledge on linking and networking</li> <li>2. Prepares invitations to participate in trainings and activities conducted by partner institutions</li> <li>3. Has knowledge on maintaining and updating database of partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides information, guidance and assistance on the processes and requirements</li> <li>2. Arranges with partner institutions on course offerings</li> <li>3. Has knowledge on linking and networking activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilizes information from various sources to support the agency's objectives</li> <li>2. Broadens network of relationships to promote the image of BMB</li> <li>3. Evaluates the conduct of HR linking and networking activities</li> <li>4. Prescribes specific learning intervention and programs offered by partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>2. Adheres to national protocol, etiquette and procedures</li> <li>3. Engages subject matter experts in enhancement and conduct of learning and development programs</li> <li>4. Offers assistance to national partners in the development of policies and programs</li> </ol>



## BHR10 – MONITORING AND EVALUATION (M&E) OF L&D PROGRAMS

The ability to regularly gather the L&D program accomplishment against measures of expected performance and assess the performance and the achievement of learning & development program/project objectives, its effects and impact.

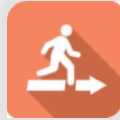


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning and development M&E activities	Implements learning and development M&E activities	Leads the conduct of learning and development M&E activities	Plans, organizes and reviews learning and development M&E activities
<ol style="list-style-type: none"> <li>1. Knows the concept of monitoring and the different levels of L&amp;D evaluation, e.g., reaction, learning, behavior and results</li> <li>2. Knows the application of various statistical tools needed in L&amp;D program evaluation</li> <li>3. Prepares database on pre and post evaluation</li> <li>4. Monitors implementation of target VS accomplishments</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies L&amp;D program performance indicators and standards</li> <li>2. Evaluates L&amp;D program on their ability to meet the program objectives</li> <li>3. Analyzes project issues and concerns that affect program's implementation</li> <li>4. Prepares L&amp;D program monitoring and evaluation report</li> <li>5. Conducts impact evaluation as to changes in behavior/outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors L&amp;D program performance and documents outcome</li> <li>2. Supervises all program implementation in accordance with approved plans, specifications and timeframe</li> <li>3. Develops evaluation instruments to determine behavioral changes on job performance</li> <li>4. Makes recommendations to address any discrepancies/gaps in the program implementation</li> <li>5. Implements M&amp;E tools to see to it that the objective/s of the learning activities were met</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations or new techniques in L&amp;D program monitoring and evaluation</li> <li>2. Recommends new policies based on the results of the L&amp;D program monitoring and evaluation</li> <li>3. Oversees all program implementation in accordance with approved plans, specifications and timeframe</li> <li>4. Approves evaluation instrument/s to determine the impact of the learners' behavioral changes on the organization</li> </ol>



## BHR11 – SCHOLARSHIP ADMINISTRATION

The ability to manage the implementation of the DENR’s Scholarships and Financial Assistance Program including establishing networks for sourcing of scholarship funds from both local and foreign institutions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the implementation of scholarship administration activities	Implements scholarship administration activities	Leads the implementation of scholarship administration activities	Plans, organizes and reviews scholarship administration activities
<ol style="list-style-type: none"> <li>1. Prepares list of BMB recipients and disseminates list of scholarship programs for availment</li> <li>2. Gathers and organizes relevant materials for purposes of networking for sourcing of funds and scholarship programs from local and foreign institutions</li> <li>3. Collates and submits to the BMB scholarship committee documents pertinent to scholarship program application</li> <li>4. Generates data of BMB scholars from local and foreign scholarship programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains and implements DENR policies and decisions on scholarship programs</li> <li>2. Conducts pre-screening of applicants for local and foreign scholarship programs</li> <li>3. Facilitates processing of documents for nomination on fellowship/ scholarship grantees both local and abroad</li> <li>4. Prepares materials in connection with appeals and committee meetings on scholarship programs</li> <li>5. Maintains an established network of contacts within the DENR, NGAs, NGOs, POs and international funding institutions</li> <li>6. Coordinates with the different units/offices in the monitoring and evaluation of scholarship programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets and implements policies, rules and regulations governing scholarship programs.</li> <li>2. Reviews appeals and recommends action on meritorious cases to the DENR Scholarship Committee</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and coordinates the administration of the DENR Scholarship Program</li> <li>2. Recommends policies, rules and regulations governing scholarship programs</li> <li>3. Develops long term network of clients, service providers and institutions</li> <li>4. Evaluates scholarships and financial assistance program proposals and initiates steps for improvement and expansion</li> </ol>





## BHR12 – HR PLANNING

The ability to determine long-term HR needs, assess current resources, identify areas of need including a plan to replace competence lost. It also includes the numbers and types of human resources that will be needed to achieve DENR’s goals e.g., number of human resources, the required competencies and when the resources will be needed.



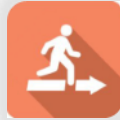
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in HR planning activities	Conducts HR planning activities	Leads the conduct of HR planning activities	Prepares plans and programs and formulates or enhances policies on HR planning
<ol style="list-style-type: none"> <li>1. Compiles gathered data on current human resources and the required competencies</li> <li>2. Prepares the documents needed in the conduct of research on HR Planning tools, templates and processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers data on current human resources and the required competencies</li> <li>2. Compares data correctly on current human resources against the required number of human resources in the organization</li> <li>3. Assesses the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization</li> <li>4. Identifies internal factors in the organization that may affect HR capacity to meet organizational goals</li> <li>5. Determines the environmental factors expected to affect workforce capacity,</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes the conduct of HR planning activities</li> <li>2. Develops HR planning tools, templates and processes to incorporate DENR’s competency-based standards</li> <li>3. Develops and implements targeted human resource strategies, plans and programs to address gaps (e.g., learning; career development; etc.) based on the organization’s priorities, and HR performance related data</li> <li>4. Oversees the monitoring and improvement of processes, tools and systems to support HR Planning</li> <li>5. Trains managers and/or facilitates HR planning process</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans and policies that will support HR planning</li> <li>2. Gives key strategic advice and participates in decision-making regarding short term and long-term HR planning</li> </ol>

	<p>given known operational and HR priorities and emerging issues</p> <p>6. Conducts workforce analysis and HR supply forecasting methods</p>		
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## BHR13 – CAREER DEVELOPMENT

The ability to initiate and implement career development strategies based on individual and organizational needs and requirements.



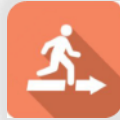
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in career development activities	Conducts career development activities	Leads the conduct of career development activities	Prepares plans and programs and formulates or enhances policies on career development
<ol style="list-style-type: none"> <li>1. Knows a range of decision making and career development theories and models</li> <li>2. Prepares the documents needed in the execution of the career development activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Defines and outlines career development process and succession management</li> <li>2. Administers self-assessment or multi-source assessment to establish the current competency profile</li> <li>3. Conducts competency profile matching that compares employee competencies against targeted role/job requirements in order to identify the competency gaps</li> <li>4. Examines the competency gaps and formulates the L&amp;D interventions needed to address these gaps</li> <li>5. Establishes the career paths of employees based on the competency profile matching</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes the conduct of all the career development activities</li> <li>2. Designs career assessment instruments and methods.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans for long-term career development guidance as appropriate</li> <li>2. Proposes policies for career development system improvement</li> <li>3. Acts as subject matter expert on career development and succession management.</li> </ol>

	6. Devises career development plans of employees that include the L&D interventions		
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## BA1 – PROCUREMENT MANAGEMENT

The ability to procure goods and services in accordance with specification/s and delivery schedule.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills/knowledge/understanding on RA 9184 (Procurement Act) and e-procurement (PhilGEPS); and requires assistance to apply technical skills; and displays limited knowledge of technologies.</p>	<p>Has intermediate skill/working knowledge on RA 9184 and e-procurement; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities.</p>	<p>Has advanced skills/extensive knowledge on RA 9184 and e-procurement; and consistently applies technical skills and adapts to emerging technology on procurement management related activities.</p>	<p>Has subject matter readth/depth/expertise on RA 9184 and e-procurement; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities.</p>
<ol style="list-style-type: none"> <li>1. Understands/knows the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>2. Consolidates all PPMP into Annual Procurement Plan with supervision</li> <li>3. Provides secretariat services to the Bids and Awards Committee (BAC)</li> <li>4. Reviews purchase requisitions as to completeness of supporting documents</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares abstract of quotations</li> <li>2. Reviews thoroughly documents in BAC meetings</li> <li>3. Prepares bidding documents</li> <li>4. Evaluates bidder's credentials based on existing standards</li> <li>5. Prepares notice of award and notice to proceed</li> <li>6. Posts awards and contract documents in the PhilGEPS and agency website</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and determines that procurement/ purchases made are in accordance with the approved APP</li> <li>2. Provides inputs in BAC meetings;</li> <li>3. Conducts cost/price analysis and applies accounting and auditing rules and regulations on procurement</li> <li>4. Evaluates submitted PPMP coming from the various units/ section/divisions as to conformance with existing standards and policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on procurement management related activities</li> <li>2. Plans and implements cost cutting and internal control measures on the general principles and standards of procurement management</li> <li>3. Reviews supplier's performance and drives for continuous improvement</li> <li>4. Monitors implementation of programs and projects on procurement as part of asset management and recommends appropriate</li> </ol>



## BA2 – PROPERTY MANAGEMENT (PROPERTY INVENTORY AND DISPOSAL MANGEMENT)

The ability to account, secure, manage inventories of supplies, materials and dispose as mandated by law.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills/knowledge/understanding on property inventory and disposal management activities; and requires assistance to apply technical skills; and displays limited knowledge of technologies</p>	<p>Has intermediate skill/working knowledge property inventory and disposal management activities; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities</p>	<p>Has advanced skills/extensive knowledge on property inventory and disposal management activities; and consistently applies technical skills and adapts to emerging technology on procurement management related activities. Monitors and reviews data from various aspects of property management</p>	<p>Has subject matter breadth/ depth/ expertise on property inventory and disposal management activities; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities</p>
<ol style="list-style-type: none"> <li>1. Accepts and counterchecks deliveries of supplies/ materials/ equipment</li> <li>2. Prepares receiving report and updates inventory monitoring system</li> <li>3. Stocks and stores goods based on warehousing principles</li> <li>4. Issues goods as per request by end users</li> <li>5. Updates monitoring tools</li> <li>6. Implements physical inventory and cycle count</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements the following storage activities to ensure adherence to procedures, processes and policies in the performance of activities on property management:               <ul style="list-style-type: none"> <li>• Receiving – the actual receiving of goods and counter checking against delivery receipts in accordance with specification.</li> <li>• Storing – the safekeeping of goods and updating warehousing records.</li> <li>• Issuance – the withdrawal of goods from warehouse and updating its record.</li> <li>• Physical Inventory taking – the checking of actual inventory versus records</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares an inventory variance analysis</li> <li>2. Makes use of storage reports and triggers improvements in terms of inventory turns and inventory level</li> <li>3. Conducts property inventory and disposal</li> <li>4. Recommends materials/ equipment for disposal</li> <li>5. Processes documents necessary for disposal of properties</li> <li>6. Prepares inventory reports of PPE</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on property management</li> <li>2. Develops and reviews existing storage procedures to eliminate variances</li> <li>3. Formulates policies and procedures on property inventory and disposal management</li> <li>4. Recommends new programs on how storage processes can be improved, e.g. use of software, etc.</li> <li>5. Implements all necessary measures to ensure accuracy of inventory report</li> </ol>

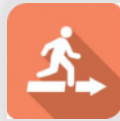
7. Understands and implements various measures to ensure inventory accuracy and eliminate pilferage	2. Performs inventory reconciliation and identifies root causes of inventory variances		6. Reviews inventory turns performance and drives for continuous improvement
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## BA3 – RECORDS MANAGEMENT

The ability to:

- maintain an updated and orderly filing system to facilitate retrieval & ensure that confidential and/or personal files and records are properly secured and maintained; and
- maintain/implement record schedule of disposal.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Leads the implementation of recordsmanagement activities	Prepares plans and programs and formulates or enhances policies on records management
<ol style="list-style-type: none"> <li>1. Understands the Bureau’s recording system</li> <li>2. Maintains systematic filing and safekeeping of records of the bureau foreasy reference and retrieval</li> <li>3. Understands the basic procedure of records maintenance and disposal in accordance with the Records Retentionand Disposition Schedule</li> <li>4. Observes/ follows the decentralized records system</li> <li>5. Conducts regular inventory of recordsfor proper retention and disposition</li> <li>6. Observes the proper use and recyclingof paper</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>2. Maintains an electronic file of records/documents received and released.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the classification of documents and determines what should be filed/keptor not and which are confidential in nature</li> <li>2. Designs a Records Management Information System for easy and fast retrieval of documents</li> <li>3. Drafts policies and guidelines on the maintenance and disposition of recordsand documents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as toend paper build – up</li> <li>2. Represents the Department in the presentation of documents required bythe courts and other bodies</li> <li>3. Recommends policies and guidelines onthe maintenance and disposition of records and documents.</li> </ol>





## BA4 – COMPUTERIZED RECORDS MANAGEMENT

The ability to:

- systematically handle documents and communication and track its flow;
- maintain filing system for reference and easy retrieval;
- undertake efficient transmittal of directives, policies, regulations for the guidance or compliance; and
- arrange archival materials for retention and its eventual disposition.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in computerized records management activities</p> <ol style="list-style-type: none"> <li>1. Has basic knowledge on the various phases of records management (e.g., records creation, mail management, filing and maintenance, retention, and disposal)</li> <li>2. Understands and adopts the Document Action Tracking System (DATS) in receiving and releasing of documents</li> <li>3. Is familiar with types of documents, offices and its Officials</li> <li>4. Understands and adopts the system of releasing documents thru Records Management Information System (RMIS)</li> <li>5. Uploads issuances and send thru webmail promptly</li> </ol>	<p>Implements computerized records management activities</p> <ol style="list-style-type: none"> <li>1. Maintains electronic database of records diligently</li> <li>2. Migrates records using various media to save on space and for security purposes</li> <li>3. Tracks documents using the DATS and RMIS accurately</li> <li>4. Retrieves documents using the existing classification scheme and the “tracking number” assigned by DATS and RMIS.</li> <li>5. Safeguards records to avoid losses and preserve their integrity</li> </ol>	<p>Leads the implementation of computerized records management activities</p> <ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR policies and applicable rules (e.g. DAO 97-24)</li> <li>2. Updates and drafts policy on Records Retention and Disposition Schedule (RRDS)</li> <li>3. Determines the authenticity of records/ documents as may be required</li> </ol>	<p>Prepares plans and programs and formulates or enhances policies on computerized records management</p> <ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the records management function of the entire DENR</li> <li>2. Maintains a continuing program for the management, preservation and eventual disposition of records</li> <li>3. Recommends retention period of documents/ records based on applicable policies</li> <li>4. Serves as resource person on this competency</li> </ol>



## BA5 – COURIER, POSTAL AND MESSENGERIAL SERVICES

The ability to speedily dispatch, pick up and deliver official documents to the postal office, government and private offices and individuals



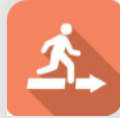
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs routine courier, postal and messengerial services</p> <ol style="list-style-type: none"> <li>1. Knows how to read road map</li> <li>2. Sorts and records materials and documents for delivery</li> <li>3. Delivers routine documents and materials</li> </ol>	<p>Performs more complex courier, postal and messengerial services</p> <ol style="list-style-type: none"> <li>1. Maintains accurate records sent thru Courier, Postal Office or Messenger, including the costs for postage and courier services</li> <li>2. Adopts a systematic schedule and efficient way of delivery taking into consideration the urgency of the document</li> </ol>	<p>Leads the conduct of courier, postal and messengerial services</p> <ol style="list-style-type: none"> <li>1. Responds proactively to circumstances arising from delivery problems</li> <li>2. Responds promptly to queries/complaints/problems on status of documents with tact and diplomacy</li> <li>3. Maintains a mailing list with proper addresses, telephone and fax numbers, and directions</li> </ol>	<p>Oversees the conduct of courier, postal and messengerial services</p> <ol style="list-style-type: none"> <li>1. Provides options to act on critical messengerial requirements</li> <li>2. Demonstrates considerable expertise on this competency</li> </ol>



## BA6 – CLERICAL/SECRETARIAL/EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in discharging complete staff work</p> <ol style="list-style-type: none"> <li>1. Screens, classifies, prioritizes and reviews all incoming documents for action/signature of official concerned</li> <li>2. Gathers data and other information required by the official concerned in relation to his /her duties and assignments</li> <li>3. Assists in arranging meetings</li> <li>4. Creates, maintains and enters information into databases</li> <li>5. Operates office equipment such as fax/scanner/copying machines</li> <li>6. Maintains scheduling and events calendar</li> <li>7. Knows and demonstrates</li> </ol>	<p>Implements complete staff work</p> <ol style="list-style-type: none"> <li>1. Coordinates with different units/offices and agencies programs and activities for specific end-users and purposes</li> <li>2. Drafts routine business correspondence for review of superior</li> <li>3. Assists in meetings and prepares minutes of the meeting</li> <li>4. Reviews, verifies and maintains information into databases</li> <li>5. Researches the details in resolving issues, analyzes findings, prioritizes and categorizes alternatives</li> <li>6. Discusses other concerns with superior</li> <li>7. Implements record management processes for the executive/office</li> </ol>	<p>Supervises complete staff work</p> <ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar/holding filing method</li> <li>2. Composes all types of business correspondence (letters, memos, fax, and email) for review of the executive</li> <li>3. Sends and disseminates routine correspondence in the absence of the executive</li> <li>4. Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns of the executive/s</li> <li>5. Recommends alternatives on solving a problem based on</li> </ol>	<p>Ensures proper implementation of complete staff work</p> <ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>2. Designs and integrates data and process flow to facilitate interoffice coordination.</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>4. Obtains decision maker approval</li> <li>5. Strictly observes communication procedures</li> <li>6. Prepares plans and programs for the improvement of office's records management</li> </ol>



## BA7 – BUILDING MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop and implement an effective system of maintenance of office buildings and other facilities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs basic maintenance activities of buildings and other facilities.</p> <ol style="list-style-type: none"> <li>1. Has basic knowledge on the proper care and maintenance of office building and its premises, equipment, furniture and fixtures</li> <li>2. Attends to employees call, complaints, concerns and documents on account of service request forms</li> <li>3. Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services</li> <li>4. Prepares vouchers for payment of office utility bills</li> <li>5. Prepares cost estimates of materials of needed maintenance cost</li> </ol>	<p>Implements building maintenance activities</p> <ol style="list-style-type: none"> <li>1- Maintains and updates the inventory of real property, buildings and other facilities</li> <li>2- Monitors water and electricity consumption to ensure that cost reduction measures are observed</li> <li>3- Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> <li>4- Inspects building equipment, facilities and surrounding areas and determines and notes maintenance work needed</li> </ol>	<p>Leads the implementation of building maintenance activities</p> <ol style="list-style-type: none"> <li>1. Monitors the status of equipment being maintained by the unit/office and implements preventive maintenance system</li> <li>2. Prepares designs and estimates the proper maintenance of office buildings in accordance with existing building code</li> <li>3. Implements programs and schedule of maintenance work</li> <li>4. Reviews and assesses works of maintenance service providers</li> </ol>	<p>Prepares plans and programs and formulates or enhances policies on building maintenance</p> <ol style="list-style-type: none"> <li>1. Initiates and recommends programs and schedule of maintenance operations of office equipment, building fixture and utilities, such as changing of electric lights and other maintenance and housekeeping tasks</li> <li>2. Conducts periodic reviews and pushes for continuous / continual improvement</li> <li>3. Prepares periodic report on the regular maintenance works undertaken</li> </ol>



## BAS - REPAIR AND FABRICATION

The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.

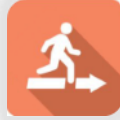


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs minor repairs and simple fabrication of equipment, furniture and fixtures</p>	<p>Performs more complex repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>	<p>Leads in the implementation of repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>	<p>Plans and organizes the delivery of repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to repair and fabricate damaged portion of the buildings, including furniture and fixtures, based on the following fields: <ul style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning,</li> <li>painting,</li> <li>masonry, and</li> <li>carpentry</li> </ul> </li> <li>Familiar with the use of basic tools and equipment for their respective work</li> <li>Estimates dimensions, specifications and other proportions of the project and selects the materials to be used</li> </ol>	<ol style="list-style-type: none"> <li>Performs installation, repair and fabrication of furniture, fixtures, electrical equipment, masonry structures, commissioning of plumbing and sanitary equipment and facilities</li> <li>Has the knowledge and ability to use special tools, mechanical and/or electrical equipment (power tools)</li> <li>Maintains/updates regular records of electrical and mechanical equipment.</li> <li>Identifies repair, maintenance and improvement requirements of structures, equipment and facilities within the office</li> </ol>	<ol style="list-style-type: none"> <li>Reads, interprets and implements electrical, architectural, sanitary and structural designs, sketches, diagrams and blue/white prints</li> <li>Inspects building equipment, facilities and surrounding areas and determines/assesses the extent of repair work needed</li> <li>Trains colleagues and identifies training needs to reinforce section's technical competencies</li> <li>Plans, assigns and directs workload among colleagues with respect to their fields of expertise</li> <li>Inspects equipment, facilities and facilities after repair to ensure high quality of work</li> </ol>	<ol style="list-style-type: none"> <li>Has the expertise in installation, repair and fabrication on the following fields: <ul style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning,</li> <li>painting,</li> <li>masonry, and</li> <li>carpentry</li> </ul> </li> <li>Conceptualizes designs and prepares estimates and bill of materials on various projects</li> <li>Recommends improvements, modifications and schedules of works</li> <li>Has familiarity on the provisions of the Building Code of the Philippines</li> </ol>



## BA9 - GARDENING AND LANDSCAPING

The ability to maintain office grounds and open spaces and to provide landscaping services including garden maintenance, indoor displays, nurseries and greenhouse.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the maintenance of gardens, indoor displays, nurseries and greenhouse.	Implements the proper maintenance of garden, displays, nurseries and greenhouse.	Leads the implementation of gardening and landscaping activities.	Prepares plans and programs and formulates/enhances policies on ground maintenance and landscaping activities.
<ol style="list-style-type: none"> <li>Has the ability to perform variety of gardening tasks in the proper care and maintenance of gardens, nurseries and green house with the use of simple tools and machine</li> <li>Has the basic knowledge on the proper use, handling and cleaning of garden materials, supplies and equipment</li> </ol>	<ol style="list-style-type: none"> <li>Performs basic landscaping activities with some supervision</li> <li>Knows the proper handling and storage of gardening tools, materials, equipment, plants, chemicals and pesticides</li> <li>Monitors the physical condition of tools, equipment, facilities and materials, and reports any damage to superiors</li> <li>Releases and collects gardening tools, materials, equipment, chemicals and pesticides to colleagues</li> </ol>	<ol style="list-style-type: none"> <li>Undertakes advanced landscaping works</li> <li>Trains and guides other colleagues in the implementation of landscaping and gardening activities</li> <li>Organizes grounds maintenance work around DENR grounds, garden, nurseries and greenhouse</li> <li>Monitors and maintains inventory of gardening supplies and equipment</li> <li>Makes job requests, vouchers and requisition of needed plants, chemicals, equipment and supplies</li> </ol>	<ol style="list-style-type: none"> <li>Designs and prepares landscaping designs and indoor displays</li> <li>Estimates specification and prepares Bill of Materials of landscape projects within DENR</li> <li>Schedules, organizes, monitors and directs the work of grounds men and gardeners in the maintenance of landscape projects</li> </ol>



## BA10 - MOTOR POOL SERVICES MANAGEMENT

The ability to design, develop and implement an effective system of fleet management, including dispatch, trip ticket, registration, parking and traffic administration.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Conveys passengers from point of origin to destination</p>	<p>Schedules trips and provides the safest, fastest and most economical route</p>	<p>Inspects and monitors status of conveyance, fuel consumption, registration and insurance</p>	<p>Prepares plans, implement programs and reviews motor pool services, including parking and traffic administration</p>
<ol style="list-style-type: none"> <li>1. Has the knowledge on traffic rules and regulations, as well as the policies on the use of motor vehicles of the bureau i.e. issuance of trip tickets, purchase of fuel, etc.</li> <li>2. Performs pre and post driving check on vehicle, tools and equipment, and properly maintains cleanliness of the motor vehicles.</li> <li>3. Familiar with the routes and geographical location of the assigned area and destination of passengers.</li> <li>4. Displays proper decorum with passengers and practices defensive driving strategies.</li> <li>5. Prepares monthly report of official travels</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs pre and post driving checks on motor vehicles as well as the physical, emotional and mental condition of drivers</li> <li>2. Knows the names and geographical locations of cities and towns within and outside Metro Manila.</li> <li>3. Schedules and assigns drivers according to their accomplished vehicle request slip</li> <li>4. Reminds drivers on proper decorum and all standard operating procedures (SOP) in driving</li> <li>5. Prepares monthly report of fuel consumption</li> <li>6. Monitors and responds to driver's involvement in traffic accidents</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates, monitors and assesses the performance of drivers and recommends training for improvement of technical skills and attitude towards their work</li> <li>2. Reviews the fuel consumption, distance travelled and fuel efficiency of motor vehicles</li> <li>3. Monitors the timely renewal of motor vehicle insurances and registration</li> <li>4. Monitors parking area for safety and cleanliness</li> <li>5. Monitors conditions of all vehicles and refers those needing repair to the immediate supervisor</li> <li>6. Reviews the monthly report of fuel consumption based on the monthly report of official travels</li> </ol>	<ol style="list-style-type: none"> <li>1. Makes recommendations on improving motor pool operations, including parking and traffic administration</li> <li>2. Adapts measures to improve operational efficiency and dependability of the service</li> <li>3. Maintains an inventory of all motor vehicles, including type of vehicle, specification, date of purchase, and other relevant information</li> <li>4. Evaluates and recommends purchase or rental of additional vehicles, taking into consideration its applicability, intended use, cost and quality.</li> <li>5. Recommends for disposal vehicles no longer economical to repair and maintain and submits same to Management.</li> </ol>

	7. Records fuel consumption, distance travelled and fuel	7. Has knowledge with the normal procedure and documentation needed in case of accidents	6. Prepares periodic report on the regular maintenance works undertaken
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## BA11 - VEHICLE REPAIR AND MAINTENANCE

The ability needed to perform repairs and maintenance work on all office motor vehicles.

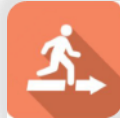


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs minor repairs and maintenance work on motor vehicles.</p> <ol style="list-style-type: none"> <li>1. Has the basic knowledge and ability to troubleshoot, repair and maintain motor vehicles, on each of the following fields:               <ul style="list-style-type: none"> <li>• auto-electrical;</li> <li>• auto-mechanical; and</li> <li>• auto-air-conditioning.</li> </ul> </li> <li>2. Has the knowledge on the use of basic mechanical/electronic tools.</li> <li>3. Inspects and assesses the condition of motor vehicle</li> <li>4. Estimates specifications, dimensions and other proportions of the project and selects the materials and equipment to be used</li> </ol>	<p>Performs more complex repair and maintenance activity on motor vehicles.</p> <ol style="list-style-type: none"> <li>1. Has the basic knowledge and ability to maintain, troubleshoot and repair electrical, mechanical and air-conditioning units of motor vehicles</li> <li>2. Uses special tools and equipment for faster completion of work</li> <li>3. Cleans disassembled subunits properly without supervision</li> <li>4. Identifies parts that need to be replaced and prepares a list of spare parts for purchase</li> <li>5. Performs preliminary checks/tests on sub-units before final installation</li> </ol>	<p>Leads in the implementation of transport repairs and maintenance services activities</p> <ol style="list-style-type: none"> <li>1. Performs preventive maintenance work on vehicles according to predetermined schedules</li> <li>2. Performs mechanical, electrical and air-conditioning troubleshooting, repairs and maintenance</li> <li>3. Suggests steps further improve work place</li> <li>4. Inspects and test-drives vehicles after repair or maintenance to ensure high quality of work</li> <li>5. Maintains an inventory of supplies, equipment, materials and parts</li> </ol>	<p>Leads in the delivery of repairs and maintenance work on motor vehicles.</p> <ol style="list-style-type: none"> <li>1. Evaluates capabilities of co-mechanics and auto electricians and recommends steps to further improve their technical know-how</li> <li>2. Has the technical expertise on the repair and maintenance of motor vehicles on the following fields:               <ul style="list-style-type: none"> <li>• auto-electrical;</li> <li>• auto-mechanical; and</li> <li>• auto-air-conditioning.</li> </ul> </li> <li>3. Conceptualizes designs and prepares estimates and Bill of Materials on vehicle repair and maintenance projects</li> <li>4. Recommends improvements, modifications and schedules of work</li> </ol>



## BA12 - CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money, and accountable forms with face value. It includes counting of cash and keeping of financial records of cash and accountable forms with face value transactions for accounting and auditing purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the discharge of cash management activities	Performs cash management activities	Leads in the discharge of cash management activities	Prepares plans and programs and formulates recommendations on cash management
<ol style="list-style-type: none"> <li>1. Collects payments from creditors</li> <li>2. Prepares and issues checks/LDDAP creditors</li> <li>3. Prepares daily collection and weekly disbursement reports</li> <li>4. Facilitates routing of checks to signatories for all transactions</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares, processes and ensures accuracy and propriety of checks for issuance</li> <li>2. Answers creditors queries and follow-ups regarding checks/LDDAP</li> <li>3. Maintains and records cash control</li> <li>4. Posts and Indexes all office's payments</li> <li>5. Issues tickets to gate collectors</li> <li>6. Prepares the monthly report of supplies and materials issued (tickets) and reports of accountability of cheques and official receipts</li> </ol>	<ol style="list-style-type: none"> <li>1. Issues official receipts upon collection</li> <li>2. Records and maintains cash registry book from all types of collection</li> <li>3. Reviews collection and disbursement report</li> <li>4. Handles cash advances and petty cash fund</li> <li>5. Prepares liquidation report accurately as per approved cycle time</li> <li>6. Reviews and signs the monthly report of supplies and materials issued (tickets) and reports of accountability of cheques and official receipts</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors, reviews and assesses monthly collection and disbursement</li> <li>2. Reports and recommends, if needed, appropriate actions</li> <li>3. Transacts with banks re agency accounts</li> <li>4. Proposes recommendations to improve cash management activities</li> </ol>



## BA13 – ENVIRONMENTAL MANAGEMENT SYSTEM (EMS), WELLNESS, SECURITY, SAFETY, EMERGENCY PREPAREDNESS AND DISASTER MANAGEMENT

The ability to manage significant environmental aspects, monitor environmental performance, secure occupational health and safety, security and conduct emergency and evacuation drills on emergency situations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Gathers data and other information relative to the Environmental Management System, security and emergency situations	Consolidates data and information gathered and identifies significant environmental aspects, security and emergency situations	Monitors legal compliance and safety requirements, and assesses hazards and risks of DENR projects, programs and activities	Interprets data, generates information, prepares reports and formulates or enhances programs and activities.
<ol style="list-style-type: none"> <li>1. Has basic knowledge on EMS program of the Department, especially the significant environmental aspects</li> <li>2. Gathers data and information from sources for the different environmental aspects</li> <li>3. Has basic knowledge and ability on the standard operating procedures on the disaster risk reduction program</li> <li>4. Knows the necessary fire and safety equipment</li> <li>5. Knows the passage, exit point in the building, place of evacuation and all structural installations within the DENR and other installations</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives, identifies, analyzes and consolidates data for the different environmental performance</li> <li>2. Assists in the coordination with various stakeholders on the disaster risk reduction/emergency preparedness program</li> <li>3. Is familiar with the disaster risk reduction program</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and monitors applicable legal compliance for all construction, maintenance of facilities, transportation and security as required under EMS</li> <li>2. Conducts periodic inspection to determine and assess hazards and risks relative to occupational health and safety standards</li> <li>3. Coordinates and organizes with other agencies, organization and groups on disaster risk reduction/emergency preparedness programs and activities</li> <li>4. Recommends logistics, equipment suitable for the operation</li> <li>5. Guides others on this competency and serves as a resource person</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes programs as required under the DENR EMS</li> <li>2. Evaluates effectiveness of existing programs on health and safety, disaster risk reduction and security, and initiates improvements to adapt to the present situation</li> <li>3. Prepares periodic reports and documentation on the significant environmental aspects, security and disaster preparedness</li> </ol>



## BA14 - CUSTOMER ASSISTANCE AND REQUEST HANDLING

The ability to attend to requests, complaints, observations and suggestions, including the ability to monitor work progress, file records, consolidate and prepare periodic reports.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Receives requests, complaints, observations and suggestions, and informs concerned personnel and offices</p>	<p>Monitors the work progress of the requests, complaints, observations and suggestions</p>	<p>Records and consolidates data</p>	<p>Interprets data, generates information and prepares reports</p>
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on the proper handling of requests, complaints, observations and suggestions according to the Code of conduct and ethical standards</li> <li>2. for Public Officials and Employees (RA 6713)</li> <li>3. Has basic knowledge on the use of the Enhanced Electronic Document Action Tracking Slip (E-DATS)</li> <li>4. Is familiar with the basic procedure of records maintenance: Sorting according to importance, and filing and record keeping according to subject</li> </ol>	<ol style="list-style-type: none"> <li>1. Has basic knowledge on the operations and work flow of the Division, as well as the job description of colleagues.</li> <li>2. Identifies and determines the kind of work to be performed, schedules the job request according to importance, endorses to concerned employees, and monitors the progress of the request</li> </ol>	<ol style="list-style-type: none"> <li>1. Has knowledge on records management</li> <li>2. Maintains an electronic record and files copy of all memoranda, letters and communications, including job requests/orders, history of repair, client satisfaction form and other related documents</li> <li>3. Collects, reviews and consolidates data gathered from received requests, complaints, observations and suggestions</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and identifies applicable legal compliance for all constructions, maintenance of facilities, transportation, security and other services</li> <li>2. Prepares periodic reports based on the data gathered and information generated from the requests, complaints, suggestions, observations and the client satisfaction forms</li> <li>3. Initiates and recommends strategies on improving customer assistance and request handling</li> </ol>



## BL1 - SKILLS IN LEGAL RESEARCH

The ability to research legal precedent, investigate/evaluate facts or prepare legal documents. It includes the conduct of research to support a decision or legal proceeding, to formulate a defense, or to initiate legal action in connection with ENR legal issues and concerns.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Possesses foundational knowledge of the ENR laws, issuances, rules and regulations and legal information sources</p>	<p>Undertakes legal research activities and applies foundational knowledge of the ENR laws, issuances, rules and regulations, jurisprudence and legal information sources</p>	<p>Sees through/leads the delivery of legal research activities</p>	<p>Formulates policy recommendations to enhance legal research</p>
<ol style="list-style-type: none"> <li>Gathers, compiles and collates materials and data needed in the conduct of legal research on ENR issues involved on the</li> <li>resolution of the case, rendition of legal opinion/advice and preparation of court documents and compliances</li> <li>Differentiates between ENR laws, issuances, rules and regulations, jurisprudence and legal information sources, and recognizes how their use and importance vary depending upon the legal problem or issue</li> <li>Recognizes differences in the applicability of authority among ENR laws, issuances, rules and regulations, jurisprudences, and other legal sources and applies that knowledge to the legal research problem</li> </ol>	<ol style="list-style-type: none"> <li>Applies the foundational knowledge of the ENR laws, issuances, rules and regulations, jurisprudence, and legal information sources in resolving legal issues/conflicts</li> <li>Evaluates and articulates the precise legal issues and determines and assesses their effects and applications on the operations of ENR issuances</li> <li>Prepares draft opinion, decision, and/or recommendation on ENR legal issues</li> <li>Uses research results to craft or support arguments that resolve novel legal issues lacking precedent, when appropriate</li> <li>Organizes and integrates contents, quotations, or forms, and para-phrases</li> </ol>	<ol style="list-style-type: none"> <li>Sees through and reviews the conduct of studies and researches on legal matters affecting DENR and brought before the Office</li> <li>Monitors progress and results of legal research/investigation</li> <li>Reviews, evaluates draft opinions, decisions and recommendations using legal research results affecting ENR cases and/or legal issues</li> <li>Understands and articulates the factors that determine the ethics and legality of information used in conformity with existing laws, rules and regulations and jurisprudence</li> </ol>	<ol style="list-style-type: none"> <li>Determines inadequacy in existing policies and recommends plans and programs to enhance processes and procedures in resolving legal issues/conflicts</li> <li>Formulates policies and procedures for efficient legal research/ background investigation</li> </ol>

<p>5. Identifies, analyzes and articulates the precise legal issues that need to be researched</p> <p>6. Uses citation of sources to respect authors' intellectual property rights and accurately indicates where the words and ideas of others have been used</p>	<p>in a manner that support the argument,brief, analyst, or resolution of ENR legalissues</p> <p>6. Chooses an appropriate communication format and style for the resolution of ENR issues for its maximal persuasive effect, when appropriate</p> <p>7. Analyzes research results using prior knowledge and experience on the topicin particular, as well as one's general knowledge of legal principles</p>		
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## BL2 - MANAGEMENT AND DISPOSITION OF ENR APPEALED CASES AND OTHER LEGAL CONCERNS

The ability to manage and dispose/resolve ENR cases and other legal concerns brought before the Bureau.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Evaluates legal documents for the management and disposition of ENR cases and other legal concerns	Undertakes management and disposition of ENR cases and other legal concerns and prepares draft resolution/order/ decision	Sees through/leads the management and disposition of ENR appealed cases and other legal concerns	Prepares plans and programs and recommends policies on management and disposition of ENR appealed cases and other legal concerns
<ol style="list-style-type: none"> <li>1. Initiates the identification of course of action on documents received</li> <li>2. Determines proper assumption of DENR jurisdiction over appealed cases, original complaints/protests, and other ENR legal issues</li> <li>3. Has working knowledge of basic laws, legal procedures, rules and regulations and allied laws for clear determination of possible legal course of action</li> <li>4. Gathers evidence relative to ENR appealed cases before the office and other ENR and related concerns</li> <li>5. Knows the basic rules of procedure required in the disposition of cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines legal remedy/ appropriate action to take on ENR cases and other related legal concerns</li> <li>2. Examines documents necessary in resolving <i>motu proprio</i> and appealed cases and in defending/ prosecuting ENR cases before regular courts</li> <li>3. Analyzes facts to identify any existing or potential legal or other issues and applies the law to the facts of the matter in an appropriate and defensible way to resolve the case</li> <li>4. Handles, monitors, analyzes and reports status of ENR cases and advises the management on possible legal solutions or actions</li> <li>5. Implements expeditious disposition of the ENR cases or other legal concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Sees through, handles, monitors, and reports all ENR cases / concerns and advises management on possible legal solutions/ actions</li> <li>2. Reviews and evaluates all legal actions/ documentations requested by the different stakeholders in relation to ENR operations</li> <li>3. Sees through the expeditious and judicious disposition of ENR appealed cases and other legal concerns</li> <li>4. Determines and recommends further actions needed in the expeditious and judicious disposition of ENR cases and other legal concerns</li> <li>5. Reviews and assesses drafts resolution/legal action on ENR appealed cases and other legal concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Instructs, organizes and brings together efforts for the management and disposition of ENR cases and other legal actions</li> <li>2. Formulates and implements strategies needed in the expeditious and judicious management/disposition of ENR cases</li> <li>3. Serves as resource persons on this competency</li> <li>4. Recommends plans and programs to enhance policies in management and disposition of ENR cases and other legal concerns</li> </ol>

<p>6. Conducts investigation and ocular inspection for the disposition of the ENR cases</p> <p>7. Knows basic legal writing for the preparation of appropriate legal documents in relation to disposition of ENR cases</p>	<p>6. Investigates ENR appealed cases and/or <i>motupropio</i> cases on protests, claims and conflicts involving disposition, utilization and development of natural resources and the environment</p> <p>7. Prepares, drafts investigation reports, decision, and other legal documents for the resolution of ENR cases and other legal concerns disposing of the legal issues using appropriate, logical and legal precedents</p> <p>8. Possesses advance legal writing skills and prepares appropriate legal documents in relation to disposition of ENR cases</p>	<p>6. Acts to resolve the problem/ issue and/case within time limitations, and in accordance with the management's instructions and the lawyer's plan for action</p> <p>7. Sees through the investigation and drafting of resolution on cases appealed to the Secretary and and/or <i>motupropio</i> cases on protests, claims and conflicts involving the disposition, utilization and development of natural resources; and compliance in the protection and conservation of the environment</p>	
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## BL3 - LITIGATION

The ability and expertise required to handle cases before the regular courts and quasi-judicial bodies.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in handling cases before the regular courts and quasi-judicial bodies</p>	<p>Handles cases before the regular courts and quasi-judicial bodies</p>	<p>Leads the handling of cases before the regular courts and quasi-judicial bodies</p>	<p>Plans and organizes the handling cases before the regular courts and quasi-judicial bodies</p>
<ol style="list-style-type: none"> <li>1. Gathers, validates and determines the authenticity of data and/or ascertain facts of case and other concerns including interviews with parties and witnesses</li> <li>2. Arranges documentary evidence orderly and efficiently</li> <li>3. Identifies and analyzes relevant facts, issues, arguments, and defenses, relative to cases filed before regular courts and quasi-judicial bodies</li> <li>4. Acts as legal counsel for the office and/or concerned</li> <li>5. officials in trial or hearing before regular courts (OSG) and quasi-judicial bodies</li> <li>6. Prepares pleadings and other legal documents in accordance with the court or tribunal's procedures</li> </ol>	<ol style="list-style-type: none"> <li>1. Examines the weight of the documents and evidence to be presented in the prosecution and/or defense of the case before regular courts or quasi-judicial bodies</li> <li>2. Initiates and develops viable theory of the case and strategies for the expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> <li>3. Acts as legal counsel for the Office and/or concerned officials in trial or hearing before regular courts and quasi-judicial bodies</li> <li>4. Recommends filing/prosecution of ENR cases in the proper judicial courts or administrative bodies</li> </ol>	<ol style="list-style-type: none"> <li>1. Appears as lead counsel and participates in court cases in behalf of DENR and coordinates with OSG for proper deputation in civil cases and the DOJ in criminal cases before regular courts</li> <li>2. Sees through the preparation of pleadings and assists the OSG or DOJ on cases before judicial and quasi-judicial bodies</li> <li>3. Reviews prepared pleadings and other legal documents required by the regular courts and quasi-judicial bodies</li> <li>4. Endorses and utilizes the viable theory of the case and oversees the strategy for the expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> </ol>	<ol style="list-style-type: none"> <li>1. Sees through the institution/defense of cases until its termination</li> <li>2. Establishes the strategy in expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> <li>3. Develops a plan that implements the office's/ management's preferred legal option and assigns responsibilities for action</li> </ol>

		5. Identifies advantages and disadvantages of pursuing each option or legal strategy, including costs and time factor	
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## BL4 - LEGAL COUNSELING AND ALTERNATIVE DISPUTE RESOLUTION

The ability and expertise to provide legal advice and appropriate legal remedies/actions necessary to assist the different units/offices and conduct Alternative Dispute Resolution (ADR) under the DENR concerning legal matters/problems.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in legal counseling and in providing ADR</p> <ol style="list-style-type: none"> <li>1. Possesses knowledge of ENR laws and issuances related to ADR</li> <li>2. Assists in determining and recommending legal remedies to take on a given case or situation involving ADR and legal issues</li> <li>3. Assists in providing legal counseling, ADR, mediation proceedings to different stakeholders</li> <li>4. Assists in the review of contracts/MOA and other legal instruments entered into by the DENR</li> </ol>	<p>Undertakes legal counseling and ADR</p> <ol style="list-style-type: none"> <li>1. Applies the knowledge of laws, legal procedures, rules and regulations and allied laws in the implementation of ADR in the Department</li> <li>2. Conducts, uses and practices ADR in resolving claims and conflicts as mandated by the Arbitration Law in the disposition, utilization and development of natural resources and environment</li> <li>3. Identifies the strategies and tactics to be used in ADR and discusses them and clarifies the scope of authority with the stakeholders</li> <li>4. Documents the ADR process and any resolution as required by law or good practice, and explains it to the parties or stakeholders in a way the clientele can easily understand</li> <li>5. Reviews contracts/MOA/ and other legal instruments entered into by DENR</li> </ol>	<p>Leads the legal counseling and ADR</p> <ol style="list-style-type: none"> <li>1. Acts as legal counsel of the Department and its officers in ADR proceedings in civil and other proceedings</li> <li>2. Carries out ADR effectively having regard to the strategy and tactics adopted, the stakeholder's goals and objectives, the circumstances of the case and good practice in the resolution of ENR conflicting claims</li> <li>3. Renders advice regarding legal issues and problems affecting the day to day operations of DENR or situation involving ADR and legal issues</li> </ol>	<p>Prepares plans and programs and formulates or enhances policies on legal counseling and ADR</p> <ol style="list-style-type: none"> <li>1. Recommends policies and programs to help promote ADR</li> <li>2. Recommends for approval of legal advice as required</li> <li>3. Recommends implementation of ADR procedures and remedies for adoption and issuance to the different DENR Offices</li> </ol>



## BL5 - INVESTIGATION AND DISPOSITION OF ADMINISTRATIVE COMPLAINTS

The ability and expertise in the investigation and disposition of administrative complaints.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in investigation and disposition of administrative complaints	Conducts investigation and disposition of administrative complaints	Leads the conduct of investigation and disposition of administrative complaints	Prepares plans and programs and formulates or enhances policies on investigation and disposition of administrative complaints
<ol style="list-style-type: none"> <li>1. Has knowledge of the Civil Service, laws, rules and regulations and other allied laws</li> <li>2. Has knowledge of administrative proceedings and assist in the conduct of the investigation</li> <li>3. Understands the legislation, policy and standards that are relevant to an administrative investigation</li> <li>4. Examines the complaints referred to it by competent heads, official bodies or individuals concerning law violations or neglect in the performance of duties, and investigating those that are shown to be serious as a result of the examination</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure observance of the basic rights of employees and management in the conduct of the administrative hearings</li> <li>2. Acts as prosecutor or member of the committee in determining the administrative liability of employees with formal charges</li> <li>3. Ensures observance of the due process of law, policies and procedures during administrative hearings</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes proper documentation/evidence during the conduct of hearing of administrative cases</li> <li>2. Issues Interlocutory orders and rulings during the conduct of administrative hearings</li> <li>3. Guides personnel in the proper handling and disposition of administrative cases</li> <li>4. Drafts decisions/resolutions and investigation reports pertinent to administrative cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews draft decisions in administrative cases</li> <li>2. Initiates, reviews and recommends policies and procedures in handling administrative cases</li> <li>3. Serves as resource person to improve or update understanding on the conduct of administrative investigation</li> <li>4. Recommends the appeal of disciplinary decisions/verdicts, when legal grounds exist to the CSC or Higher Office</li> <li>5. Recommends policies and programs to promote compliance to the civil service laws, rules and regulations and other related laws</li> <li>6. Implements a system to avoid potential conflicts of interest in the</li> </ol>

			resolution/disposition of administrative cases
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# COMPETENCY-BASED SYSTEM MANUAL



## TECHNICAL POSITIONS

Biodiversity Management Bureau

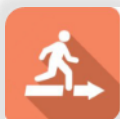
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## BP1 - PLANNING AND PROGRAMMING

The ability to:

- determine the appropriate scheme/strategy to implement in accordance with the Bureau's thrust priorities, and budget appropriation.
- evaluate the activities using output/outcome indicators.
- formulate criteria to determine projects/activities for funding.
- determine selected programs to be integrated in the NEDA the DENR's short, medium and long-range plans (BPKMD's PDP/PIP).
- harmonize and integrate sector plans and translate them into action plan as input to PDP.
- analyze programs for funding support using the outcome/output indicators and its relevance to DENR mandate.
- prepare the BPKMD's Medium-term Expenditure Program as input to PIP.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in planning and programming activities</p> <ol style="list-style-type: none"> <li>1. Has basic knowledge of the DENR-FMB mandates and projects.</li> <li>2. Knows basic planning and programming concepts and processes such as target setting, activity scheduling, budgeting etc.</li> <li>3. Gathers/collects relevant planning inputs from programs and policies of oversight (DENR, DBM, NEDA) and their relevant offices.</li> <li>4. Creates databases on regional targets and plans taking in to account the</li> </ol>	<p>Consolidates, reviews and analyzes Work and Financial Plans (WFPs)</p> <ol style="list-style-type: none"> <li>1. Assists in the formulation, design and implementation of PAP monitoring and evaluation schemes.</li> <li>2. Reviews and analyzes budget proposals submitted by offices/ divisions.</li> <li>3. Prepares budget justifications and presentation materials.</li> <li>4. Conducts financial analysis and disbursement performance.</li> </ol>	<p>Leads in preparing operational plans for implementation.</p> <ol style="list-style-type: none"> <li>1. Reviews and edits draft planning guidelines.</li> <li>2. Identifies budget allocations based on the Work and Financial Plan.</li> <li>3. Facilitates the preparation of the budget proposals of the agency and concerned offices / divisions.</li> <li>4. Reviews and edits draft budget submissions, justifications and presentations.</li> </ol>	<p>Directs the preparation and implementation of strategic and operational plans.</p> <ol style="list-style-type: none"> <li>1. Leads the strategic planning workshop.</li> <li>2. Finalizes proposals and planning guidelines for approval of the head of the agency.</li> <li>3. Directs/coaches the regional operations in the preparation of budget proposals.</li> <li>4. Leads the annual planning workshop to review WFPs.</li> <li>5. Discusses with management and offices/units technical and administrative</li> </ol>

<p>universe and baseline information and updates and maintains planning records regularly.</p> <ol style="list-style-type: none"> <li>5. Reviews and consolidates the offices' WFPs in accordance with WFP preparation guideline.</li> <li>6. Understands basic operations of the offices/projects.</li> <li>7. Addresses basic questions/clarification on budget preparation guidelines and procedures.</li> <li>8. Prepares Work and Financial Plans based on the set guidelines.</li> <li>9. "Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance:       <ol style="list-style-type: none"> <li>a. GAA as Released Document</li> <li>b. Unified Account Code</li> <li>c. Integration of Performance-Informed Budget Structure in GAA</li> <li>d. Adoption of Philippine Public Sector Accounting Standards (PPSAS)</li> <li>e. PREX - Program Expenditure Classification Approach"</li> </ol> </li> <li>10. Understands and discerns the unit of work measurement used in every output indicator.</li> </ol>		<ol style="list-style-type: none"> <li>5. Consolidates and takes the lead in the preparation of DENR MTEP taking into consideration the high, medium and low scenario in terms of financial availability and the thrust and directions of the management.</li> <li>6. Reviews and analyzes reports of operating units and gives recommendations to effectively implement the PAP.</li> </ol>	<p>issues relating to PAP planning and implementation.</p> <ol style="list-style-type: none"> <li>6. Prepares justifications for budget proposals.</li> <li>7. Provides strategic directions and considerations in the preparation of the budget plan.</li> <li>8. Prepares budget revisions.</li> <li>9. Coordinates with the different operating NGAs or inter-bureaus/agencies within DENR in identifying and formulating the priority PAPs of the agency.</li> <li>10. Drafts proposals and planning guideline for the preparation of annual WFPs based on approved budget, management directives and national priorities.</li> <li>11. Develops and recommends enhancements in the planning procedure.</li> </ol>
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## BP2 - POLICY ANALYSIS

The ability to conduct policy studies affecting the ENR sector.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of policy study and formulation	Conducts policy study	Supervises the conduct of policy study and formulation	Leads the formulation and implementation of agency strategic and operational policy frameworks
<ol style="list-style-type: none"> <li>1. Knows the basic principles/ concepts of policy formulation.</li> <li>2. Possesses knowledge of the BMB's mandate, vision, mission, priorities, and thrusts.</li> <li>3. Gathers and compiles resource materials necessary for the formulation of policies and preparation of priority plans and programs.</li> <li>4. Assists in the conduct of TRC and PTWG meetings</li> <li>5. Updates and maintains DENR database on ENR laws and policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recognizes policy implications of specific issuances or events.</li> <li>2. Identifies relevant materials/ references for specific policy tasks.</li> <li>3. Conducts initial assessment/ study of policy issues.</li> <li>4. Evaluates and interprets policy directives and recommends measures for implementation/ compliance.</li> <li>5. Knows agency systems and procedures on PAP planning, implementation, and M&amp;E</li> <li>6. Conducts operational studies and prepares policy reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the implications of particular guidelines, policy, technical bulletins and other policies</li> <li>2. Identifies policy gap.</li> <li>3. Reviews and edits policies</li> <li>4. Develops policies and procedures on planning, implementation, and M&amp;E.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of consultation workshops to formulate policy frameworks.</li> <li>2. Oversees the formulation of priority policies.</li> <li>3. Finalizes policies for submission to the Director.</li> </ol>



## BP3 - MONITORING AND EVALUATION OF BPKMD PROGRAMS AND PROJECTS

To coordinate with bureaus, attached agencies and field offices of the Department on the progress of ENR programs and projects; to formulate standards and criteria for project identification, prioritization and implementation; to evaluate and assess performance reports and project implications; and to prepare monitoring and evaluation reports.



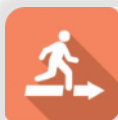
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of monitoring and evaluation of BPKMD programs and projects	Conducts monitoring and evaluation of all DENR programs and projects	Leads the preparation of monitoring and evaluation reports of all BPKMD programs and projects	Formulates and recommends strategies, policies, guidelines, procedures to effectively manage projects and programs.
<ol style="list-style-type: none"> <li>1. Demonstrates basic knowledge of ENR priority areas, programs, projects, and MFOs.</li> <li>2. Shows basic understanding of M &amp; E principles and processes.</li> <li>3. Discusses and collaborates with bureaus, attached agencies and regional offices.</li> <li>4. Consolidates and reviews performance reports based on targets and commitments.</li> <li>5. Assists in the conduct of field validation and field surveys.</li> <li>6. Gathers data to evaluate accomplishments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge of planning, project execution, monitoring and evaluation.</li> <li>2. Monitors and evaluates accomplishment reports.</li> <li>3. Implements the M &amp; E system and prepares reports.</li> <li>4. Analyzes data and issues to improve project/program implementation.</li> <li>5. Prepares performance reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates strategies and selects the best/most appropriate programs of action to ensure generation of desired outputs.</li> <li>2. Reviews impact studies in relevant ENR program/project.</li> <li>3. Provides inputs on impact studies on biodiversity.</li> <li>4. Assists in monitoring and following up management response on issues/problems.</li> <li>5. Determines the appropriateness of evaluation methodologies.</li> <li>6. Initiates and recommends the development and adoption of software</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes and implements M&amp;E Framework.</li> <li>2. Rolls out reporting, monitoring and evaluation System for all the ENR plans, projects and programs.</li> <li>3. Reports the status of program performance and recommends measures/ways to improve program services.</li> <li>4. Provides feedback and reports to management issues and findings encountered in progress M&amp;E for decision-making and monitors management's response to recommendations.</li> </ol>

<p>7. Uses/Consolidates accomplishment reports (monthly, quarterly, annually) for submission to management</p> <p>8. Collects data and information using appropriate methods.</p> <p>9. Evaluates financial performance with physical performance in accordance with the approved Work and Financial Plan.</p>		<p>packages available for quantitative analysis.</p> <p>7. Guides and coaches concerned staff on data collection and analysis.</p> <p>8. Articulates and communicates relevant information necessary for operation and strategic planning.</p>	<p>5. Executes the monitoring and evaluation actions that are impartial, independent, credible and meet professional standards.</p> <p>6. Carries out evaluation of programs and policies.</p> <p>7. Makes certain that methodological and result-based monitoring system is developed and applied diligently.</p> <p>8. Contributes to the development and review of policies, guidance, systems, procedures and tools related to reporting, monitoring and evaluation.</p> <p>9. Presents evaluation results (recommendations/ lessons learned) to management and sees to it that the alternative solutions and appropriate strategies occupy analysis report.</p> <p>10. Assesses various strategies and selects the most appropriate strategy taking in to account risk analysis and risk-prevention.</p>
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## BP4 - MANAGING MEDIA RELATIONS

The ability to engage media in providing sustained, accurate, and fair reportage of BMB policies, plans and programs



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the implementation of mediarelations activities	Monitors media coverage of BMB issues, and assists in the conduct of media interviews of BMB Directors	Leads in media interview of BMB Directors	Plans, organizes, and finalizes media relations program and activities of BMB
<ol style="list-style-type: none"> <li>1. Drafts talking points and messages/speeches on biodiversity</li> <li>2. Gathers technical inputs in preparationfor press relation activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Assists in the preparation of talking points and messages/speeches on biodiversity</li> <li>2. Assists in the conduct of media interviews of BMB officials and staffs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops messages and speeches as required by the Directors.</li> <li>2. Facilitates press relation activities</li> <li>3. Prepares talking points and presentation materials.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews, finalizes and oversees the conduct of media relations.</li> <li>2. Coordinates media-related activities efficiently.</li> </ol>



## BIS1- APPLICATION SYSTEMS DEVELOPMENT

The ability to operate and utilize system development tools.

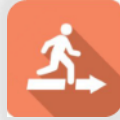


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops simple application systems	Develops medium to complex applicationsystems	Leads and provides instructions to programmers and reviews results of systemdevelopment	Validates and approves results of system implementation and maintenance
<ol style="list-style-type: none"> <li>1. Demonstrates familiarity in operating and utilizing software development tools</li> <li>2. Knows software compatibility which can operate together on different environment such as SQL and WindowsServe</li> <li>3. Develops simple applications systems (web-based, client-based, mobile application, etc.) per end-user's requirements</li> <li>4. Performs unit testing on information systems during development</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates proficiency in operating and utilizing software development tools</li> <li>2. Develops medium to complex applications systems per end user's requirements</li> <li>3. Maintains software library and periodically monitors memory management</li> <li>4. Immediately fix reported/encountered system errors and bugs</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates mastery in operating and utilizing software development tools</li> <li>2. Efficiently implements system integrationof modules developed by each team member</li> <li>3. Demonstrates effective organization and motivation to each team member ensuring assigned projects are completed</li> <li>4. Proficient in database management</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and organizes the overall activities on implementation, coordination and management of systems development projects</li> <li>2. Is responsible for each phase of the systems development life cycle namely analysis and requirements, design and development, testing, implementation and maintenance cycles including possible reports and deliverables for each</li> <li>3. Develops/innovates policies and procedures regarding performance and maintenance of DENR website</li> </ol>



## BIS2 - SYSTEMS ANALYSIS AND DESIGN

The ability to examine a business activity to help decide whether new information technology solutions will improve productivity.



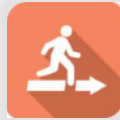
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in system analysis, design, planning, implementation, and maintenance activities	Conducts activities covering system planning, analysis, design, implementation and maintenance	Leads the conduct of and reviews/verifies results of system planning, analysis, design, implementation and maintenance	Validates and approves results of system planning, analysis and design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of system analysis and design</li> <li>2. Prepares program and input/output specifications with some supervision</li> <li>3. Conducts preliminary investigation and requirements analysis</li> <li>4. Maintains documentation</li> <li>5. Assists in the implementation and maintenance of computer application system</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts preliminary/feasibility study on existing systems and procedures</li> <li>2. Defines all jobs, security and control procedures and back-up and recovery plans required within a system</li> <li>3. Analyzes, designs and implements information systems</li> <li>4. Documents whole project and modifications</li> <li>5. Prepares test data for individual programs and entire system</li> <li>6. Performs system testing and conducts periodic system reviews</li> </ol>	<ol style="list-style-type: none"> <li>1. Draws up specific proposals for modified or replacements systems and testing schedule for the complete system</li> <li>2. Presents proposals to clients and produces project feasibility reports</li> <li>3. Translates client's requirements into highly specified project briefs</li> <li>4. Identifies options for potential solutions and assesses them for both technical and business suitability</li> <li>5. Manages implementation of new information systems</li> <li>6. Liaises extensively with external or internal clients</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to computer information processing</li> <li>2. Conducts risk analysis, and information systems planning of organizational information systems</li> <li>3. Formulates staff development programs and conducts on-the-job training on systems analysis and design</li> <li>4. Possesses skills in ICT project management</li> </ol>

	<p>7. Works closely with developers and a variety of end users to ensure technical compatibility and user satisfaction</p> <p>8. Prepares request for proposal on outsource solutions</p> <p>9. Discusses existing business models and the flows of data in the business with those involved</p>	<p>7. Prepares training plans for users of a new system</p> <p>8. Draws up and prepares cost specifications for possible improvements and produces outline designs of new IT system for others to develop and build</p> <p>9. Assesses proposed projects and reviews requests for additional data processing services and applies cost-benefit analysis methods to current and proposed projects</p> <p>10. Guides and teaches others in systems analysis design</p>	
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## BIS3 - NETWORK INFRASTRUCTURE MANAGEMENT

The ability to manage network infrastructure and security.



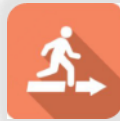
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Undertakes basic network infrastructure troubleshooting and maintenance</p>	<p>Undertakes more complex network infrastructure troubleshooting and maintenance</p>	<p>Leads the conduct of computer hardware/networking installation, troubleshooting and maintenance works.</p>	<p>Plans, organizes and reviews the conduct of network architecture management, troubleshooting and maintenance works.</p>
<ol style="list-style-type: none"> <li>1. Knows the basic concepts computer hardware and configuration, network management and maintenance</li> <li>2. Assist in the maintenance and administration of both computer network and connected desktop/laptop computers</li> <li>3. Provide basic training to users in computer operations and responds to routine user questions</li> <li>4. Close out trouble tickets assigned and follow up to ensure user satisfaction</li> <li>5. Assist in monitoring, troubleshooting and maintenance of servers, computers peripherals and network installation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of the different concepts of computer hardware and configuration, network management and maintenance</li> <li>2. Monitors, troubleshoots and maintains the condition of servers, computers and peripherals and network installation in work areas</li> <li>3. Monitors efficiently network performance and usage in every user's station</li> <li>4. Evaluates and tests vendor-supplied hardware/software packages to determine suitability to organization's needs and requirements</li> <li>5. Assist in the design, development and maintenance of network system</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs, develop and maintains network (voice/data/video) system and recommend implementation based on existing hardware requirements of each account</li> <li>2. Installs and monitors the performance of the network system</li> <li>3. Secures the network infrastructure from external/internal risks</li> <li>4. Guides and teaches others in hardware installation, maintenance and networking</li> <li>5. Assist in the design of comprehensive and integrated network architecture</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs and directs comprehensive, integrated network architectures, creates policies and procedures in conjunction with ICT groups, vendors and emerging technologies</li> </ol>





## BIS4 - NETWORK SYSTEMS MANAGEMENT

The ability to install, maintain, and modify operating systems, database management systems, utilities, and related software. It includes ensuring the availability, integrity and reliability of assigned systems; primarily responsible for large-scale operating systems and database management systems that typically serve the entire organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support to/ assists in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software</p>	<p>Conducts activities in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software</p>	<p>Leads the conduct of and reviews/ verifies results of systems management activities</p>	<p>Validates and approves results of systems management activities</p>
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of server and storage hardware configuration, management and maintenance</li> <li>2. Assists in the maintenance and administration servers and storage</li> <li>3. Conducts basic training to users in server and storage operations and responds to routine user questions</li> <li>4. Closes out trouble tickets assigned and follows up to ensure user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutes, implements and monitors compliance with ICT network security guidelines and procedures</li> <li>2. Administers, secures and maintains application systems including its software and web-based electronic services</li> <li>3. Sets-up and maintains system access privileges and security</li> <li>4. Maintains the DENR's intranet</li> <li>5. Undertakes systems management, troubleshooting and maintenance</li> </ol>	<ol style="list-style-type: none"> <li>1. Is responsible for the management, planning and operations of servers/ storage</li> <li>2. Is responsible for the setup, maintenance, and administration of connectivity and ensures they meet Service Level Agreement and uptime standards</li> <li>3. Assists in planning for future growth, expansion and development of systems infrastructure</li> <li>4. Performs periodic disaster recovery testing and planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and usage of the information system infrastructure of the organization</li> </ol>

	6. Monitors and evaluates network infrastructure hardware and software compatibility and interoperability		
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## BIS5 – INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) RESOURCE MANAGEMENT

The ability to formulate, recommend and monitor the implementation of ICT and information management (IM) policies, strategies and standards.



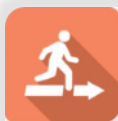
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs basic computer HW, SW and NW configuration and maintenance</p>	<p>Monitors and maintains the condition of HW, SW, NW and peripherals</p>	<p>Leads in planning, design, installation and maintenance of ICT resources and leads support to ICT research and development</p>	<p>Plans, organizes and reviews ICT resources, projects and activities</p>
<ol style="list-style-type: none"> <li>1. Knows the basic IT policies, standards and strategies for improved ICT management</li> <li>2. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus/Regional Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts relevant research studies to improve the information and technology management of the Department</li> <li>2. Rationalizes the procurement and distribution of ICT resources</li> <li>3. Conducts computer literacy and ICT retooling programs</li> <li>4. Conducts ICT information campaign, promotion and advocacy</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus and Regional Offices</li> <li>2. Coordinates the formulation, implementation, monitoring and evaluation of the Department-wide ICT Master Plan</li> <li>3. Formulates and recommends human resource management strategy to acquire, develop, retool and retain ICT skills and capabilities</li> <li>4. Monitors, evaluates and audits implementation of major ICT programs, projects and significant activities, in coordination with concerned offices</li> <li>5. Ensures the integration of information management in all operations of the</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to ICT and IM</li> <li>2. Conducts system audits to ensure compliance with latest ICT standards</li> <li>3. Conducts periodic review and promotes ICT policies and standards</li> </ol>

		Department towards the development of a culture that embraces ICT and IM within DENR	
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## BIS6 – STATISTICAL ANALYSIS, DATA MANAGEMENT AND PRODUCTION OF KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, statistical analysis and production of knowledge products.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of statistical analysis, data management and production of knowledge product</p>	<p>Conducts statistical analysis, data management, and production of knowledge product</p>	<p>Leads the conduct of statistical analysis, data management, and production of knowledge product</p>	<p>Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of statistical analysis, data management, and production of knowledge products</p>
<ol style="list-style-type: none"> <li>1. Knows fundamentals of basic statistics (e.g. measures of central value; projection and forecasting, techniques)</li> <li>2. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>3. Entertains queries and provides assistances to internal and external clients</li> <li>4. Updates and consolidates sectoral data and information necessary in the implementation of ENR programs/projects and activities</li> <li>5. Assists in verification and consolidates plans and programs, activities,</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>2. Analyzes and validates statistical data for conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical database using SSIS and other statistical software</li> <li>4. Monitors statistical reporting system (SSIS) in the bureaus, regions, PENROs and CENROs</li> <li>5. Establishes and maintains close linkages with statistical system on statistical requirements particularly the Philippines Statistics Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes appropriate statistical program/project/activities to be undertaken in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on ENR statistics for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses integrated statistical development plans and programs submitted by the Bureaus, Attached Agencies and Central Office</li> <li>4. Reviews guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads statistical analysis, data management, integration of statistical and spatial data, and production of knowledge products</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on statistical analysis, data management, integration of statistical and spatial data and production of knowledge products</li> </ol>

<p>statistical reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</p> <p>6. Prepares required materials/documents for statistical assessment workshops and committee meetings</p> <p>7. Packages knowledge products for dissemination</p>	<p>6. Verifies and consolidates plans and programs, activities, statistical reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</p> <p>7. Recommends guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</p> <p>8. Applies ENR laws, regulations and practices pertaining to statistical analysis, data management and production of knowledge products</p>	<p>5. Recommends revisions of statistical plans based on the performance or accomplishments of Regional Offices and field offices vis-à-vis on their respective plans</p> <p>6. Trains others on statistical analysis, data management and production of knowledge products</p>	
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## BIS7 – SPATIAL ANALYSIS, CONVERSION OF STATISTICAL DATA TO SPATIAL DATA AND CONVERSION TO KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, conversion to spatial data, and production of knowledge products.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of data management, conversion to spatial data, spatial analysis, and production of knowledge product	Analyzes spatial data, integrate statistical and spatial data for conversion to knowledge product	Leads the analysis of spatial data, integration of statistical and spatial data and conversion of the same to knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria on spatial analysis, integration of statistical and spatial data, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of GIS application</li> <li>2. Analyzes ENR data/statistics for conversion to spatial data</li> <li>3. Updates and consolidates sectoral spatial data</li> <li>4. Assists in the analysis and integration of spatial and statistical data</li> <li>5. Prepares required materials/documents for assessment workshops and committee meetings related to conversion of statistical data to spatial data</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses GIS software in the conversion of statistical data to spatial data</li> <li>2. Analyzes and validates spatial data for integration and conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical spatial data using GIS software</li> <li>4. Prepares guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products</li> <li>5. Applies ENR laws, regulations and practices pertaining to statistical and</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes integration of statistical and spatial data in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on integration of ENR statistical and spatial data for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses development plans and programs on integration of statistical and spatial data submitted by the Bureaus, Attached Agencies and Central Office</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads spatial analysis, integration of statistical and spatial data, and production of knowledge products.</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on spatial analysis, integration of statistical and spatial data and production of knowledge products.</li> </ol>

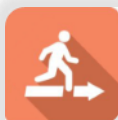
<p>6. Assists in the preparation of guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products.</p>	<p>spatial data and production of knowledge products.</p>	<p>4. Reviews and assesses integrated spatial and statistical data for conversion to knowledge products</p> <p>5. Reviews and recommends guidelines/ procedures for integration of statistical and spatial data for conversion to knowledge products</p> <p>6. Trains others on data integration and conversion to knowledge products</p>	
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## BIS8 – SPATIAL ANALYSIS, CONVERSION OF STATISTICAL DATA TO SPATIAL DATA AND CONVERSION TO KNOWLEDGE PRODUCTS

The ability to manage the BMB-wide database of vital information concerning biodiversity management and program activities, conversion to spatial data, and production of knowledge products.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of data management, conversion to spatial data, spatial analysis, and production of knowledge product	Analyzes spatial data, integrate statistical and spatial data for conversion to knowledge product	Leads the analysis of spatial data, integration of statistical and spatial data and conversion of the same to knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria on spatial analysis, integration of statistical and spatial data, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of GIS application.</li> <li>2. Analyzes BMB data/statistics for conversion to spatial data.</li> <li>3. Updates and consolidates sectoral spatial data.</li> <li>4. Assists in the analysis and integration of spatial and statistical data.</li> <li>5. Prepares required materials/documents for assessment workshops and committee meetings related to conversion of statistical data to spatial data.</li> <li>6. Assists in the preparation of guidelines/procedures for conversion of</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses GIS software in the conversion of statistical data to spatial data.</li> <li>2. Analyzes and validates spatial data for integration and conversion to knowledge products.</li> <li>3. Maintains and updates BMB statistical spatial data using GIS software.</li> <li>4. Prepares guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products.</li> <li>5. Applies BMB laws, regulations and practices pertaining to statistical and spatial data and production of knowledge products.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes integration of statistical and spatial data in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals.</li> <li>2. Prepares project proposals on integration of BMB statistical and spatial data for local and foreign funding and implement project activities.</li> <li>3. Analyze satellite images using remote sensing technology.</li> <li>4. Reviews and assesses development plans and programs on integration of statistical and spatial data submitted</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads spatial analysis, integration of statistical and spatial data, and production of knowledge products.</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of BMB Personnel.</li> <li>3. Serves as resource person on spatial analysis, integration of statistical and spatial data and production of knowledge products.</li> <li>4. Reviews guidelines/ procedures for integration of statistical and spatial data for conversion to knowledge products.</li> </ol>

<p>statistical data to spatial data and integration for production of knowledge products.</p>		<ol style="list-style-type: none"> <li>5. Reviews and assesses integrated spatial and statistical data for conversion to knowledge products.</li> <li>6. Recommends guidelines/ procedures for integration of statistical and spatial data for conversion to knowledge products.</li> <li>7. Trains others on data integration and conversion to knowledge products.</li> </ol>	
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## B1 – CAVES, WETLANDS AND OTHER ECOSYSTEMS RESOURCES MANAGEMENT

The ability to provide technical assistance to the ROs and other stakeholders in the planning, implementation and monitoring of sustainable use of caves and inland wetlands ecosystems and resources as well as urban biodiversity and agro-biodiversity. It also includes the rehabilitation, conservation, protection, sustainable development and management of these ecosystems and the resources within.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers, collates and organizes data and information on the formulation and implementation of enabling policies, plans and programs for the sustainable development and management of ecosystems such as caves, inland wetlands and the resources therein as well as urban biodiversity and agro-biodiversity.</p>	<p>Drafts enabling policies, plans and programs for the sustainable development and management of ecosystems such as caves, inland wetlands and the resources therein as well as urban biodiversity and agro-biodiversity.</p>	<p>Reviews draft enabling policies, plans and programs for the sustainable development and management of ecosystems such as caves, inland wetlands and the resources therein as well as urban biodiversity and agro-biodiversity.</p>	<p>Finalizes and recommends enabling policies, plans and programs for approval of the sustainable development and management of ecosystems such as caves, inland wetlands and the resources therein as well as urban biodiversity and agro-biodiversity.</p>
<ol style="list-style-type: none"> <li>1. Possesses knowledge on biology/ecology, caving and diving skills including the different processes affecting caves, inland wetlands and the resources therein as well as urban and agro-biodiversity.</li> <li>2. Gathers, organizes, and assists in the analysis of data/ information and identifies issues and concerns related to the management of caves, inland wetlands, urban biodiversity and agro-biodiversity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes data/information and translates issues and concerns into draft policies, plans and programs on sustainable development and management of caves, inland wetlands and the resources therein as well as urban biodiversity and agro-biodiversity.</li> <li>2. Provides technical assistance in the development of site management plan.</li> <li>3. Monitors and evaluates implementation of management plan and provides recommendation to enhance its implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads in the preparation/ drafting of policies, plans and programs in the sustainable development and management of caves and inland wetlands ecosystems and their resources.</li> <li>2. Develops and facilitates implementation of capacity building programs for DENR Regional counterparts and other stakeholders on the management, rehabilitation, conservation and protection of caves and inland wetlands and their resources, urban and agro-biodiversity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes and endorses proposed policies, plans, programs as well as recommends new strategies on the conservation, protection and sustainable use of caves and inland wetlands and resources taking in to account relevant national policies, development plans and directives, including international guidelines and frameworks e.g. RAMSAR, CBD.</li> <li>2. Leads the implementation of capacity building programs for DENR Regional counterparts and other stakeholders on the management, rehabilitation,</li> </ol>

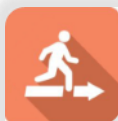
<ul style="list-style-type: none"> <li>3. Assists in organizing and documenting consultation-workshops, meetings, trainings, etc.</li> <li>4. Assists in the monitoring of the implementation of management plans and programs.</li> <li>5. Gathers inputs and materials for the formulation of CEPA strategies and activities.</li> <li>6. Maintains database on caves and wetlands.</li> <li>7. Assists in the preparation of educational materials on the management and conservation of caves, inland wetlands, urban biodiversity and agro-biodiversity</li> <li>8. Prepares letters, memoranda.</li> </ul>	<ul style="list-style-type: none"> <li>4. Provides technical assistance LGUs and other stakeholders on the implementation of plans, programs, strategies for the conservation of caves and inland wetlands ecosystems and their resources as well as promotion of urban and agro-biodiversity.</li> <li>5. Provides technical assistance in the conduct of assessments, profiling and implementation of management strategies for caves, inland wetlands, urban and agro-biodiversity.</li> <li>1. Organizes the maintenance and updating of the database on caves and wetlands and ensures its accessibility to stakeholders and public, e.g. uploading to BMB and CHM websites and other applicable platforms.</li> <li>2. Provides inputs in the drafting of national reports on the state of caves, inland wetlands, urban biodiversity and agro-biodiversity and other similar documents.</li> <li>3. Organizes consultation-workshops, meetings, trainings, etc. for the sustainable development and management for cave and inland wetland ecosystems and their resources as well as urban biodiversity and agro-biodiversity</li> <li>4. Evaluates project proposal submitted for funding support.</li> </ul>	<ul style="list-style-type: none"> <li>3. Develops systems and standards for monitoring and evaluation of management plan and related activities.</li> <li>4. Takes the lead in the drafting of national reports on the state of caves, inland wetlands, urban biodiversity and agro-biodiversity and other similar documents.</li> <li>5. Reviews and evaluates draft recommendations based on the submitted field reports/cases referred on the implementation of strategies, policies, plans and programs for caves, inland wetlands, urban biodiversity and agro-biodiversity.</li> <li>6. Reviews validity and correctness of information in the database and maintains accessibility to public.</li> <li>7. Provides technical guidance on the development and management of caves, inland wetlands and other ecosystems database as well as formulation of CEPA strategies and activities for the sustainable development and management for caves and inland wetlands ecosystems and their resources as well as urban biodiversity and agro-biodiversity.</li> <li>8. Facilitates and serves as resource person consultation-workshops, meetings, trainings, etc. for the sustainable development and management for cave and inland wetland ecosystems and their resources</li> </ul>	<p>conservation and protection of caves and inland wetlands and their resources, urban and agro-biodiversity.</p> <ul style="list-style-type: none"> <li>3. Reviews and recommends approval as well as implementation of M &amp; E of management plan and related activities.</li> <li>4. Studies and endorses national reports on the state of caves, inland wetlands, urban biodiversity and agro-biodiversity and other similar documents.</li> <li>5. Finalizes and approves draft recommendations on submitted field reports/cases referred on the implementation of strategies, policies, plans and programs for caves, inland wetlands, urban biodiversity and agro-biodiversity.</li> <li>6. Provides directions in the development in the enhancement of databases</li> <li>7. Reviews and endorses national reports on the state of caves, inland wetlands, urban biodiversity and agro-biodiversity and other similar documents.</li> <li>8. Organizes in the conduct of workshops, meetings, trainings, etc. for the sustainable development and management for cave and inland wetland ecosystems and their resources as well as urban biodiversity and agro-biodiversity</li> <li>9. Finalizes and recommends for approval for funding support for sustainable</li> </ul>
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		<p>as well as urban biodiversity and agro-biodiversity</p> <p>9. Reviews project proposal and recommends for funding support for sustainable development and management of caves and inland wetlands ecosystems and their resources as well as urban biodiversity and agro-biodiversity.</p> <p>10. Evaluates identified partnership- for the sustainable development and management of caves and inland wetlands ecosystems and their resources as well as urban biodiversity and agro-biodiversity.</p>	<p>development and management of caves and inland wetlands ecosystems and their resources as well as urban biodiversity and agro-biodiversity.</p> <p>10. Establishes networking and recommends partnerships.</p> <p>11. Takes charge of the development and implementation of CEPA strategies and activities and similar function for the sustainable development and management of caves and inland wetlands ecosystems and their resources as well as urban biodiversity and agro-biodiversity.</p>
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## B2 - PROTECTED AREA MANAGEMENT

The ability required in the planning, implementation and monitoring of programs and activities for the protection and sustainable use of biodiversity resources including ecosystem services and functions within protected areas and other conservation areas.



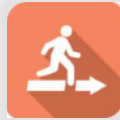
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the analysis of results of biodiversity and socio-economic assessments and threats in the conservation areas</p>	<p>Reviews, analyzes and recommends zoning and management strategies, plans and programs for each of the zones identified</p>	<p>Develops standards for the zoning and recommends management programs, strategies and activities of conservation areas</p>	<p>Organizes implementation policies, plans and programs on the management of protected areas</p>
<ol style="list-style-type: none"> <li>1. Gathers and compiles pertinent information on cases referred on PA management and conducts preliminary analysis of results of inventory/ assessment of biodiversity, socio- economic situation and threats in protected areas.</li> <li>2. Has basic knowledge on concepts and principles of biodiversity conservation and protected area management</li> <li>3. Provides relevant information and recommends policies needed for the implementation of PA management programs, activities and projects</li> <li>4. Gathers and consolidates accomplishment reports on protected area management</li> </ol>	<ol style="list-style-type: none"> <li>1. Has sufficient knowledge on protected area management strategies, policies, plans and programs</li> <li>2. Evaluates the delineation of the management zones and proposes strategies and allowable activities for the effective management of each zone.</li> <li>3. Provides technical assistance in the implementation of prescriptions and standards on the management of conservation areas</li> <li>4. Validates and provides preliminary analysis on the monitoring reports on protected area management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops systems and standards for monitoring implementations of strategies, plans and programs.</li> <li>2. Provides technical assistance the implementation of prescriptions and standards on the management of protected areas.</li> <li>3. Develops financing and marketing strategies and plans to support operations of protected areas.</li> <li>4. Reviews and provides comments and recommendations/technical guidance on protected area management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates and/or harmonizes protected area management plans into wider land and seascape plans.</li> <li>2. Establishes a collaborative effort with LGUs, other OGAs/institutions in the management of protected areas.</li> <li>3. Documents and reports adaptive management strategies as implemented.</li> <li>4. Prepares report on the state of protected area.</li> <li>5. Guides and coach others on this competency.</li> </ol>

5. Assists in the validation and provides inputs on the monitoring reports on protected area management			
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## B3 - MANAGEMENT OF SOCIO-ECONOMICS AND CULTURAL CONCERNS

The ability to deal with socio-cultural and economic aspects to address issues on sustainable production and consumption of resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers and organizes relevant information and applicable policies needed for the development of guidelines to manage socioeconomic and cultural concerns to address sustainable production and consumption of resources in protected areas.</p>	<p>Analyzes relevant information and prepares initial draft recommendation on the management of socio-economic and cultural concerns to address sustainable production and consumption of resources in protected areas</p>	<p>Formulates and drafts recommendations in the management of socio-economic and cultural concerns to address sustainable production and consumption of resources in protected areas</p>	<p>Evaluates and recommends the approval of the management of socio-economic and cultural concerns to address sustainable production and consumption of resources in protected areas</p>
<ol style="list-style-type: none"> <li>Has basic knowledge on socio-economic and cultural concepts and principles in relation to biodiversity conservation and sustainable development in protected areas.</li> <li>Gathers relevant information and recommends applicable policies needed to address socio-economic and cultural concerns in protected areas and managed conservation areas</li> <li>Gathers and consolidates accomplishment reports on socio-economic and cultural concerns in protected area management and managed conservation areas</li> </ol>	<ol style="list-style-type: none"> <li>Provides preliminary analysis and prepares initial draft recommendations on applicable policies needed to address socio-economic and cultural concerns in protected areas and managed conservation areas</li> <li>Organizes and provides preliminary analysis on socio-economic and cultural concerns in protected area management and managed conservation areas</li> <li>Validates and provides preliminary analysis on the monitoring reports on socio-economic and cultural concerns in protected area management and managed conservation areas</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates and refines initial draft recommendations on applicable policies needed to address socio-economic and cultural concerns in protected areas and other managed conservation areas</li> <li>Reviews and provides comments and recommendations/technical guidance on socio-economic and cultural concerns in protected area management</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates draft and provides final recommendations on applicable policies needed to address socio-economic and cultural concerns in protected areas and other managed conservation areas.</li> <li>Reviews and provides final recommendations/ technical guidance on socio-economic and cultural concerns in protected area management</li> </ol>

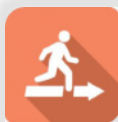


4. Assists in the validation and provides inputs on the monitoring reports on socio-economic and cultural concerns in protected area management			
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## B4 - COASTAL AND MARINE BIODIVERSITY MANAGEMENT

The ability required to formulate enabling policies, laws, rules and regulation; develop plans and programs and provide technical assistance to the LGUs, local communities and other stakeholders on tools in the planning, implementation, management and monitoring of sustainable use and development of coastal and marine biodiversity. Scope of basic knowledge is on mangroves, beach forests, seagrasses, corals, small islands, shorelines and intertidal zones, rivers, and associated habitats.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers, collates and organizes data and information on coastal and marine biodiversity necessary in formulation of enabling policies, development of plans and programs and in providing technical assistance to the LGUs and other stakeholders.</p>	<p>Formulates enabling policies, laws, rules and regulations; develops plans and programs as well as the corresponding implementation, implementation and monitoring and feedback mechanisms.</p>	<p>Reviews and provides recommendations on the draft policies, guidelines, rules and regulations, plans and programs, tools and mechanisms.</p>	<p>Sees through the finalization of policies, guidelines, rules and regulations, plans and programs; and ensures its alignment to the existing laws and programs on coastal and marine resources management</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on policy, legal and scientific research approaches technologies and methodologies.</li> <li>2. Collates data and information supporting the development of programs on coastal and marine resources management</li> <li>3. Knows ecology, conservation and biology of coastal and marine ecosystems; biodiversity concepts and principles</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts policies, rules and regulations based on knowledge on existing laws and policies on coastal and marine environment both at the national and international level</li> <li>2. Analyzes, organizes data collected and develops initial draft of plans and programs on coastal marine resources management</li> <li>3. Has sufficient knowledge on coastal and marine management strategies, policies, plans and programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and provides recommendation on the draft policies, rules and regulations related to coastal and marine resources management</li> <li>2. Reviews and improves draft plans and programs on coastal and marine resources management.</li> <li>3. Evaluates and reviews initial draft recommendations on appropriate management strategies, policies, plans and programs on coastal and marine management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes draft policy and ensures its alignment to existing laws and policies related to coastal and marine resources management.</li> <li>2. Finalizes plans and programs on coastal and marine resources management</li> <li>3. Evaluates and reviews draft and provides final recommendations on appropriate management strategies, policies, plans and programs on coastal and marine; takes charge of the delivery of final outputs.</li> </ol>

<ul style="list-style-type: none"> <li>4. Assists in the identification of research needs and Understands related existing laws, rules and regulations on coastal and marine resources</li> <li>5. Has knowledge on the latest research and best available scientific studies and methods</li> <li>6. Assists in the conduct of M&amp;E</li> <li>7. Understands the mandates, interests, positions, policies and programs of other relevant agencies/ organizations.</li> <li>8. Assists in the collection of data in monitoring activities for zoning, surveying, mapping, delineation, demarcation, planning, and marine resources inventories</li> <li>9. Organizes and processes information to assist development and management of databases</li> <li>10. Is knowledgeable in developing IEC materials utilizing acceptable tools and technologies.</li> </ul>	<ul style="list-style-type: none"> <li>4. Conducts primary and secondary data gathering such as basic surveys, census and inventory methods of marine resources and taxonomy in the processing of data.</li> <li>5. Conducts monitoring activities, and organizes information and prepares drafts of reports for zoning, surveying, mapping, delineation, demarcation, planning, and marine resources inventory</li> <li>6. Validates data collected and Provide technical assistance to LGUs in conducting PCRA including validation and analysis of outputs.</li> <li>7. Drafts correspondence and other documents involving policies and programs for conservation of coastal and marine/wildlife resources.</li> <li>8. Conducts technical assistance in rehabilitation of degraded coastal and marine habitats.</li> <li>9. Reviews and analyzes work plan and budgetary proposals for the division.</li> <li>10. Develops and manages databases that can be used to provide decision support and benchmarking activities.</li> <li>11. Analyzes, reviews consolidated periodic reports relative to the conservation of coastal and marine/wildlife resources; and,</li> </ul>	<ul style="list-style-type: none"> <li>4. Understands legal processes and procedures and can effectively review composition and mode of legal documents.</li> <li>5. Has Expertise in filing legal cases in relation to existing laws and regulations in the coastal and marine sector</li> <li>6. Leads in the conduct of partnerships and engagement activities with various stakeholders and local communities on coastal and marine resources conservation and management</li> <li>7. Has working knowledge/ familiarity on economic valuation environmental economics, geology, hydrology/ hydrodynamics, ecotourism, payment for ecosystem services and goods, biodiversity-friendly investment/ business implementation of ICM Plan.</li> <li>8. Leads in the development, review and implementation of ICM Plan and Biodiversity-Friendly Enterprise BDFE.</li> <li>9. Leads in the development of training modules and activity designs on coastal and marine ecosystem and resources including pre- and post-training assessments.</li> <li>10. Recommends financial schemes and processes for coastal and marine resources management.</li> </ul>	<ul style="list-style-type: none"> <li>4. Arranges finalization of legal instruments and identification of collaborative instruments</li> <li>5. Handles the finalization of policies, plans and programs and recommends for approval coastal resources management plans, programs and policies.</li> <li>6. Organizes regional and international coordination/cooperation in existing programs and activities.</li> <li>7. Leads the monitoring and evaluation of programs and projects on coastal and marine resources conservation and management</li> <li>8. Reviews and provides final recommendations/technical guidance on OEEM.</li> </ul>
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	<p>Conduct coastal ecosystem assessments as necessary.</p> <p>12. Conducts TNAs, Capacity building and skills valuation activities and identifies appropriate research and survey methods and develops socio- economic and cultural survey.</p> <p>13. Identifies appropriate research and survey methods and develops socio-economic and cultural survey.</p> <p>14. Engages the stakeholders, academic institutions, other key players and coastal communities thru participatory approach in the conservation and management of coastal and marine resources.</p> <p>15. Implements development fund raising and revenue generating schemes.</p> <p>16. Develops collaborative partnerships and networking tools and strategies.</p>		
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## B5 - COASTAL HAZARD MANAGEMENT

The ability to assess the impact of human activities and natural hazards to the coastal and marine environment.

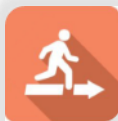


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of activities to assess the impact of human activities and natural hazards to the coastal and marine environment	Implements activities to assess the impact of human activities and natural hazards to the coastal and marine environment	Leads the implementation of coastal hazard management activities	Formulates and recommends coastal hazard management plans, programs and policies
<ol style="list-style-type: none"> <li>1. Identifies and characterizes various types of coastal hazards, its causes and effects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes hazard-prone areas for protection and management.</li> <li>2. Conducts environmental risk assessment to identified areas and resources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and implements mitigating measures on the various types of coastal hazards.</li> <li>2. Undertakes resource valuation and develops response strategies and courses of action to be undertaken through a collaborative or participatory effort.</li> <li>3. Guides and coach others on this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Mobilizes coastal area disaster team on coastal hazards in coordination with concerned agencies.</li> </ol>



## B6 - CONSERVATION AND MANAGEMENT OF WILDLIFE RESOURCES

The ability required in the development and implementation of policies, plans, projects and programs for the conservation and protection of wildlife, specially threatened species including their habitats, as well as strengthening enforcement of wildlife laws, rules and regulations to promote sustainable use of wildlife resources and prevent species extinction.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers and organizes, relevant scientific information/data, standards, relevant policies on wildlife conservation and management in support of developing wildlife conservation policies, plans, and programs and other interventions.</p>	<p>Analyzes and translates relevant scientific information/data, standards into draft policies, plans and programs, other measures on wildlife protection and conservation; provides initial recommendations on management interventions to address emerging issues and threats to wildlife species (e.g. Human-wildlife conflict and zoonotic diseases, etc), and to enhance strategies on sustainable use of wildlife resources.</p>	<p>Evaluates and/or initiates development of policies, guidelines, plans and programs, and other measures on wildlife protection and conservation, and sustainable use, as well as recommend science-based and legally sound management interventions to address emerging issues and threats to wildlife species (e.g. Human-wildlife conflict, zoonotic diseases, etc), and to enhance strategies on sustainable use of wildlife resources and wildlife law enforcement.</p>	<p>Provides overall guidance in the development and implementation of science-based and legally sound policies, plans and programs on wildlife protection and conservation, including other management interventions/measures to address emerging issues and threats to wildlife species, and to enhance sustainable use of wildlife resources and wildlife law enforcement.</p>
<ol style="list-style-type: none"> <li>Gathers and organizes wildlife/biodiversity data/information needed in drafting policies, plans and programs;</li> <li>Identifies species of flora and fauna and knowledgeable of their biology and ecology;</li> <li>Is knowledgeable on the application of wildlife field research, survey and monitoring techniques, including</li> </ol>	<ol style="list-style-type: none"> <li>Analyses data/information, identifies and translates issues and concerns into draft policies, guidelines, programs, and projects on wildlife conservation;</li> <li>Assists in the assessment of conservation status of species of flora and fauna based on set criteria;</li> <li>Provides technical assistance in the conduct of wildlife field surveys, monitoring and biodiversity assessment,</li> </ol>	<ol style="list-style-type: none"> <li>Leads the drafting of policies, guidelines, plans, projects, and programs on the protection and sustainable use of wildlife resources taking in to account relevant laws, national development plans and directives, and international guidelines and frameworks under various Multilateral Environmental Agreements;</li> <li>Assesses conservation status of flora and fauna based on national and international criteria, initiates peer review</li> </ol>	<ol style="list-style-type: none"> <li>Finalizes and endorses proposed policies, plans, programs, and recommends new strategies and interventions to strengthen conservation, protection, and sustainable use of wildlife resources taking in to account relevant laws, national development plans, directives, and international guidelines and frameworks under various Multilateral Environmental Agreements;</li> </ol>

<p>measurement of biodiversity indices, handling and capture of wildlife;</p> <ol style="list-style-type: none"> <li>4. Has basic knowledge on wildlife laws and other biodiversity related policies, including basic understanding on international frameworks related to biodiversity conservation;</li> <li>5. Maintains and update database on flora and fauna</li> <li>6. Communicates/ liaises with government agencies and stakeholders;</li> <li>7. Assist in organizing meetings and workshops, etc.</li> <li>8. Assists in monitoring the implementation of plans, projects and programs;</li> <li>9. Assists in the preparation of permits and similar documents relevant to the implementation of guidelines and regulations on the utilization of wildlife resources</li> <li>10. Prepares simple and routine letters, memoranda, and CSW;</li> <li>11. Assists in the preparation of educational materials, publications, technical papers to showcase the work of the Bureau on wildlife conservation;</li> </ol>	<p>by regional counterparts, conservation partners and office clients, including regulatory advice;</p> <ol style="list-style-type: none"> <li>4. Assists in the development of national species conservation plans (population and habitat restoration/rehabilitation and population recovery), and other relevant action plans and strategies (management of critical habitats on threatened species);</li> <li>5. Organizes the maintenance of flora and fauna database and facilitates proper dissemination to stakeholders and the public as well as ensure accessibility of such database through appropriate platforms</li> <li>6. Initiates networking and partnership with stakeholders and prepares necessary supporting documents such as partnership agreements and the like;</li> <li>7. Organizes meetings, workshops and similar activities in accordance with acceptable standards and existing procurement rules and regulations;</li> <li>8. Monitors and evaluates implementation of plans, projects and programs, and strategies, including management of critical habitats and provides recommendations to enhance their implementation;</li> <li>9. Evaluates and processes wildlife permit applications and other similar</li> </ol>	<p>with scientific experts and draft corresponding policy on the national list of threatened species;</p> <ol style="list-style-type: none"> <li>3. Develops and carries out capacity building programs on the implementation of policies, plans, programs, strategies on wildlife conservation including enforcement of wildlife laws, rules and regulations, and related Environment and Natural Resource;</li> <li>4. Facilitates the development and updating of national species conservation plans (population and habitat restoration/rehabilitation and population recovery), and other relevant action plans and strategies (management of critical habitats on threatened species);</li> <li>5. Facilitates the enhancement of flora and fauna database and its accessibility to the public;</li> <li>6. Assists in national and international networking to mobilize resources and enhance multisectoral participation and support in the conservation of wildlife resources;</li> <li>7. Facilitates/serves as resource person during meetings, workshops and similar activities</li> <li>8. Develops systems and standard for M &amp; E on implementation of plans, projects and programs, and strategies, including management of critical habitats;</li> </ol>	<ol style="list-style-type: none"> <li>2. Recommends the adoption of national list of threatened species;</li> <li>3. Provides direction and mobilizes resources in the development and implementation of capacity building programs on the implementation of policies, plans, programs and strategies on the conservation of wildlife resources, including enforcement of wildlife laws, rules and regulations;</li> <li>4. Reviews and recommends for adoption species action plans;</li> <li>5. Provides directions and recommend measures to enhance wildlife related databases;</li> <li>6. Initiates national and international networking to mobilize resources and enhance multisectoral participation and support in the conservation of wildlife resources;</li> <li>7. Initiates/recommends convening of meetings/ workshops as part of development process of division outputs to discuss issues or resolve conflicts, etc.</li> <li>8. Reviews and finalizes M &amp; E on the implementation of plans, projects and programs, and strategies on wildlife conservation and protection, including management of critical habitats and wildlife enforcement;</li> </ol>
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	<p>documents in accordance with standard procedures and requirements;</p> <p>10. Prepares complex communications, CSW and the like;</p> <p>11. Prepares technical papers, information materials, publications on wildlife conservation;</p> <p>12. Assists in the preparation of work and financial plan to implement the wildlife conservation of the Division</p>	<p>9. Evaluates and ensures that draft permits are compliant to procedures and requirements.</p> <p>10. Drafts position papers and assists in high/management level negotiations on the development of policies affecting wildlife and management, including international negotiations on the development of global wildlife and biodiversity frameworks and guidelines under Multilateral Environmental Agreements;</p> <p>11. Reviews/prepares technical papers, educational materials, publications on wildlife conservation;</p> <p>12. Leads the preparation of Section/Division work and financial plan to implement the wildlife conservation program of the Division</p>	<p>9. Finalizes and endorses for approval wildlife permits that are compliant to procedures and requirements;</p> <p>10. Participates in high level negotiations on the development of policies affecting wildlife and biodiversity management, including international negotiations on the development of global wildlife and biodiversity frameworks and guidelines under multilateral Environmental Agreements;</p> <p>11. Recommends division level approved Work and Financial Plan</p>
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## B7 – CARE AND MANAGEMENT OF CAPTIVE WILDLIFE (ex – situ)

The ability to care, rehabilitate and manage captive wildlife in accordance with set standards, policy guidelines and in compliance to animal welfare regulations.



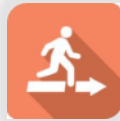
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Implements the prescribed care and management regimen i.e. feeding, cleaning of enclosures, securing of captive wildlife, day to day observation of health condition and release of rehabilitated wildlife to their wild habitat.</p>	<p>Provides veterinary health care to captive wildlife, including rehabilitation aimed at releasing animals back to the wild</p>	<p>Provides veterinary health care and develops applicable animal husbandry protocols for species or taxa groups, including development of policy guidelines to enhance management practices of captive wildlife</p>	<p>Provides guidance and takes charge of the overall operation of the National Wildlife Rescue and Research Center, including the review and approval of applicable animal husbandry protocols, and recommends approval of policy guidelines on the management of captive wildlife and the operation of the BMB Wildlife Rescue Center</p>
<ol style="list-style-type: none"> <li>1. Conducts rescue and retrieval of reported captive wildlife;</li> <li>2. Identifies animals received at the rescue center;</li> <li>3. Assists in the handling and physical examination of captive wildlife;</li> <li>4. Implements the animal feeding regimen;</li> <li>5. Monitors and records behavior and health condition of captive animals using prescribe forms;</li> </ol>	<ol style="list-style-type: none"> <li>1. Assists in the rescue and retrieval of reported captive wildlife;</li> <li>2. Conducts clinical examination and laboratory test on turned-over/captive wildlife;</li> <li>3. Conducts routine observation on the health condition of captive animals, recommends and administers treatment program for sick animals;</li> <li>4. Assists in the release of rehabilitated animals to the natural habitat;</li> </ol>	<ol style="list-style-type: none"> <li>1. Assists in the rescue and retrieval of reported captive wildlife</li> <li>2. Leads in the conduct of clinical examination and laboratory test on turned-over/captive wildlife;</li> <li>3. Conducts capacity building activity for regional wildlife rescue centers;</li> <li>4. Recommends and drafts animal husbandry protocol for species or taxa groups based on keen observation and recording of wildlife species feeding and breeding behavior;</li> </ol>	<ol style="list-style-type: none"> <li>1. Takes charge of the daily operation of the rescue center;</li> <li>2. Provides technical assistance to the management of captive wildlife in regional wildlife rescue centers and other clientele;</li> <li>3. Conducts capacity building activity for regional wildlife rescue centers;</li> <li>4. Approves animal husbandry protocol for species or taxa groups based on keen observation and recording of wildlife species feeding and breeding behavior;</li> </ol>

<p>6. Applies the core principles of animal welfare in the care and management of captive animals.</p>	<p>5. Performs post-mortem examination of mortalities;</p> <p>6. Provides technical assistance to the management of captive wildlife in regional wildlife rescue centers and other clientele;</p> <p>7. Assists in the implementation of capacity building activities for regional wildlife rescue centers.</p>	<p>5. Monitors and evaluates operation of Regional Wildlife Rescue Centers and provides recommendations to enhance their operations;</p> <p>6. Assists in the development of work and financial plan of the wildlife rescue center;</p> <p>7. Organizes and documents Wildlife Disposition Committee meetings and assists in the implementation of decisions Committee as approved by the Director.</p>	<p>5. Recommends development of work and financial plan of the wildlife rescue center;</p> <p>6. Recommends approval of appropriate policies, guidelines and measures to improve operation of the BMB and regional wildlife rescue center;</p> <p>7. Spearheads the implementation of capacity building programs captive wildlife management;</p> <p>8. Initiates networking and implementation programs to promote multisectoral support especially of the Business sector, in the care of captive wildlife;</p> <p>9. Recommends approval of the decisions of the Wildlife Disposition Committee and takes lead in the implementation of approved decisions.</p>
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## B8 - ECOTOURISM DEVELOPMENT AND MANAGEMENT

The ability required for the planning and management of ecotourism activities and infrastructure in protected areas and other conservation areas, including specific techniques in site assessment, visitor site planning, sustainable infrastructure, visitor management, monitoring and evaluation, and addressing ecotourism impacts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers and compiles relevant information and applicable policies and standards needed in ecotourism planning which includes assessment of potential ecotourism sites and products/enterprises, and in the formulation of ecotourism development plan.</p>	<p>Organizes information and prepares initial draft recommendations on ecotourism development activities including the management of visitors and resources in specific ecotourism sites, and the infrastructure and products/enterprises development based on ecotourism standards.</p>	<p>Evaluates and reviews initial draft recommendations on ecotourism development activities including the management of visitors and resources, infrastructure and products/enterprises development, and impacts in specific ecotourism sites.</p>	<p>Evaluates and reviews draft and provides final recommendations on appropriate ecotourism development activities, infrastructure and products/enterprises development and impacts in specific ecotourism sites.</p>
<ol style="list-style-type: none"> <li>1. Understands the concept of ecotourism based on policies and accepted concepts.</li> <li>2. Has knowledge on government policies on ecotourism and other relevant studies on ecotourism and enterprise development.</li> <li>3. Prepares initial draft on cases referred on ecotourism development and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates ecotourism planning and management including assessment tools, management strategies, and carrying capacity.</li> <li>2. Organizes information and prepares recommendations on the planning and management of ecotourism sites based on existing government policies and relevant studies.</li> <li>3. Organizes inputs on cases referred on ecotourism development and management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends and initiates drafting of policies on ecotourism development and management, including carrying capacity, and the tools on ecotourism impact assessment</li> <li>2. Evaluates and reviews recommendations on planning and management of ecotourism sites based on existing government policies and relevant studies</li> <li>3. Evaluates and reviews initial draft on ecotourism development and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes recommended actions in resolving challenges on ecotourism development consistent with laws, policies, and standards</li> <li>2. Provides final recommendations and guidance on policies and standards on ecotourism development activities, infrastructure and products/enterprises development and impacts in specific ecotourism sites.</li> <li>3. Evaluates and provides final recommendations on cases referred on</li> </ol>

<p>4. Gathers relevant information on ecotourism development and management.</p>	<p>4. Organizes information and prepares initial draft recommendations based on applicable policies for ecotourism development and management.</p> <p>5. Organizes and provides preliminary analysis on accomplishment reports on ecotourism development and management.</p> <p>6. Validates and provides preliminary analysis on the monitoring reports on ecotourism development and management</p>	<p>4. Evaluates and reviews initial draft recommendations based on applicable policies for ecotourism development and management</p> <p>5. Provides comments and recommendations/technical guidance on ecotourism development and management</p> <p>6. Provides recommendations on the monitoring reports on ecotourism development and management</p> <p>7. Provides technical assistance on ecotourism development and management</p>	<p>ecotourism development and management</p> <p>4. Evaluates and reviews draft and provides final recommendations based on applicable policies on ecotourism development and management</p> <p>5. Reviews and provides final recommendations /technical guidance on ecotourism development and management</p> <p>6. Reviews and provides final recommendations /technical guidance on ecotourism development and management</p> <p>7. Reviews final recommendations on the monitoring reports on ecotourism development and management</p>
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## B9 - NATURAL RESOURCES ASSESSMENT – BIOLOGICAL & PHYSICAL

The ability to undertake to inventory and assessment of biological and physical resources whether in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.



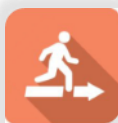
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Conducts preliminary thematic review and analysis of reports on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>	<p>Collates and consolidates the preliminary thematic reviews; provides analysis and initial recommendations regarding the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>	<p>Evaluates the consolidated review report including the recommendations and comes up with policy recommendations on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves;</p>	<p>Provides overall guidance; Reviews the result of the analysis and finalizes the policy recommendations on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the identification of species and different ecosystem types of flora and fauna and their conservation status.</li> <li>2. Has basic knowledge on the conduct of inventory and assessment of biological and physical resources including ecosystems services</li> <li>3. Assists in the analysis of biophysical resources inventory/assessment</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and provides preliminary analysis of the submitted list of species of flora and fauna (results of inventory and assessment) and their conservation status, including the unique characteristics and ecological services of ecosystems types/ habitats</li> <li>2. Consolidates and provides initial review on the results of assessment on biodiversity, vulnerability and threats</li> <li>3. Drafts/updates the biophysical resources inventory/assessment tools and techniques on Protected Areas based on the compiled/ consolidated reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Validates and analyzes the submitted list of flora and fauna, and their conservation status, including the unique characteristics and ecological services of ecosystems types/ habitats and prepares initial recommendations.</li> <li>2. Reviews and analyzes the results of assessment on biodiversity, vulnerability and threats</li> <li>3. Reviews the draft biophysical resources inventory/assessment tools and techniques on Protected Areas based on the compiled/ consolidated reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes the proposed management interventions for species conservation/ habitat management</li> <li>2. Reviews and provides final recommendations based on the result of assessment on biodiversity, vulnerability and threats</li> <li>3. Finalizes the draft biophysical resources inventory/assessment tools and techniques on Protected Areas based on the compiled/ consolidated reports</li> <li>4. Reviews and provides final recommendations /technical guidance</li> </ol>

	4. Applies logical and organizational skills in the consolidation of results of analysis of resource assessment.	4. Reviews the results of evaluation of inventory and assessment reports, as well as the recommendation	on biophysical resources inventory/assessment
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## B10 – MONITORING AND IMPLEMENTATION OF PROTECTED AREA POLICIES

The ability to formulate plans and policies on resources and unique physical and cultural diversities including their associated threats and potentials; develop, implement and monitor plans, policies and programs for their sustainable use and protection. It also covers the higher-level specific skills required for modern protected area and critical habitat management.

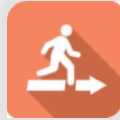


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in policy development, implementation and monitoring of PA/critical habitat management activities	Provides inputs and recommendations to PA/critical habitat policy, planning and management activities	Leads the planning, development, implementation and monitoring of PA/critical habitat management plans, policies and programs	Formulates, recommends and monitors PA and critical habitat management plans, policies and programs for their sustainable use and protection in partnership with the local stakeholders
1. Understands biodiversity conservation and relevant legislations and policies.	<ol style="list-style-type: none"> <li>1. Understands the role/planning process and provides inputs in the preparation of the management plan.</li> <li>2. Knows the importance and use of specific data for policy and planning.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides recommendations on PA management plans including the management zone to meet conservation and development objectives.</li> <li>2. Formulates policy recommendations based on the analysis of current situation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and recommends national and international policies for biodiversity conservation and protected area management.</li> <li>2. Develops and implements alternative protected area management systems.</li> </ol>



## B11- PROTECTED AREA, CRITICAL HABITAT, CAVES, AND WILDLIFE LAW ENFORCEMENT

The ability to undertake inventory and assessment of biological and physical resources whether in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Conducts preliminary thematic review and analysis of reports on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>	<p>Collates and consolidates the preliminary thematic reviews; provides analysis and initial recommendations regarding the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>	<p>Evaluates the consolidated review report including the recommendations and comes up with policy recommendations on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves;</p>	<p>Provides overall guidance; Reviews the result of the analysis and finalizes the policy recommendations on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>
<ol style="list-style-type: none"> <li>Has keen attention to distinguish differences between species and varieties of flora and fauna and the unique characteristics of ecosystem types.</li> <li>Has general knowledge on the conduct of inventory and assessment of biological and physical resources whether in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</li> <li>Possesses adequate technical knowledge on law enforcement policies</li> </ol>	<ol style="list-style-type: none"> <li>Identifies species of flora and fauna and their conservation status, and the type of the local ecosystem.</li> <li>Conducts RBI, BMS, BAMS, and PASA.</li> <li>Has good logical and organizational skills needed in the consolidation of comments and recommendations on PA/CH and caves, wetlands and other ecosystems and wildlife law enforcement</li> <li>Organizes information and prepares initial draft recommendations on cases referred on PA management</li> <li>Has good logical and organizational skills needed</li> </ol>	<ol style="list-style-type: none"> <li>Cross-checks and verifies the submitted list of flora and fauna to come up with appropriate recommendations</li> <li>Leads the conduct of RBI, BMS, BAMS, and PASA.</li> <li>Has expertise in reviewing the results of evaluation of PA/CH and caves, wetlands and other ecosystems and wildlife law enforcement</li> <li>Evaluates and reviews initial draft recommendations on cases referred on PA management</li> </ol>	<ol style="list-style-type: none"> <li>Confirms the submitted list of flora and fauna, and finalizes the recommendations.</li> <li>Leads and provides guidance in the conduct of BMS, BAMS, RBI and PASA</li> <li>Has wider expertise on the implications of information PA/CH and caves, wetlands and other ecosystems and wildlife law enforcement.</li> <li>Evaluates and reviews draft and provides final recommendations on cases referred on PA management</li> </ol>



<p>4. Gathers and compiles pertinent information on cases referred on PA management</p> <p>5. Possesses adequate technical knowledge needed in the analysis of law enforcement in protected areas, CH and Caves</p> <p>6. Gathers and consolidates accomplishment reports on law enforcement in protected areas, CH and Caves</p> <p>7. Assists in the validation and provides inputs on the monitoring reports on law enforcement in protected areas, CH and Caves</p>	<p>6. Organizes and provides preliminary analysis on law enforcement in protected areas, CH and Caves</p> <p>7. Validates and provides preliminary analysis on the monitoring reports on law enforcement in protected areas, CH and Caves</p>	<p>5. Reviews the results of law enforcement in protected areas, CH and Caves, as well as the recommendations.</p> <p>6. Reviews and provides comments and recommendations/technical guidance on law enforcement in protected areas, CH and Caves</p> <p>7. Reviews and provides recommendations on the monitoring reports on law enforcement in protected areas, CH and Caves</p>	<p>5. Takes charge of the analysis and reviews implications of law enforcement in protected areas, CH and Caves.</p> <p>6. Reviews and provides final recommendations /technical guidance on law enforcement in protected areas, CH and Caves</p> <p>7. Reviews and provides final recommendations on the monitoring reports on law enforcement in protected areas, CH and Caves</p>
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## B12 - PROMOTION OF BIODIVERSITY AND BIODIVERSITY-BASED PRODUCTS THROUGH COMMUNICATION, EDUCATION, AND PUBLIC AWARENESS (CEPA) ACTIVITIES

The ability to promote the sustainable use and management of biodiversity and the goods and services it provides. It also includes all activities related to the planning, implementation, and monitoring of CEPA on biodiversity.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the planning, implementation and monitoring of CEPA activities for biodiversity and biodiversity-based products	Recommends strategies and guidelines in the planning, implementation and monitoring of CEPA activities for biodiversity and biodiversity-based products	Develops standards and leads in the planning, implementation and monitoring of CEPA activities for biodiversity and biodiversity-based products	Takes charge of the implementation of CEPA activities for biodiversity and biodiversity-based products
<ol style="list-style-type: none"> <li>1. Gathers relevant data and information for situation analysis, and preparation of CEPA materials on biodiversity from diverse sources.</li> <li>2. Gathers relevant data and information for situation analysis, and preparation of CEPA materials on biodiversity from diverse sources.</li> <li>3. Provides administrative and logistical support necessary in the planning, development and implementation of the CEPA activities including conduct of learning events for CEPA Core Group, special events and Dalaw Turo, and production of CEPA materials as well as exhibits</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains and applies the concepts and principles of development communication, multimedia development, and/or other extension-related studies.</li> <li>2. Drafts communication objectives, develops messages, and identifies channels and formats based on consolidated evidence-based situation analysis (including stakeholder analysis).</li> <li>3. Drafts text copy of CEPA print and online materials.</li> <li>4. Prepares free-hand drawing/ illustration/ and executes design and layout of CEPA materials.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends standards for monitoring strategies, plans and programs.</li> <li>2. Prepares the CEPA plan/s (including communication outcomes and objectives; key strategies; audience-specific) messages; appropriate channels and formats; timeline and budget).</li> <li>3. Prepares concepts/designs of CEPA materials (including photo exhibits, print and online materials).</li> <li>4. Leads the production of CEPA materials (print and online)</li> </ol>	<ol style="list-style-type: none"> <li>1. Has expertise on the standards in the planning, development, and implementation of CEPA Activities</li> <li>2. Reviews and finalizes CEPA materials, plans and event proposals</li> <li>3. Sees to the alignment of CEPA production activities with overall CEPA plan/s.</li> <li>4. Provides guidelines and takes charge of the implementation of the CEPA plan/s.</li> <li>5. Provides guidelines to other divisions/services/ bureaus in the planning, production, utilization, and distribution of CEPA materials.</li> </ol>

<p>4. Assists in the monitoring of accomplishments of CEPA-related PBSAP targets including social media posts and other media materials</p> <p>5. Collates, processes and analyzes relevant data and information from field submissions and monitoring reports on the implementation of strategies, policies, plans and programs on biodiversity CEPA.</p>	<p>5. Handles and/or coordinates the development of social media posts, including the necessary updating of data and information.</p> <p>6. Recommends appropriate and relevant images to support social media materials</p> <p>1. Drafts speeches, messages and other CEPA-related correspondence relative to BMB programs, projects and activities</p> <p>2. Drafts basic communication materials, confirms of participants, prepares kits and activity materials including evaluation tools, photo and text documentation, coordinates with concerned offices, and drafts of end-of-activity reports</p> <p>3. Drafts talking points, event scripts, and presentation materials.</p> <p>4. Conducts Dalaw-Turo and other CEPA-related learning events.</p> <p>5. Conducts monitoring of accomplishments of CEPA-related PBSAP targets including social media posts and other media materials</p> <p>1. Maintains and updates CEPA databank including photo bank with proper labelling of photo collection.</p>	<p>5. Leads the updating of content of BMB social media account</p> <p>6. Refers public comments to the concerned divisions.</p> <p>7. Reviews speeches, messages and other CEPA-related correspondence relative to BMB programs, projects and activities</p> <p>8. Develops operational and/or activity plans for special events including schedules, budget, resource persons directory, etc., in managing an event.</p> <p>9. Reviews draft talking points, event scripts, and presentation materials based on existing standards and policies</p> <p>10. Recommends and develops appropriate learning tools and modules for Dalaw-Turo.</p> <p>11. Analyzes the results of accomplishments of CEPA-related PBSAP targets including social media posts and other media materials.</p>	<p>6. Finalizes/Endorses speeches, messages and other CEPA-related correspondence relative to BMB programs, projects and activities.</p> <p>7. Conceptualizes innovative events that support the BMB mandate.</p> <p>8. Monitors and directs conduct and management of a special event by organizing and utilizing available resources wisely.</p> <p>9. Takes charge/ finalizes the review, monitoring of CEPA strategies, policies, plans and programs on biodiversity including accomplishments of CEPA-related PBSAP targets.</p>
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**CORE COMPETENCIES**

**DISCIPLINE**

**EXCELLENCE**

**NOBILITY**

**RESPONSIBILITY**

**CARING FOR THE ENVIRONMENT AND  
NATURAL RESOURCES**





## CC1 - DISCIPLINE

The ability to:

- uphold the values and principles of Ethical Standards for Government Employees (RA 6713) taking in to account the social and environmental impact of one’s actions and decisions;
- exemplify high standards of professional behavior as DENR employees, adhering to ethical as well as moral principles, values and standards of the Agency;
- be motivated by organizational rather than personal concerns;
- utilize time efficiently and productively to attain desired results;
- show fulfillment in work and achievements;
- exercise persistence when faced with difficult problems and challenges; and
- communicate/observe DENR mission, quality policy, values, rules and regulations in the discharge of one’s functions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices ethical and professional behaviors	Upholds the values of DENR in every action and decision	Serves as a good role model on DENR values and ethics to staff/peers	Sponsors/Initiates development of proactive programs promoting DENR values and ethics
<ol style="list-style-type: none"> <li>1. Abides by Ethical Standards for Government Employees (RA 6713) by practicing ethical and professional behaviors</li> <li>2. Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures, and honoring one's commitment to others or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains a professional image and can be depended upon</li> <li>2. Respects and supports management in its decision and is able to guard and build the Agency's reputation and image</li> <li>3. Acts with a sense of urgency and responsibility to meet the organization's needs and prioritizes tasks to attain results</li> </ol>	<ol style="list-style-type: none"> <li>1. Inspires confidence and respect from peers/ staff</li> <li>2. Serves as a good role model on professionalism to staff/ peers by coming to work on time and producing outputs before the deadline</li> <li>3. Engages consultation with peers, subordinates, partners, and stakeholders in decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences confidence and trust in the discharge of one's duties through personal example and DENR policies, procedures, products and services that deserve such appreciation, confidence and trust</li> <li>2. Demonstrates accountability, responsibility, ethical practice and conformity to the principles of natural justice in decision making</li> </ol>

<ul style="list-style-type: none"> <li>3. Plans and organizes tasks and produces results</li> <li>4. Comes to work on time and attends meetings on time</li> <li>5. Projects a positive outlook and attitude toward work</li> <li>6. Is knowledgeable about DENR goals and directions, services, culture, history, structure, basic systems and processes and key personnel</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes personal actions and behaviors congruent to that of the values and goals of the organization</li> <li>5. Makes personal sacrifices to meet organizational needs</li> <li>6. Maintains confidentiality and protects the privacy of employees, customers, and other stakeholders of DENR</li> </ul>	<ul style="list-style-type: none"> <li>4. Shows moral courage by doing the right thing or by expressing dissent on actions or pending decisions which would violate organizational values, laws, and regulations</li> <li>5. Aligns organizational and personal values and guides others on DENR/office goals and directions, services and culture</li> </ul>	<ul style="list-style-type: none"> <li>3. Calls attention of peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others</li> <li>4. Contributes to the development of the Agency's values and professionalism/ethical standards and programs</li> </ul>
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## CC2 - EXCELLENCE

The ability to provide proactive, responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Complies with DENR's standards of service deliver	Delivers and adds value to customers' expectations and requirements	Anticipates, identifies and manages stakeholders' standards and requirements towards excellent customer service through improving sense of responsibility and competence	Builds and shapes DENR service culture and strategy and provides leadership in service delivery through highest degree of responsibility and competence
<ol style="list-style-type: none"> <li>1. Complies with DENR's standards of service delivery</li> <li>2. Explains DENR's service standards and basic DENR rules and policies</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides relevant information to supervisor on matters referred for actions</li> <li>5. Shows sense of urgency in attending to customers' needs and requests</li> <li>6. Acts on simple queries/ concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains DENR's structure, processes, and time involved in the delivery of services to customers</li> <li>2. Articulates the vision, mission, programs, core values, and priority directions of the DENR</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides advice and guidance to subordinates with regard to concerns elevated to their level</li> <li>5. Takes the extra mile in customer service by consistently exceeding expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Anticipates and identifies stakeholders need and value based on programs and policies and analyzes based on the parameters and condition of customer service satisfaction</li> <li>2. Mentors and coach subordinates and peers on how to provide correct, adequate and prompt information to customers as may be necessary</li> <li>3. Anticipates and analyses stakeholders' needs and provides appropriate and immediate response</li> <li>4. Proactively comes up with solutions to manage stakeholders' expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistently exceeds stakeholders' needs and expectations by keeping abreast with local and global best practices in managing bureaucracy necessary to implement a successful change strategy</li> <li>2. Designs mechanisms in the provision of correct, adequate and prompt information to customers as may be necessary</li> <li>3. Directs the organization towards the achievement of the service excellence platform in the entire bureaucracy</li> <li>4. Recommends to DENR management mechanisms for the institutionalization of a service culture</li> </ol>

	<p>6. Initiates/recommends process improvements based on customers' feedback</p>	<p>5. Initiates improvements in service delivery based on stakeholder feedback</p> <p>6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely</p> <p>7. Seeks ways to improve one's knowledge and skills to perform requirements of present and future role in DENR</p> <p>8. Models excellence in assuming responsibility for dealing with problems, crises or issues. Does not blame others for mistakes and learns from them</p>	<p>5. Ensures compliance with established parameters of authority within DENR and empowers subordinates to manage DENR's culture of service excellence</p> <p>6. Formulates/Designs strategies in the scaling-up of service delivery as a result of analysis, appreciation and understanding of the customer's needs and concerns</p> <p>7. Promotes a culture of continuous learning to strengthen competency of people to raise the bar toward high quality service delivery</p> <p>8. Serves as champion in the sharing and applying new knowledge, skills and responsibility learned in one's field to stakeholders both internally and externally</p> <p>9. Gathers and analyzes feedbacks from subordinates and respond effectively to address concerns</p>
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## CC3 - NOBILITY

The ability to exemplify the quality of being noble in character and mind by displaying virtue, goodness, honor, justice and decency. It also includes traits of purity, selflessness and worthiness as well as concern for justice, peace and genuine respect for people.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Demonstrates virtue, goodness, honor, justness and decency at all times	Demonstrates virtue, goodness, honor, justness and decency even in difficult situations	Influences others to observe virtue, goodness, honor, justness and decency in all situations	Inspires others to act at the highest level of virtue, goodness, honor, justness and decency
<ol style="list-style-type: none"> <li>1. Demonstrates trustworthiness and selfless concern for the well-being of others</li> <li>2. Manifests objectivity, impartiality and fairness in handling situations at work</li> <li>3. Adheres to right standard of conduct in dealing with stakeholders</li> <li>4. Shows respect for others</li> <li>5. Fulfills an obligation or keeps an agreement</li> <li>6. Demonstrates honesty and compassion in all situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Manifests equal treatment to people regardless of status</li> <li>2. Shows respect, sensitivity and diplomacy to people in the attainment of common objectives</li> <li>3. Is respected and regarded by superiors and peers</li> <li>4. Takes an objective and independent stance in handling difficult issues and situations</li> <li>5. Exhibits high level of discipline and self-control in keeping personal and sensitive information</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences high level of trustworthiness and determination to resist temptation of corruption</li> <li>2. Ensures accountability in handling Agency funds and complies with agency's internal financial controls and policies and COA regulations</li> <li>3. Discourages and reports to proper authorities any potential acts of dishonesty, misappropriation, malversation, connivance, or defrauding</li> <li>4. Upholds and promotes the highest standards of moral values, practices, and ethics at all times</li> <li>5. Complies with the disclosure policy of the agency</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotes the culture of virtue, goodness, honor, justness and decency in the organization and manifests high level of purity, selflessness, and worthiness in every situation towards the achievement of common goals</li> <li>2. Pursues goals relentlessly and with dedication, towards achieving ambitious and excellent results and demonstrates persistence and strength of character when confronted with difficulties or challenges</li> <li>3. Remains calm and level-headed even in the most stressful situations.</li> <li>4. Sets an example in demonstrating tact and diplomacy in handling difficult situations and people, accepts</li> </ol>

			constructive criticism and uses it to improve performance
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## CC4 - RESPONSIBILITY

The ability to:

- take full responsibility in delivering what has been agreed;
- take care of entrusted human, material resources and information;
- disclose all transactions and welcome reviews, audits, assessments, comments and monitoring of one's actions; and
- avoid wasteful and personal use of agency's resources.



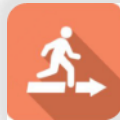
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Observes the principle of transparency and accountability in the workplace with supervision and guidance	Practices the principle of transparency and accountability in the workplace	Leads in the observance of the principle of transparency and accountability in the workplace	Champions the principle of transparency and accountability in the agency
<ol style="list-style-type: none"> <li>1. Understands the principle of transparency and accountability in organizations</li> <li>2. Implements the required tasks and produces the deliverables</li> <li>3. Makes information available in a manner appropriate to different stakeholders as instructed</li> <li>4. Observes proper use of office resources and applies the 5Rs in wastes segregation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the value of transparency and prudence in disclosing accurate material information in a timely manner</li> <li>2. Takes full responsibility for all business decisions, actions/inactions, and conduct</li> <li>3. Makes information available to permit timely analysis, and evaluation by relevant stakeholders</li> <li>4. Shows concern and serve excellently to the agency and its stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages information so that it is timely, accurate, and complete</li> <li>2. Coaches, mentors, and monitors to ensure others deliver their responsibilities as expected</li> <li>3. Models the behavior expected of the employees and the criteria by which they will be assessed</li> <li>4. Ensures that there is a process in which employees' issues and concerns are heard and deliberated</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews employees/ unit's accountabilities and provides guidance to ensure attainment of targets</li> <li>2. Takes corrective action to address office problems in a timely and consultative manner</li> <li>3. Empowers employees to hold themselves accountable and responsible of their decisions</li> <li>4. Sets up systems and processes to ensure that the agency's stakeholders are served with transparency and accountability</li> </ol>



## CC5 – CARING FOR THE ENVIRONMENT AND NATURAL RESOURCES

The ability to demonstrate its concern for the preservation and conservation of the natural environment (not just as a job) but more as a way of life. It includes (but not limited to) the following behavioral manifestations:

- takes care of the environment by throwing their garbage in the proper place and turns off light, air conditioners, computers and other electrical appliances when not in use;
- uses less of the earth's resources and uses carefully those that they have to use;
- reuses stuff - bags, containers, etc. and recycles materials as much as possible; and
- plants/replants trees and joins/advocates environment related activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge of concepts and application of preservation and conservation of the environment	Applies knowledge and understanding of the environment to further the aims of sustainability	Serves as a good role model in conserving and preserving the environment to peers and staffs	Sponsors development of proactive programs promoting the preservation and conservation of the environment
<ol style="list-style-type: none"> <li>1. Understands the wider environmental context/ importance of preserving and conserving the environment</li> <li>2. Complies with relevant agency codes of conduct and practices on preserving and conserving the environment without being told</li> <li>3. Demonstrates personal commitment to DENR mission and mandate, recognizing his/her obligations to society/ community</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates a critical awareness of current environmental problems and anticipates the impact of future environmental trends</li> <li>2. Addresses and resolves problems arising from questionable environmental practice</li> <li>3. Demonstrates self-direction and originality in tackling and addressing problems</li> </ol>	<ol style="list-style-type: none"> <li>4. Influences others to promote behavioral and cultural changes to secure environmental improvements beyond Agency compliance</li> <li>5. Encourages others to promote and advance a sustainable and resilient approach by understanding their responsibility for environmental damage and improvement</li> <li>6. Critically evaluate actions, methods and results and their short and long-term implications e.g. the impact and role of</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops good practices, by actively learning from results to improve future environmental solutions and approaches</li> <li>2. Advocates sustainability concerns and environmental issues, encourages others to actively contribute to environmental protection and sustainability</li> <li>3. Demonstrates self-direction and originality in developing strategies for sustainable development and environmental improvement</li> </ol>

		<p>ecology and biodiversity in relation to new development/ construction</p> <p>7. Actively learns from results to improve environmental solutions and approaches, and build best practice</p>	<p>4. Analyzes and evaluates problems from an environmental perspective, develops practical sustainable solutions and anticipates environmental trends to develop practical solutions</p>
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**ORGANIZATIONAL COMPETENCIES**

**WRITING EFFECTIVELY**

**SPEAKING EFFECTIVELY**

**TECHNOLOGY LITERACY AND  
MANAGING INFORMATION**

**PROJECT MANAGEMENT**

**COMPLETED STAFF WORK (CSW)**





## OC1 – WRITING EFFECTIVELY

The ability to write in a clear, concise and coherent manner using different tools to convey information or express ideas effectively.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Refers to and/or uses existing communication materials or templates to produce own written work</p>	<p>Edits existing or customizes available communication materials to produce an appropriate written work</p>	<p>Produces written work from scratch with some guidance while complying to agreed or prescribed standards of communicating within the bureaucracy</p>	<p>Designs and/or sets standards for a written material used within the bureaucracy while demonstrating independence producing written work</p>
<ol style="list-style-type: none"> <li>1. Knows and uses basic business writing rules such as sentence structure, rules in grammar and techniques in word use and spelling</li> <li>2. Seeks, identifies and is able to distinguish the appropriate template or reference material that will be used as basis for one's written document</li> <li>3. Writes simple pro-forma communications such as acknowledgment, transmittal letters and forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate vocabulary, formats, correct order in sentence formation to achieve cohesion in the composition of sentences</li> <li>2. Understands the advantages and limitations of email and designs written work to capitalize on such advantages and mitigate the limitations</li> <li>3. Solicits feedback from those able to judge the appropriateness of the written material for a given audience</li> <li>4. Replies to queries and prepares Memoranda, presentations, position papers, talking points and reports using templates, references and research tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate content, clarity, logic and presentation of written communications</li> <li>2. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience</li> <li>3. Drafts resolutions, pleadings, terminal reports, and speeches in compliance with agreed or prescribed communication standards</li> <li>4. Utilizes variety of visual elements such as graphs, charts and illustrations to enhance understanding of the written content</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands and uses current trends in business writing styles and written marketing collaterals</li> <li>2. Identifies benchmark examples of effective written communication that can be used by the organization, and applies these best practices in developing communication standards for the organization</li> <li>3. Undertakes in-depth research to develop policy guidelines for written work and related protocols</li> <li>4. Keeps people informed about the changes and developments in organizational goals, strategies and performance through written documentation</li> </ol>



## OC2 – SPEAKING EFFECTIVELY

The ability to actively listen, understand and respond appropriately when interacting with individuals and groups.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Effectively delivers messages that simply focus on data, facts or information and requires minimal preparation or can be supported by available communication materials. Focus of communication is to relay information and/or data.</p>	<p>Effectively delivers messages that require some planning for the Method used and the possible reception to the message (audience may be a controlled group, i.e., team/s, divisions) Focus of communication is to relay information and to build motivation.</p>	<p>Effectively delivers messages that require careful planning for the method used and the possible impact of the message (audience may be a large group, i.e., office, organization) Focus of communication is to relay information and to build motivation.</p>	<p>Facilitates and influences target audiences such as the Heads of the Agency and External Partners/Clients. Focus of communication is to relay information, to build motivation and call for action.</p>
<ol style="list-style-type: none"> <li>1. Effectively listens to and understands instructions and can understand the information needs of self and others</li> <li>2. Actively participates in discussions and is appropriately assertive in expressing own ideas</li> <li>3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarifies as well as summarizes discussions, providing insights on underlying issues not readily obvious to the audience</li> <li>2. Adjusts communication style according to the needs of the audience and/or situation</li> <li>3. Takes in to account others' point of view, listening actively and asking questions to check for understanding of others' inputs, acting appropriately to nonverbal cues</li> <li>4. Disseminates information accurately, sharing information and using</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands common conventions of language and grammar appropriate to professional settings and audience</li> <li>2. Chooses and uses the appropriate medium for the message and adapts spoken language to that medium</li> <li>3. Presents and discusses suggestions and proposals in English to superiors for the improvement of processes and procedures fluently</li> <li>4. Anticipates possible questions, objections from the audience and prepares materials or means to address or attend to such</li> </ol>	<ol style="list-style-type: none"> <li>1. States complex technical concepts in an understandable manner and uses appropriate supporting materials</li> <li>2. Advocates DENR goals effectively and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization</li> <li>3. Promotes an open line and on-going communication to address issues and align efforts to organizational goals</li> <li>4. Presents to the Heads of Agency programs, projects and issues relative to</li> </ol>



	<p>established methods or channels to keep appropriate parties informed</p>	<p>5. Disseminates policy guidelines and resolutions to subordinates</p> <p>6. Confidently explains DENR laws, rules and programs to external partners/client</p> <p>7. Devises improvements to communication systems and practices within and across teams/ units/ offices in order to improve clarity and reception of messages</p>	<p>their areas of responsibility for decision/resolution</p> <p>5. Responds appropriately, accurately, and with composure to challenging questions or comments</p>
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## OC3 – TECHNOLOGY LITERACY AND MANAGING INFORMATION

Makes effective use of technology to contribute to the improvement of the system’s performance. The ability to organize, process, distribute and manage information in order to support or facilitate the learning and data requirements of DENR.



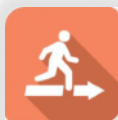
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies basic technology (office software and equipment) in the performance of the assigned tasks.</p> <p>Collects, organizes and maintains data</p>	<p>Demonstrates the use of available equipment and software/s and application/s that can be utilized in the performance of the assigned tasks.</p> <p>Works with data to generate relevant information</p>	<p>Analyzes appropriateness of office software and equipment in the performance of assigned tasks.</p> <p>Develops information assets to achieve organizational goals</p>	<p>Maximizes the use of equipment and office software/s and applications in the performance of the assigned tasks.</p> <p>Strategizes the method and use of information that adds value to the organization and the public sector</p>
<ol style="list-style-type: none"> <li>1. Uses basic technology with supervision in performing tasks</li> <li>2. Understands and complies with the set standards, policies and guidelines on the information management processes of the organization</li> <li>3. Describes and distinguishes data or information that is relevant to the job and the value this brings to one’s functional role, group or the organization</li> <li>4. Uses information channels and sources relevant to the job in order to identify data and transactions that need to be captured or recorded</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies advanced technology tools in performing tasks</li> <li>2. Knows and can articulate the importance of having accurate, readily available, timely and relevant information</li> <li>3. Analyzes and corrects discrepancies and assesses the accuracy, validity, and integrity of the information</li> <li>4. Evaluates information of distortions, personal bias or conflicts of interests using effective information management processes, tools and standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps abreast of technological changes to develop new skills and knowledge required to perform tasks</li> <li>2. Identifies and implements improvements to information management processes and techniques through observation of information management competence of others</li> <li>3. Facilitates the design, development or acquisition of information management tools based on the analyzed needs and gaps of an individual, group or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies gaps and recommends enhancement of office software/s and applications in performing tasks</li> <li>2. Fosters the development of appropriate information assets and protocol to effectively manage and capitalize on information</li> <li>3. Identifies, develops and articulates information management strategies and ensures that these are embedded within key organizational processes</li> <li>4. Ensures information management activities are coordinated across the organization</li> </ol>

<p>5. Uses available tools such as notebooks or computers to document, manage, retrieve and/or distribute data or information to appropriate individuals, groups or parties</p>	<p>5. Provides information on a timely basis and in a usable form ensuring the availability and accessibility of organizational information resources</p>	<p>4. Ensures that resources are available and effectively deployed to sustain service delivery and to address information needs of an individual, group or the organization</p>	<p>5. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general</p>
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## OC4 – PROJECT MANAGEMENT

The ability to plan, organize, implement, direct, monitor and assess projects/ work plans, outputs, effects and impacts.



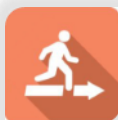
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project management activities	Conducts project management activities	Leads in project management activities	Formulates plans, programs and policies on improvement of project management activities
<ol style="list-style-type: none"> <li>1. Applies the basic knowledge in gathering /collecting relevant data/materials under supervision</li> <li>2. Has basic knowledge in the preparation of research/project proposal</li> <li>3. Has basic knowledge in the monitoring and evaluation process</li> <li>4. Knows simple statistical tools needed in program evaluation</li> <li>5. Has basic knowledge in the technical standard and specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and packages research/project proposal</li> <li>2. Organizes staff assignments given the requirements of the special project</li> <li>3. Identifies priorities of the project and the outputs given specific time period in consultation with superior/s</li> <li>4. Devises a monitoring chart to track project activities</li> <li>5. Assists in the conduct of project monitoring and evaluation using prescribed instrument</li> <li>6. Develops and prepares project/research briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops feasibility studies</li> <li>2. Develops plans and proposals and negotiates for resources and support</li> <li>3. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>4. Identifies and analyzes project issues and concerns that affect project's implementation</li> <li>5. Formulates performance indicators and standards</li> <li>6. Develops monitoring and evaluation tools and instruments to assess the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approaches and strategies to address gaps for the improvement of project</li> <li>2. Formulates and recommends policies based on the results and impacts of the project</li> <li>3. Supervises overall activities of the project</li> </ol>

		<ol style="list-style-type: none"><li>7. Monitors and evaluates the development and progress of the project and prepares corresponding report</li><li>8. Provides technical assistance in project management to stakeholders</li><li>9. Guides others in monitoring and evaluation of program processes</li><li>10. Prepares project terminal report</li></ol>	
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## OC5 – COMPLETED STAFF WORK (CSW)

The ability to provide comprehensive, accurate, factual, and timely information to ensure well-informed decisions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Practices basic knowledge of CSW to generate complete, accurate, relevant and timely output</p>	<p>Demonstrates advanced knowledge in CSW by applying appropriate tools and techniques</p>	<p>Leads the practice of CSW in his/her office/unit</p>	<p>Institutionalizes and sustains the practice of CSW in the organization</p>
<ol style="list-style-type: none"> <li>1. Provides the appropriate data needed for the action to be taken</li> <li>2. Strives to achieve job objectives and to meet targets based on CSW standard</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes validated data through the use of appropriate statistical tools and other techniques</li> <li>2. Determines the reliability, dependability and integrity of data and/or information gathered</li> <li>3. Explores effective processes and methods in generating action plans from a complex source</li> <li>4. Prepares reports containing the necessary and relevant information in CSW format</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the best source of action or proposal in the context of CSW</li> <li>2. Defines metrics in the effective use of processes and methods in the context of CSW</li> <li>3. Coaches and mentor subordinates and peers on CSW process</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops strategies and mechanisms to enhance the application of CSW</li> <li>2. Provides avenue to generate feedback to identify challenges affecting the application of CSW and corresponding solutions to address the issues</li> </ol>

**LEADERSHIP COMPETENCIES**

**STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)**

**LEADING CHANGE**

**PEOPLE DEVELOPMENT  
(CREATING AND NURTURING A HIGH**

**PEOPLE PERFORMANCE MANAGEMENT  
(MANAGING PERFORMANCE AND  
COACHING FOR RESULTS)**

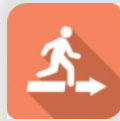
**PARTNERSHIP AND NETWORKING  
(BUILDING COLLABORATIVE AND INCLUSIVE**





## LC1 - STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)

The ability to “see the big picture”, think multi-dimensionally, craft innovative strategies/solutions; and envision a preferred future for one’s unit/office and functions in the context of the DENR’s Vision and Mission. It includes skills needed to establish and to communicate organizational objectives and to monitor progress toward accomplishment of such objectives; to initiate action; and to provide structure and systems to achieve goals and ensure long-term success.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops office/service’s strategies and plans based on the DENR’s mission/vision.	Ensures that others support the DENR’s mission, goals, agenda, climate, and policy.	Ensures that the DENR’s strategy is able to address the needs of different stakeholders.	Exemplifies to and leads others to support the DENR’s vision, mission, values, goals and objectives.
<ol style="list-style-type: none"> <li>1. Understands the role of his/her office in achieving organizational goals and aligns day-to-day actions and resources with the team’s organizational issues and opportunities</li> <li>2. Develops and articulates concise, comprehensive office strategies that incorporate a System/ organization-wide perspective</li> <li>3. Motivates staff into action to support the DENR’s strategies</li> <li>4. Ensures that others support leader’s mission, goals, agenda, climate, and policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one’s department or functional area.</li> <li>2. Establishes and implements long-term objectives, goals, or projects that support the strategy.</li> <li>3. Considers the alignment of present assets, processes, and methods with the DENR’s strategy and identifies actions and changes needed to meet the strategy.</li> <li>4. Develops and contributes to the creation of the DENR’s strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the agency and secures the proper implementation of these strategies.</li> <li>2. Redesigns processes or services to better meet the DENR’s long-term goals.</li> <li>3. Develops Contingency Strategy and Plans Based on DENR Strategies.</li> <li>4. Strategically prepares, modifies and reviews contingency strategy; anticipates obstacles that could arise.</li> <li>5. Examines radical strategic options and dramatic alternatives that drive the DENR’s culture and results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets the complex and volatile nature of the environment to the agency and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.</li> <li>2. Communicates a clear vision that generates enthusiasm, passion and commitment to the organization mission.</li> <li>3. Influences and persuades through effective will power.</li> <li>4. Takes on a pivotal role in promoting the development of an inspiring, relevant vision for the organization and influences others to share ownership of office goals.</li> </ol>



		<p>6. Pushes oneself and strongly influences/ encourages others to “think outside the box” in setting the future direction of the DENR.</p> <p>7. Coaches/guides other officers on how the DENR’s vision/mission /goals could be achieved</p>	<p>5. Takes initiative to collaborate with leadership team and other line agencies to shape the strategic direction of DENR</p>
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## LC2 – LEADING CHANGE

The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes the ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to advance and sustain change within the organization.



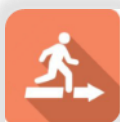
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Influences and guides team in understanding, accepting and supporting any change efforts/programs of the DENR	Ensures the effective implementation of any change initiatives/programs of the DENR by guiding the team in the transition process	Addresses the interests and objections of all the stakeholders involved in the change process	Formulates a change management framework and change management implementation plan to guide all the stakeholders involved in the change process
<ol style="list-style-type: none"> <li>1. Recognizes and communicates the change that is introduced in the unit/organization and its effect to DENR</li> <li>2. Communicates the work cooperatively with others to produce innovative solutions</li> <li>3. Supports various change management activities; e.g. communications, education, team development, coaching</li> <li>4. Prepares team/unit for the change by defining management strategy and preparing change management team</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change</li> <li>2. Forwards personal, professional and work unit needs and interests in an issue</li> <li>3. Develops change management plans and take actions and implements plans</li> <li>4. Diagnoses gaps and manages resistance in any change efforts effectively</li> <li>5. Recognizes right away the effect of a certain change in the organization and if</li> </ol>	<ol style="list-style-type: none"> <li>1. Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant</li> <li>2. Guides groups or teams through the transition process leading to the development and implementation of new approaches, systems, structures and methods</li> <li>3. Helps employees to develop a clear understanding of what they will need to do differently, as result of changes in the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, defines and exhibits buy-in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness</li> <li>2. Develops change management sponsorship model</li> <li>3. Establishes structures and processes to plan and manage the orderly implementation of change that will be beneficial to the DENR</li> <li>4. Reinforces the change effort in a dynamic manner</li> <li>5. Provides strategic insight on change management</li> </ol>

	<p>such change can be beneficial to the DENR</p> <p>6. Implements corrective actions and recognizes team/unit success</p>	<p>4. Challenges the status quo by comparing it to an ideal or a vision for change</p> <p>5. Builds broad based support for ideas, initiatives and directives</p>	<p>6. Acts as mentor/coach to change management teams and provides guidance</p> <p>7. Leads in setting new organization's directions, partnerships, policies and procedures</p>
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## LC3 – PEOPLE DEVELOPMENT (CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)

The ability to develop subordinates' competencies and enhance their performance by planning effective development activities related to current and future jobs. It includes the ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented. It also includes the ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts.



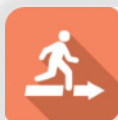
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies the basic principles of motivating and coaching people in the workplace</p>	<p>Motivates, trains, coaches and mentor people towards achieving quality results</p>	<p>Creates a work environment that encourages individuals to strive and reach their full potential</p>	<p>Ensures that work processes, procedures and resources provide for on-going growth</p>
<ol style="list-style-type: none"> <li>1. Knows the basic principles of motivating and coaching people</li> <li>2. Gives directions or demonstrations for the purpose of a training strategy (i.e., volunteers additional resources, tools, information, expert advice, etc.)</li> <li>3. Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions</li> <li>4. Gives specific feedback for developmental purposes</li> <li>5. Facilitates workforce effectiveness through motivating and developing people within a work environment that promotes mutual trust and respect</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds a shared sense of destiny among individuals with seemingly disparate views, concerns and aspirations; creates team cohesion and improves individual and team performance</li> <li>2. Motivates people towards achieving quality results</li> <li>3. Actively participates in the long-term learning or development of staff with an appropriate level of needs analysis and other relevant approaches</li> <li>4. Creates new programs or materials to meet identified training needs.</li> <li>5. Involves staff in project tasks, resources and responsibilities and provides</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates a culture where team work and interdependence is nurtured by facilitating collaboration across organizations</li> <li>2. Creates a work environment that encourages individuals to seek challenges and to strive in reaching their full potential</li> <li>3. Recognizes individuals' needs and wants and where possible incorporates it into work assignments consistent with their personal strengths</li> <li>4. Does long-term coaching or training by arranging appropriate and helpful assignments, formal training, or other experiences for the purpose of</li> </ol>	<ol style="list-style-type: none"> <li>1. Fosters and cultivates a shared sense or commitment between and/or among groups, departments and clients despite differences and/or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development</li> <li>2. Cultivates a learning environment by structuring interactive experiences such as looking for future opportunities that are in support of achieving an individual's career goals to gain their full potential</li> <li>3. Improves the skills and effectiveness of individuals through employing a range of development strategies</li> </ol>

<ul style="list-style-type: none"> <li>6. Provides staff with opportunities to attend training sessions which cater to their professional development needs</li> <li>7. Reassures others after a setback</li> <li>8. Gives negative feedback in behavioral rather than personal terms, and expresses positive expectations for future performance and/or gives suggestions for improvement</li> <li>9. Establishes and maintains effective one-on-one relations with a variety of people, customers, individuals, and institutions</li> </ul>	<ul style="list-style-type: none"> <li>opportunities for them to clarify aspects of particular tasks or seek further directions</li> <li>6. Explores opportunities to mentor/coach individual members of the workforce.</li> <li>7. Encourages staff to participate in development opportunities (for example cross posting, accepting higher duties) to enhance career opportunities</li> <li>8. Encourages team members to discuss concerns and conflicts openly rather than covering them up or overlooking them.</li> <li>9. Takes appropriate action to achieve resolution after assessing the issue.</li> </ul>	<ul style="list-style-type: none"> <li>supporting a person's learning and development</li> <li>5. Moves people to work out answers to issues themselves so they really know how, rather than simply giving them the answer</li> <li>6. Empowers staff to improve their work performance through reflecting and acting on workplace experiences</li> <li>7. Manifests an in-depth understanding of the ongoing reasons for a person's behavior or responses</li> </ul>	<ul style="list-style-type: none"> <li>4. Establishes systems and implements it to ensure that regular constructive feedback is given to each staff member through both formal and informal situations</li> <li>5. Promotes and rewards achievements in a way which openly acknowledges the contribution of individuals</li> </ul>
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## LC4 – PEOPLE PERFORMANCE MANAGEMENT (MANAGING PERFORMANCE AND COACHING FOR RESULTS)

The ability to create an enabling environment which will nurture and sustain a performance based coaching culture. It includes the ability to take responsibility for employees' performance, by setting clear goals and expectations, tracking progress against goals, ensuring feedback and addressing performance problems and issues promptly. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting value of continuous learning and improvement.



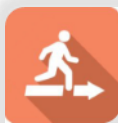
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Explains performance management process and principles	Monitors employee performance regularly to help employee improve his/her performance	Guides others on the performance management system process and coach staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Sets performance standards and measures progress of employees.</li> <li>2. Describes the job in terms of outputs and how it contributes to the organizational objectives.</li> <li>3. States performance expectations clearly and ensures that they are understood.</li> <li>4. Sets agreement with the staff / employees on standards and measures of performance including the needed support, resources and skills.</li> <li>5. Checks understanding and commitment.</li> <li>6. Evaluates performance against clear standards or expectations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors employee performance regularly to help employee improve his/her performance</li> <li>2. Addresses performance problems in a timely way by assessing performance against standards and acting in a way to change performance for the better</li> <li>3. Provides feedback or conducts performance assessment, discussion and action planning</li> <li>4. Creates tools and/or applies new methods in correcting and improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the strategic imperatives of the organization and orchestrates teams, work and organizational culture around this, through advanced skills in coaching to achieve performance standard</li> <li>2. Acts to ensure others perform in accordance with clear expectations and goals</li> <li>3. Administers corrective discipline or performance improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the organization by example and through coaching towards a performance-based culture and the achievement of public service performance standards</li> <li>2. Makes specific changes in the performance management system or in work methods to improve performance (e.g. does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale, revenues)</li> </ol>

	<p>to enable them to self-initiate solutions for their growth and development</p> <p>5. Coaches employees about their performance problems</p>		
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## LC5 – PARTNERSHIP AND NETWORKING (BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIPS)

The ability to build, and maintain a network of reciprocal, high trust, synergistic working relationships within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders. It also seeks to develop and utilize collaborative relationships with local and international partners to facilitate the accomplishment of Agency goals through mobilization of resources and as aid in policy formulation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains existing local partnership and networks and capitalizes on these to deliver or enhance work outcomes	Builds and develops local partnerships and networks and identifies to deliver or enhance work outcomes	Strengthens local partnership and networks to deliver or enhance work outcomes	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>1. Understands and articulates the nature of businesses, systems, and vision, mission and core values of partners or networks to facilitate collaboration</li> <li>2. Shows and encourages mutual respect in one's dealings with partners/ networks, providing assistances (e.g. sharing of information or resources) to maintain good working relationships with people whose cooperation and support are important</li> <li>3. Maintains contacts with people in different organizations who can be useful sources of information or resources and capitalizes on these to deliver or enhance work outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds partnerships and networks to deliver or enhance work outcomes.</li> <li>2. Identifies opportunities for collaboration by building productive and supportive relationships with partners/network to maintain existing relationships and establish new ones</li> <li>3. Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives</li> <li>4. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthens and deepens partnerships and networks to deliver or enhance work outcomes</li> <li>2. Recognizes ways to reinforce and expand successful partnerships.</li> <li>3. Practices win-win approach in resolving differences</li> <li>4. Resolves conflict by anticipating concerns, constraints, or resistance from partners/network</li> <li>5. Stays alert and informed of political, cultural and religious issues in order to anticipate and respond appropriately to</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds and then leverages on collaborative partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>3. Forges agreements/ understandings (MOA/MOU) with private and public sector partners to achieve common goals</li> <li>4. Seeks opportunities for collaboration with local and foreign partners by participating in international conventions/ conferences/gathering.</li> </ol>



<p>4. Monitors and acts on partnership arrangements to ensure that the objectives of the partnership remain on target</p>	<p>5. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions</p> <p>6. Gathers and responds to feedback to resolve specific problem</p> <p>7. Conforms to local and international protocol, etiquette and procedures</p>	<p>potential problems affecting the partnership</p> <p>6. Establishes relationships with a broad range of individuals and groups, in various organizations and cultures</p> <p>7. Guides others build and maintain positive interpersonal relationships and networks</p>	<p>5. Renders technical assistance to local and international partners in the development of policies and programs</p> <p>6. Participates in effective joint problem-solving endeavours with local and international partners</p> <p>7. Represents agency in international organizations to work together in meeting mutual goals</p>
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# POSITIONS PROFILE

**A. SUPPORT**

**OFFICE OF THE DIRECTOR**

POSITION TITLE	SG	FUNCTIONAL																						
		B A 3	B A 4	B A 5	B A 6	B A 10	B A 11	B A 14	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5	
ADAS III	9	I	I		I			I	B	B	B	B	B	B	B	B	B							
ADA IV (DRIVER )	4			B		B	B	B	B	B	B	B	B	B	B	B	B							

**ADMINISTRATIVE AND FINANCE**

POSITION TITLE	SG	FUNCTIONAL																	
		BF M 1	BF M 2	BF M 3	BH R1	BH R2	BH R3	BH R4	BH R5	BH R6	BH R7	BH R8	BH R9	BH R 10	BH R 11	BH R 12	BH R 13	BH R 14	
AO IV (BO II)	15	A	A	A															
ACCT II	15	A	A	A															
ADAS II (ACCTG CLERK III)	8	B	B	B															
ADAS II (BUDGET ASST)	8	B	B	B															
AO V (HRMO III)	18				A	A	A	A	A	A	A	A	A	A	A	A	A		
ADAS II (HRM ASST)	8				B	B	B	B	B	B	B	B	B	B	B	B	B		

POSITION TITLE	SG	FUNCTIONAL													
		BA1	BA2	BA3	BA4	BA5	BA6	BA7	BA8	BA9	BA10	BA11	BA12	BA13	BA14
AO III (RO II)	14			A	A	A									
AO II	11							A	A		A	A			
AO I (SO)	10	A	A												
ADAS III (CASHIER )	9												A		

POSITION TITLE	SG	CORE					ORGANIZATIONAL					LEADERSHIP				
		CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
AO IV (BO II)	15	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
ACCT II	15	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
ADAS II (ACCTG CLERK III)	8	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B
ADAS II (BUDGET ASST)	8	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B
AO V (HRMO III)	18	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
ADAS II (HRM ASST)	8	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B
AO III (RO II)	14	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
AO II	11	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
AO I (SO)	10	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
ADAS III (CASHIER)	9	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B

**LEGAL SECTION**

POSITION TITLE	SG	FC					CORE					ORGANIZATIONAL					LEADERSHIP				
		BL1	BL2	BL3	BL4	BL5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ATTY IV	22	S	S	S	S	S	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B

**B. TECHNICAL**

**NINOY AQUINO PARK AND WILDLIFE CENTER (NAPWC)**

POSITION TITLE	SG	FUNCTIONAL										CORE					ORGANIZATIONAL					LEADERSHIP					
		B1	B2	B3	B6	B8	B9	B10	B11	B12	BP1	C1	C2	C3	C4	C5	OC1	OC2	OC3	OC4	OC5	L1	L2	L3	L4	L5	
POS IV		A	S	A	A	A	A	S	A	A	S	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
POS I		I	A	I	I	I	I	A	I	I	A	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
ENGR II		I	A	I	B	I	I	A	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
IO II		I	I	I	I	I	I	A	I	A	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
PARK MAINT. FOREMAN		B	I	B	B	B	B	B	B	B	I	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	
DRAFTSMAN		B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B							
ADA VI		B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B							
SUPPLIES CHECKER			B		B	B	B	B		B	B	B	B	B	B	B	B	B	B								
PA II			B	B	B	B	B	B	B	B	B	B	B	B	B		B										
PA I			B		B	B	B		B	B	B	B	B	B	B		B										

**COASTAL AND MARINE DIVISION (CMD)**

POSITION TITLE	SG	FUNCTIONAL															
		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12	BP1	BP2	BP3	BP4
Chief EMS	24	A	S	S	S	S	A		S	S	S	B	A	S	S	S	A
SPVNG EMS	22	I	A	A	S	A	A		A	A	A	B	A	A	A	A	A
SREMS	18	I	A	A	A	I	A		A	A	A	B	A	A	A	A	I
EMS II	15	B	I	I	I	I	I		I	I	I	B	I	I	I	I	I
EMS I	11	B	I	I	I	B	B		I	B	I	B	B	B	B	B	B
Admin Aide VI	6																

POSITION TITLE	SG	FUNCTIONAL														
		CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
Chief EMS	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
SPVNG EMS	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
SREMS	18	A	A	A	A	A	A	A	A	A	A	I	I	I	I	I
EMS II	15	I	I	I	I	I	I	I	I	I	I	B	B	B	B	B
EMS I	11	I	I	I	I	I	I	I	I	I	I	B	B	B	B	B
Admin Aide VI	6	B	B	B	B	B	B	B	B	B	B	-	-	-	-	-

**BIODIVERSITY POLICY AND KNOWLEDGE MANAGEMENT DIVISION (BPKMD)**

POSITIONS	SG	FUNCTIONAL																							
		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12	BP 1	BP 2	BP 3	BIS 1	BIS 2	BIS 3	BIS 4	BIS 5	BIS 6	BIS 7	BIS 8	
CHIEF EMS	24	B	B	B	B	B	B	B	B	B	B	B	B	S	S	S									
SUPVG EMS	22	B	B	B	B	B	B	B	B	B	B	B	B	A	A	A									
SR EMS	18	B	B	B	B	B	B	B	B	B	B	B	B	A	A	A									
EMS II	15	B	B	B	B	B	B	B	B	B	B	B	B	I	I	I									
EMS I	11	B	B	B	B	B	B	B	B	B	B	B	B	I	I	I									
ITO II	22																A	A	A	A	A	A	I	I	
ISA III	19																A	A	A	B	B	I	B	B	
CP III	18																A	A	A	B	B	I	B	B	
ISA II	16																I	I	I	B		I	B	B	
CP II	15																I	I	I	B		I			
REMOTE SENSING TECH II	15																					I			I
STAT II	15																					I	I		
ENGR II	16																			I	I	I			
CO II	9																			B	B	B			
ADA VI	6																								

POSITIONS	SG	CORE					ORGANIZATIONAL					LEADERSHIP				
		CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF EMS	24	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG EMS	22	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR EMS	18	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS II	15	I	I	I	I	I	I	I	I	I	I					
EMS I	11	I	I	I	I	I	I	I	I	I	I					
ITO II	22	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA III	19	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CP III	18	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B

ISA II	16	I	I	I	I	I	I	I	I	I	I	I																
CPII	15	I	I	I	I	I	I	I	I	I	I	I																
REMOTE SENSING TECH II	15	I	I	I	I	I	I	I	I	I	I	I																
STAT II	15	I	I	I	I	I	I	I	I	I	I	I																
ENGR II	16	I	I	I	I	I	I	I	I	I	I	I																
CO II	9	B	B	B	B	B	B	B	B	B	B	B																
ADA VI	6	B	B	B	B	B	B	B	B	B	B	B																

**NATIONAL PARKS DIVISION**

POSITIONS	SG	FUNCTIONAL									CORE					ORGANIZATIONAL					LEADERSHIP									
		B1	B2	B3	B4	B6	B8	B9	B10	B11	C1	C2	C3	C4	C5	OC1	OC2	OC3	OC4	OC5	L1	L2	L3	L4	L5					
CHIEF EMS	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
SUPVG EMS	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
SR EMS	18	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
EMS II	15	B	B	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
EMS I	11	B	B	B	B	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	

**CAVES, WETLAND AND OTHER ECOSYSTEMS DIVISION**

POSITIONS	SG	FUNCTIONAL													CORE					ORGANIZATIONAL					LEADERSHIP				
		B1	B2	B3	B4	B5	B6	B8	B9	B11	B12	BP1	BP2	BIS7	C1	C2	C3	C4	C5	OC1	OC2	OC3	OC4	OC5	L1	L2	L3	L4	L5
CHIEF EMS	24	S	S	S	I	I	I	S	I	B	S	S	S	I	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
SUPVG EMS	22	A	A	A	I	I	I	A	I	B	A	A	A	I	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
SR EMS	18	A	A	A	I	I	I	A	I	B	A	A	A	I	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
EMS II	15	I	I	I	B	B	B	I	B	B	I	I	I	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
EMS I	11	I	I	I	B	B	B	I	B	B	I	I	I	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
BIO II	15	I	I	I	B	B	B	I	B	B	I	I	I	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
ADA VI	6	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B



**WILDLIFE RESOURCES DIVISION**

POSITIONS	SG	FUNCTIONAL											CORE					ORGANIZATIONAL					LEADERSHIP																	
		B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12	C1	C2	C3	C4	C5	OC1	OC2	OC3	OC4	OC5	L1	L2	L3	L4	L5												
CHIEF EMS	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
SUPVG EMS	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
SR EMS	18	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
EMS II	15	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
EMS I	11	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
VET III	19	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
VET II	16	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	

ADAS II	8														B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	
ADA VI	6														B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B



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December 2021



Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

20  
21

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**TABLE OF CONTENTS**

**I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS**

<b>AD1</b>	Cash Management	<b>1</b>
<b>AD2</b>	Recruitment, Selection, and Placement	<b>3</b>
<b>AD3</b>	Personnel Management	<b>5</b>
<b>AD4</b>	Training Management	<b>8</b>
<b>AD5</b>	Procurement Management	<b>12</b>
<b>AD6</b>	Property Management	<b>14</b>
<b>AD7</b>	Records Management	<b>16</b>
<b>AD8</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>17</b>
<b>AD9</b>	Emergency Preparedness and Disaster Management	<b>19</b>
<b>AD10</b>	Driving	<b>20</b>
<b>AD11</b>	Building Maintenance System Administration	<b>22</b>
<b>AD12</b>	Repair and Fabrication	<b>23</b>
<b>AD13</b>	Motor Pool Services Management	<b>25</b>
<b>AD14</b>	Hostel Administration	<b>27</b>
<b>AD15</b>	Vehicle Repair and Maintenance	<b>28</b>

**II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS**

<b>LA1</b>	Skills in Legal Research and Studies	<b>30</b>
<b>LA2</b>	Legal Review, Opinions, Counseling and Other Concerns	<b>32</b>
<b>LA3</b>	Investigation and Disposition of ENR (Mining-Related) and Administrative Complaints	<b>34</b>
<b>LS1</b>	Legal Note Taking	<b>36</b>
<b>LS2</b>	Legal Records Management	<b>37</b>
<b>LS3</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>39</b>
<b>MP1</b>	Mines and Geosciences Planning and Programming	<b>41</b>
<b>MP2</b>	Monitoring and Evaluation of MGB Programs and Projects	<b>43</b>
<b>MP3</b>	Policy Review and Coordination	<b>45</b>
<b>MP4</b>	Technology Management	<b>46</b>
<b>MP5</b>	System and Technology Innovation and Management	<b>48</b>

## TABLE OF CONTENTS

<b>ME1</b>	Conduct of Studies on the Economic Status of the Mineral Industry	<b>50</b>	<b>ME14</b>	Web Development	<b>70</b>
<b>ME2</b>	Evaluation of the Financial Aspect of Mining Project Feasibility Study (FS), Project Description (PD), ABD Qualification for Tax Exemption for Mining and Metallurgical Projects	<b>52</b>	<b>ME15</b>	Systems Management	<b>72</b>
<b>ME3</b>	Determination and Monitoring of Government Share from FTAA Projects	<b>54</b>	<b>MS1</b>	Mine Safety and Health Management	<b>73</b>
<b>ME4</b>	Statistical Coordination and Data Research	<b>55</b>	<b>MS2</b>	Social/Community Development and Management	<b>75</b>
<b>ME5</b>	Public Information and Advocacy Management	<b>57</b>	<b>MS3</b>	Mine Environmental and Rehabilitation Management	<b>77</b>
<b>ME6</b>	Photography/ Video Production	<b>59</b>	<b>MT1</b>	Mining Project Technical Evaluation	<b>80</b>
<b>ME7</b>	Web Publication/ Social Media Skills	<b>60</b>	<b>MT2</b>	Mining Project Technical Audit	<b>82</b>
<b>ME8</b>	Visual Communication (Graphic and Layout Designing)	<b>62</b>	<b>MT3</b>	Mining/ Exploration Database Management	<b>84</b>
<b>ME9</b>	Event Management	<b>64</b>	<b>MT4</b>	Mineral Rights Management	<b>86</b>
<b>ME10</b>	Networking Skills	<b>65</b>	<b>MT5</b>	Geodetic Survey Management	<b>88</b>
<b>ME11</b>	Library Management	<b>66</b>	<b>MM1</b>	Coastal Geohazard Survey	<b>89</b>
<b>ME12</b>	Applications Development	<b>67</b>	<b>MM2</b>	Coastal and Marine Mineral Resources Assessment	<b>91</b>
<b>ME13</b>	Systems Analysis and Design	<b>68</b>	<b>MM3</b>	Marine Geological and Geophysical Survey	<b>93</b>
			<b>MM4</b>	Ship Operation and Maintenance Management	<b>95</b>

## TABLE OF CONTENTS

<b>MG1</b>	Generation of Maps and Reports	<b>97</b>
<b>MG2</b>	Digital Geologic Information and Data System Management	<b>99</b>
<b>MG3</b>	Laboratory Analyses and Services	<b>101</b>
<b>MH1</b>	Mine Technology Development	<b>103</b>
<b>MH2</b>	Mineral Reserves Inventory	<b>104</b>
<b>MH3</b>	Small-Scale Mining Development	<b>105</b>
<b>MH4</b>	Mine Evaluation and Enforcement	<b>106</b>
<b>MET1</b>	Provision of Metallurgical and Fire Assay Tests	<b>108</b>
<b>MET2</b>	Conduct of Metallurgical Research	<b>110</b>
<b>MET3</b>	Provision of Chemical and Physical Tests	<b>112</b>
<b>MET4</b>	Provision of Mechanical-Electrical Services	<b>114</b>
<b>MET5</b>	Conduct of Mineral Processing Permit Audit	<b>115</b>
<b>III. CORE COMPETENCIES</b>		
<b>CC1</b>	Discipline	<b>117</b>
<b>CC2</b>	Excellence	<b>119</b>

<b>CC3</b>	Nobility	<b>121</b>
<b>CC4</b>	Responsibility	<b>123</b>
<b>CC5</b>	Caring for the Environment and Natural Resources	<b>124</b>

**IV. ORGANIZATIONAL COMPETENCIES**

<b>OC1</b>	Writing Effectively	<b>126</b>
<b>OC2</b>	Speaking Effectively	<b>127</b>
<b>OC3</b>	Technology Literacy and Managing Information	<b>129</b>
<b>OC4</b>	Project Management	<b>131</b>
<b>OC5</b>	Completed Staff Work (CSW)	<b>133</b>

**V. LEADERSHIP COMPETENCIES**

<b>LC1</b>	Strategic Leadership (Thinking Strategically and Creatively)	<b>134</b>
<b>LC2</b>	Leading Change	<b>136</b>
<b>LC3</b>	People Development (Creating and Nurturing a High Performing Organization)	<b>138</b>

**TABLE OF CONTENTS**

**V. LEADERSHIP COMPETENCIES**

**LC4** People Performance Management **140**  
(Managing Performance and Coaching for Results)

**LC5** Partnership and Networking **142**  
(Building Collaborative and Inclusive Working Relationships)

**VI. POSITION PROFILE** **144**

The DENR Competency-Based System Manual, which was adopted in 18 January 2018 through DENR Memorandum Circular No. 2018-01 entitled Adoption of the Competency-Based System Manual for Support and Technical Positions in the Central Office, Regional Offices and Bureaus signed by Secretary Roy A. Cimatu, is considered a living document. It includes the list of functional, core, organizational and leadership competency clusters; competency indicators per proficiency level (Basic, Intermediate, Advanced and Superior); and position profiles. It also covers all Offices of the DENR at the Central and Regional, and Bureaus for 1st and 2nd level positions.

Since its adoption, the Manual has been used Department-wide as a tool in the implementation of various HR systems: recruitment, selection and placement; learning and development; performance management; rewards and recognition; career development; and succession planning. In support to its continuous improvement and to ensure responsiveness to the needs of the organization, it was revisited this year.

For the Mines and Geosciences Bureau, the enhancements are as follows:

1. Addition of the following competencies:

COMPETENCY CODE AND TITLE	POSITION(S)/ OFFICE
AD11 - Building Maintenance System Administration	Administrative Division
AD12 - Repair and Fabrication	
AD13 - Motor Pool Service Management <i>(removed the driving competency indicators)</i>	
AD14 - Hostel Administration	



COMPETENCY CODE AND TITLE	POSITION(S)/ OFFICE	OLD	NEW
LS3 - Policy and Contract Review and Analysis	Legal Division	ME2 - Evaluation of the Financial Aspect of Mining Project Feasibility Study (FS and Project Description (PD)	ME2 - Evaluation of the Financial Aspect of Mining Project Feasibility Study (FS and Project Description (PD) and Qualification for Tax Exemption for Mining and Metallurgical Projects
LS4 - Legal Information System and Database System Management		ME3 - Evaluation of Qualification for Tax Exemption for Mining and Metallurgical Projects	
MP4 - Technology Management	Policy, Planning and International Affairs Division	ME5 - Statistical Coordination and Data Research	ME5 - Public Information and Advocacy Management
MP5 - System and Technology Innovation and Management		ME6 - Public Information Management	
		ME11 - Advocacy and Social Marketing Management	

2. Combined certain competencies into ne (listed in the table below) under the Mineral Economics, Information and Publication Division, hence, from twenty (20) to fifteen (15) functional competencies.

## OLD

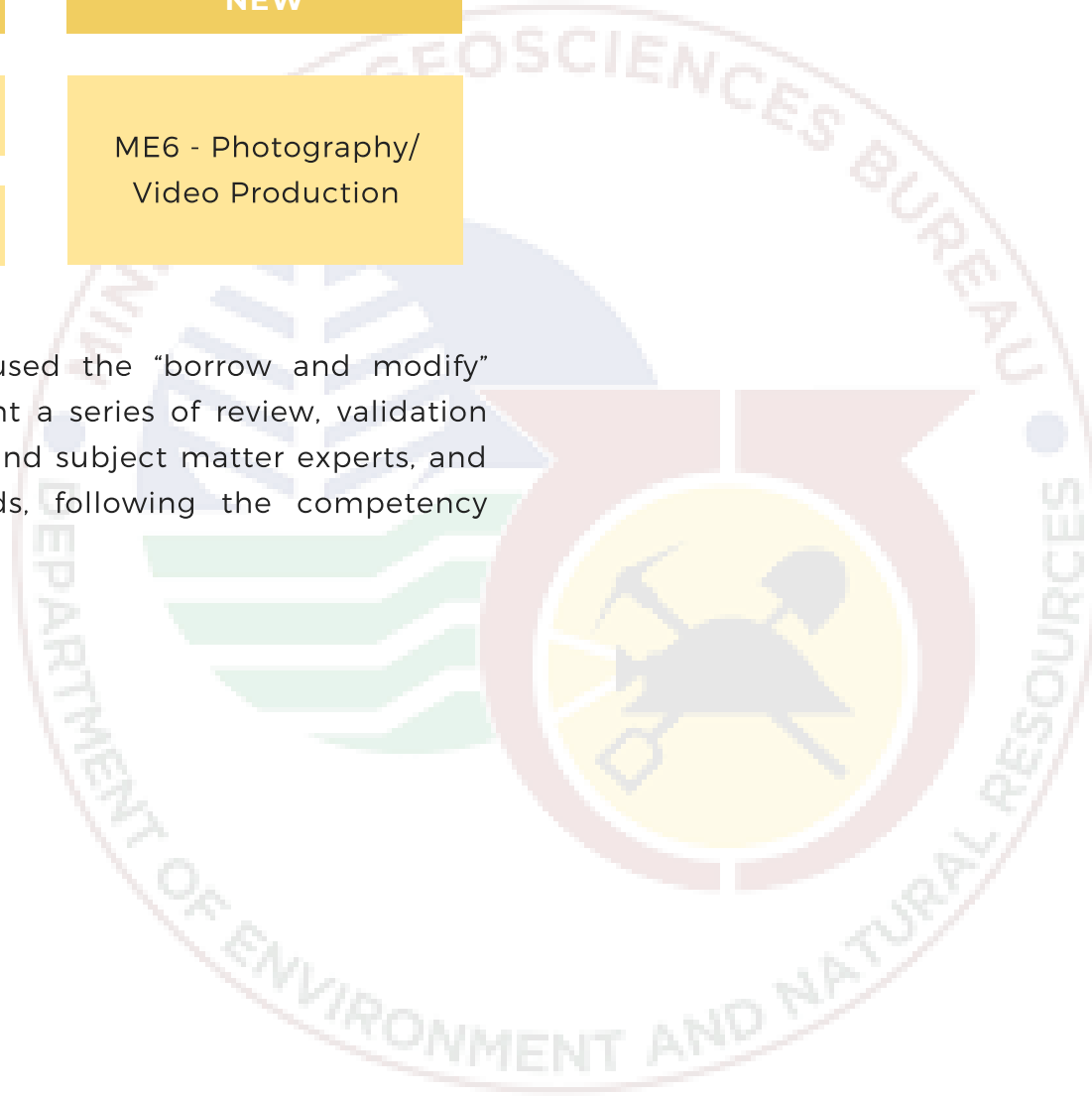
ME7 - Photography

ME8 - Video Production

## NEW

ME6 - Photography/  
Video Production

These enhancements used the “borrow and modify” approach, and underwent a series of review, validation by the position holders and subject matter experts, and approval of office heads, following the competency profiling process.





## AD1 – CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money. It includes counting of cash and keeping of financial records of cash transactions for accounting and auditing purposes



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the discharge of cash management activities</p> <ol style="list-style-type: none"> <li>1. Collects payments from employees and other creditors, and prepares daily individual collection reports</li> <li>2. Evaluates payment history and verifies pertinent information to the collection of fees and fines</li> <li>3. Releases and issues checks to employees, suppliers and creditors, and prepares daily disbursement reports and incoming vouchers</li> <li>4. Custodian for all official receipts, cheques and ADA</li> <li>5. Facilitates routing of checks to signatories for all transactions</li> <li>6. Records and maintains cash and check to the cashiering database</li> </ol>	<p>Performs cash management activities</p> <ol style="list-style-type: none"> <li>1. Prepares, processes and ensures accuracy and propriety of checks for issuance</li> <li>2. Answers suppliers' and employees' queries and follow-ups regarding checks</li> <li>3. Releases final pay checks</li> <li>4. Maintains database and records cash control</li> <li>5. Scans all incoming and outgoing vouchers</li> <li>6. Encodes vouchers to the document tracking system</li> <li>7. Database posting on all official payments</li> </ol>	<p>Leads in the discharge of cash management activities.</p> <ol style="list-style-type: none"> <li>1. Issues official receipts upon collection</li> <li>2. Prepares monthly collection report</li> <li>3. Maintains database report from all types of collection</li> <li>4. Reviews collection and disbursement report</li> <li>5. Handles cash advances and petty cash fund</li> <li>6. Prepares liquidation report accurately as per approved cycle time</li> <li>7. Data management of EMB's Findes Account (payroll)</li> <li>8. Manages and balances notice of cash allocation for all fund</li> </ol>	<p>Prepares plans and programs and formulates recommendations on cash management.</p> <ol style="list-style-type: none"> <li>1. Monitors, reviews and assesses monthly collection and disbursement reports and recommends, if needed, appropriate actions</li> <li>2. Transacts with banks re: agency accounts</li> <li>3. Proposes recommendations to improve cash management activities</li> <li>4. To ensure security and account for public fund</li> <li>5. Make sure policies and procedures are complied</li> </ol>

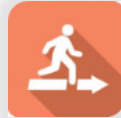
8. Maintains electronic report on cash on hand, petty cash and other cash advances

9. Prepares Windesk or ACIC for Landbank



## AD2 – RECRUITMENT, SELECTION, AND PLACEMENT

The ability to effectively determine and recruit qualified candidates to meet the requirements of the MGB.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the recruitment, selection and placement processes</p>	<p>Implements recruitment, selection and placement processes</p>	<p>Leads the recruitment, selection and placement processes in the MGB</p>	<p>Leads the recruitment, selection and placement processes in the MGB</p>
<ol style="list-style-type: none"> <li>1. Knows the recruitment process: classification of applicants, qualification standards, assessment methodologies</li> <li>2. Knows how to determine the completeness of the applicant's documents</li> <li>3. Knows the procedure in screening applicants for the preparation of matrix</li> <li>4. Knows how to collate applicants' documents</li> <li>5. Conducts initial evaluation of applicant's documents based on job specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end-users</li> <li>2. Processes appointments and other documents in the placement of personnel</li> <li>3. Reviews and evaluates credentials/qualifications of the applicants, employees and officials for possible employment or promotion/ advancement</li> <li>4. Analyzes and computes ratings of applicants given by the PSB</li> <li>5. Prepares short list of qualified applicants for final selection of Head of Office</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates improvement in the MGB's recruitment, selection and promotion processes based on the merit and fitness principle</li> <li>2. Assists the Board in the review and evaluation of documents of all qualified applicants for employment/ promotion</li> <li>3. Designs and conducts employee orientation for newly hired employees</li> <li>4. Interprets provisions of the DENR/MGB Merit Selection and Promotion Plan and CSC rules on appointment/placement</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides key strategic advice and/or participates in decisions regarding recruitment, selection and placement of key management and technical people</li> <li>2. Designs an organization-wide recruitment, selection and placement system in accordance with pertinent MGB laws, rules and regulations</li> <li>3. Recommends improvement in the Merit Selection and Promotion Plan, System of Ranking Positions and other systems and procedures in implementing personnel actions</li> </ol>

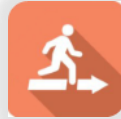
<ul style="list-style-type: none"> <li>6. Prepares the matrix of applicants for evaluation by the MGB Selection and Promotion Board (SPB)</li> <li>7. Administers job knowledge assessment tools to applicants</li> <li>8. Documents and prepares minutes of meetings of the SPB</li> <li>9. Knows the DENR/MGB Merit Selection and Promotion Plan (MSPP) and relevant CSC rules on appointment</li> </ul>	<ul style="list-style-type: none"> <li>6. Prepares the needed information / data of all applicants for promotion to be used by the members of the Personnel Selection Board</li> <li>7. Identifies policies applicable to specific appointment/placement actions</li> </ul>		<ul style="list-style-type: none"> <li>4. Evaluates existing personnel selection processes/policies and recommends amendments/changes thereto which shall include criteria in the selection and other related policies on personnel</li> </ul>
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## AD3 – PERSONNEL MANAGEMENT

The ability to:

- administer compensation, benefits and welfare programs and systems, and personnel actions in accordance with existing statutes (e.g., DBM, CSC, GSIS, PAG-IBIG, PHILHEALTH) and Agency laws, rules and regulations.
- handle employees' conflicts and provide counseling, mentoring and coaching



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the implementation of Compensation, Benefits and Welfare administration and processing of personnel actions and other established HR mechanisms</p>	<p>Implements the Compensation, Benefits and Welfare administration and processing of personnel actions and other established HR mechanisms</p>	<p>Leads in the implementation of Compensation, Benefits and Welfare administration and processing of personnel actions and other established HR mechanisms</p>	<p>Prepares plan and programs in the implementation of Compensation, Benefits and Welfare administration and processing of personnel actions and other established HR mechanisms</p>
<ol style="list-style-type: none"> <li>1. Knows the policies and rules and regulations pertaining to compensation, benefits, and welfare administration</li> <li>2. Communicates clearly the requirements for personnel benefits</li> <li>3. Knows how to process leave applications including computation of earned leave credits</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepare and process payroll, wages, RATA, terminal leave claims, monetization, and other benefits</li> <li>2. Computes salary adjustments and step increments</li> <li>3. Coordinates with different government agencies/ partners such as GSIS, PAG-IBIG, PHILHEALTH, and other institutions on loan applications, loan payments, and premium payments of personnel, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval the availment of benefits according to prescribed policies, rules and regulations</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other personnel committees</li> <li>3. Conducts specific studies and assists in developing or enhancing compensation programs and practices to achieve better program delivery</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to R.A 6713</li> <li>2. Conducts studies on the causes of habitual absenteeism and tardiness through surveys; renders opinion/position paper on the queries pertaining to salary/wages/benefits claims</li> <li>3. Establishes an Employee Assistance Program that will help identify issues and concerns that</li> </ol>

<ol style="list-style-type: none"> <li>4. Prepares promptly reports on attendance of personnel relative to compensation</li> <li>5. Knows how to prepare the necessary documentation of personnel action</li> <li>6. Knows the systematic filing system/safe keeping of personnel records</li> <li>7. Understands the procedures in applying the Grievance mechanism in the Bureau</li> <li>8. Knows the pertinent provisions of RA 6713 and other related CSC issuances</li> <li>9. Assists in resolving personnel issues and concerns such as complaints/grievances of employees on personnel matters such as policies/procedures on appointment, promotion, tenure, transfer, reassignment, separation and other personnel actions</li> </ol>	<ol style="list-style-type: none"> <li>4. Coordinates the implementation of compensation decisions: salary increases and pay-out</li> <li>5. Prepares, generates, validates and maintains compensation information and other related documents / statistics needed for decision-making of management</li> <li>7. Applies appropriate Agency, CSC/ CESB, DBM principles, practices and policies in preparing actions on appointments, promotions, transfers, resignations, separations, reinstatements and other personnel actions including NOSA and NOSI preparation</li> <li>8. Maintains complete and updated personnel records of all officials and employees</li> <li>9. Prepares, maintains and updates plantilla</li> <li>10. Applies consistency in implementing Agency/CSC policies and guidelines on recruitment, compensation and other personnel matters</li> <li>11. Conducts preliminary assessment of personnel issues and recommends possible actions/ strategies/ solutions to be taken by the Management</li> </ol>	<p>e.g., job analysis and job evaluation</p> <ol style="list-style-type: none"> <li>4. Interprets effectively and communicates the philosophy, rationale, concept and guidelines governing the Agency's reward mechanisms and implementing guidelines for exceptional cases</li> <li>5. Introduces improvements that will enhance and improve the delivery and effectiveness of the MGB's benefits and welfare program</li> <li>6. Possesses technical capability to conduct benefits studies (needs assessment, financial assessment, program design)</li> <li>7. Communicates the implementing rules and regulations of Agency, COA, CSC, DBM and other issuances on personnel actions</li> <li>8. Prepares report of statistics on manpower strengths and personnel actions to the CSC</li> <li>9. Creates and maintains data base for all employees</li> <li>10. Evaluates and recommends actions on personnel movement</li> <li>11. Provides advice to various units/offices on qualifications for recruitment, promotions and examinations and other personnel administration aspects</li> </ol>	<p>affect employee performance and productivity</p> <ol style="list-style-type: none"> <li>4. Recommends policies and guidelines relative to qualification standards for appointment position classification, personnel research, job audit, human resource surveys, etc.</li> <li>5. Reviews the preparation and updating of plantilla</li> <li>6. Advises officials on personnel matters including those of contested appointments</li> <li>7. Coordinates and evaluates effectiveness of existing programs and recommends improvement to meet changing needs in human relations management</li> <li>8. Reviews implementation of the DENR's Strategic Performance Management System (SPMS) and its continued review and enhancement</li> <li>9. Institutionalizes and recommends improvement in the implementation of the Grievance Machinery to help build a good management-employee relations and to resolve issues and concerns immediately</li> <li>10. Develops counseling programs for MGB employees at various levels and coordinates with various units</li> </ol>
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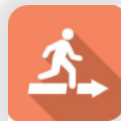
	<p>12. Counsels employees in understanding personal or work-related problems, defining goals, and developing realistic plans</p>	<p>12. Guides and coach others on this competency and can serve as a resource person</p> <p>13. Monitors and interprets CSC/CESB and DBM rules, laws and regulations; and provides management with advice</p> <p>14. Facilitates/leads in resolving personnel issues i.e., grievance dialogues</p> <p>15. Develops and implements personnel programs/ decisions to promote harmonious long-term relations between employees and management</p>	<p>on holistic intervention related to issues and concerns brought for counseling</p>
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## AD4 – TRAINING MANAGEMENT

The ability required to:

- effectively and efficiently manage a learning event during all its phases from planning to implementation and post-implementation.
- develop and formulate a responsive program or activity design which includes the Agency's vision, mission and goals; knowledge of MGB's development thrust; new trends and developments in the subject field; and to package the program to suit end-user requirements.
- conduct training/learning programs and to guide the exchange of information and ideas in an interactive session designed to meet defined objectives; includes the ability to effectively use platform skills when presenting to an audience.
- Regularly gather the program/project/ accomplishment against measures of expected performance and to assess the performance and the achievement of training and development program/project objectives, its effects and impact.
- initiate career development strategy based on individual and organizational needs and requirements



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of training management, course designing, training facilitation and training M&E activities	Implements training management, course designing, training facilitation and training M&E activities	Leads the conduct of training management, course designing, training facilitation and training M&E activities	Plans, organizes and reviews training management, course designing, training facilitation and training M&E activities
<ol style="list-style-type: none"> <li>1. Knows the role of the training team as to: training coordinator, administrative coordinator, facilitator, evaluator and documenter</li> <li>2. Knows the process of conducting a training program</li> <li>3. Knows the physical requirements, equipment,</li> </ol>	<ol style="list-style-type: none"> <li>1. Administers and explains clearly pre/post evaluation questionnaires</li> <li>2. Prepares promptly basic communication such as invitation letters, confirmation of participants and resource persons, office order, etc.</li> <li>3. Documents completely the highlights of program activity</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements contingency plans to address critical situations during training program</li> <li>2. Employs the process documentation technique</li> <li>3. Prepares terminal report or end-of-activity report</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations and techniques in training management</li> <li>2. Formulates training standards and policies in implementing training programs</li> <li>3. Plans contingencies and recommends accordingly</li> </ol>

<p>transportation service and all other activities related to the conduct of the training</p> <ol style="list-style-type: none"> <li>4. Operates properly basic training equipment</li> <li>5. Prepares promptly a training Checklist</li> <li>6. Prepares an action plan for conduct of training</li> <li>7. Handles venue arrangements Effectively</li> <li>8. Meets all training requirements needed within the specified time frame</li> <li>9. Knows the basic concepts, phases and steps in program designing and development</li> <li>10. Knows the development thrust/ trends and needs of the Agency/ office and their impact on the design of the program</li> <li>11. Knows the relevance of the vision, mission and program thrust on the course design</li> <li>12. Gathers information regarding atopic/session to fit desired outcome</li> <li>13. Prepares schedule of activities that will effectively address the participants' needs</li> </ol>	<ol style="list-style-type: none"> <li>4. Develops operational plans, e.g. schedules, budget, participants and resource persons directory, etc. in managing a training program</li> <li>5. Responds to crisis situations by successfully dealing with it</li> <li>6. Identifies approaches or instructional delivery methods as well as the materials needed to facilitate learning</li> <li>7. Prepares test items for measuring the level of knowledge gained</li> <li>8. Develops presentation materials based on end-user requirements</li> <li>9. Coordinates with the stakeholders (internal and external) of the program to ensure attainment of program goals/objectives</li> <li>10. Prepares training plans in line with program framework</li> <li>11. Prepares course design based on the training plan</li> <li>12. Prepares session guides by choosing and sequencing topics and content</li> <li>13. Facilitates workshop, training and other similar activities by observing the principles of adult learning</li> </ol>	<ol style="list-style-type: none"> <li>4. Leads others in the effective management of a learning activity</li> <li>5. Oversees the overall conduct and management of a learning activity by organizing and utilizing the resources wisely</li> <li>6. Conceptualizes the adult learning process to be able to monitor the flow of learning in the actual conduct of learning</li> <li>7. Matches resource persons' qualifications with the program requirements and Agency/ office's standards on accreditation of training providers</li> <li>8. Provides technical assistance in course designing and development</li> <li>9. Guides others on this competency and serves as a resource person</li> <li>10. Presents/justifies the course design to top management/end-users</li> <li>11. Moderates discussions, recaps, integrates learnings from different topics/modules based on learning objectives</li> <li>12. Provides linking statements from one session to the other</li> </ol>	<ol style="list-style-type: none"> <li>4. Initiates new trends and developments on subject matter/field</li> <li>5. Recommends program approaches and strategies to implement program successfully</li> <li>6. Introduces ways on how to minimize program cost through cost sharing, etc.</li> <li>7. Advocates program at the system-wide level</li> <li>8. Serves as a resource person in dealing with relevant issues</li> <li>9. Influences a group or team to obtain decisions on strategic issues</li> <li>10. Introduces innovations or new techniques of program in the monitoring and evaluation</li> <li>11. Recommends new polices based on the results of the program monitoring and evaluation</li> <li>12. Develops evaluation instruments to determine the impact of the trainees' behavioral changes on the organization</li> <li>13. Determines philosophy and policy with respect to how competencies will support career development and succession management and</li> </ol>
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<p>14. Formulates learning objectives based from TNA results</p> <p>15. Knows the key skills of a facilitator: use of non-verbal behavior, listening actively, paraphrasing content and feelings, summarizing, observing group behavior, questioning effectively, expressing ideas and feelings, directing group thought and feelings, and evoking new approaches or insights</p> <p>16. Knows the different facilitation techniques and training methodology and what is appropriate for a particular type of training</p> <p>17. Understands facilitation skills and its uses</p> <p>18. Knows how to use time management techniques in the conduct of training</p> <p>19. Encourages active participation to elicit ideas/opinions regarding a topic/session to fit desired outcome</p> <p>20. Knows the concept of monitoring and the different levels of evaluation, e.g., reactions, learning, behavior and results</p> <p>21. Knows the application of various statistical tools needed in program evaluation</p>	<p>14. Demonstrates effective facilitation and presentation skills</p> <p>15. Guides an individual, group or team using facilitation techniques in meeting desired result or outcome</p> <p>16. Initiates discussion properly</p> <p>17. Drives consensus and team ownership of decisions</p> <p>18. Monitors project performance and documents outcome</p> <p>19. Evaluates projects on their ability to meet the program objectives</p> <p>20. Analyzes project issues and concerns that affect project's implementation</p> <p>21. Prepares a comprehensive monitoring and evaluation report</p> <p>22. Conducts training for both managers and employees on how the program works and how to gain the maximum benefit</p> <p>23. Administers self-assessment or multi-source assessment to evaluate progress of candidates under the succession planning program</p> <p>24. Conducts assessment to validate that the employee has acquired the necessary competencies to</p>	<p>13. Integrates with the program objectives the issues and concerns arising from interactions/discussions</p> <p>14. Synthesizes ideas in discussions to meet the desired outcome/group outputs</p> <p>15. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/strategy</p> <p>16. Organizes staff in monitoring and evaluation of program processes</p> <p>17. Sees through all phases of program implementation in accordance with approved plans, specifications and timeframe</p> <p>18. Develops evaluation instruments to determine behavioral changes on job performance</p> <p>19. Conducts impact evaluation as to changes in behavior/outcome</p> <p>20. Makes recommendations to address any discrepancies/gaps in the program implementation</p> <p>21. Designs assessment methods and tools for the Agency's</p>	<p>a high-level plan for implementation</p> <p>14. Develops and implements career development / succession management programs for high need job groups</p> <p>15. Determines the human resources information management infrastructure required to support effective and efficient career development, succession management and HR Planning</p> <p>16. Evaluates and implements on-line systems and tools consistent with requirements</p>
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<p>22. Identifies performance indicators and standards</p> <p>23. Prepares basic evaluation instruments to assess whether or not trainees responded favorably to the implementation of the training programs</p> <p>24. Measures accurately physical progress of project against plans and work schedules</p> <p>25. Defines the roles and career streams to help identify current and future human resources needs for each group to be profiled</p> <p>26. Understands labor market and occupational information and trends</p> <p>27. Understands career development theories, models, and techniques as they apply to lifelong development, gender, age, and ethnic background</p> <p>28. Assists in the implementation of career development programs and work as a liaison in collaborative relationships</p> <p>29. Provides career stream information needed by superior</p>	<p>be considered for targeted roles/ positions</p>	<p>Career Development and Succession Management System</p> <p>22. Builds and incorporates competency-based elements that will support career development and succession management (e.g., self-assessment; multi-source assessment; on-line information on career development for job groups; etc.)</p> <p>23. Conducts job / role matching that compares employee competencies against targeted role / job requirements; and various reporting capabilities that support both succession management (e.g., lists of employees ready for targeted positions / role) and broader HR planning</p>	
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## AD5 – PROCUREMENT MANAGEMENT

The ability to procure goods and services in accordance with specifications and delivery schedule



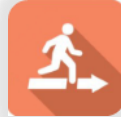
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills/knowledge/understanding on RA 9184 (Procurement Act) and e-procurement (PhilGEPS); and requires assistance to apply technical skills; and displays limited knowledge of technologies.</p>	<p>Has intermediate skill/working knowledge on RA 9184 and e-procurement; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities</p>	<p>Has advanced skills/extensive knowledge on RA 9184 and e-procurement; and consistently applies technical skills and adapts to emerging technology on procurement management related activities</p>	<p>Has subject matter breadth/ depth/ expertise on RA 9184 and e-procurement; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities</p>
<ol style="list-style-type: none"> <li>1. Understands the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>2. Prepares Project Procurement Management Plan (PPMP) with Supervision</li> <li>3. Provides timely secretariat services to the Bids and Awards Committee (BAC)</li> <li>4. Prepares minutes of BAC meeting and resolutions promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares request for quotations and abstract of quotations accurately</li> <li>2. Reviews thoroughly documents needed for BAC meetings</li> <li>3. Prepares bidding documents Accurately</li> <li>4. Prepares notice of award and notice to proceed promptly</li> <li>5. Prepares contract of services such as janitorial/security services accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates that procurement/ purchases made are in accordance with the approved APP</li> <li>2. Provides inputs in BAC Meetings; arranges meetings with stakeholders</li> <li>3. Conducts cost/price analysis and applies accounting and auditing rules and regulations on procurement</li> <li>4. Evaluates APP as to conformance with existing</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on procurement management related activities</li> <li>2. Plans and implements cost cutting and internal control measures on the general principles and standards of procurement management</li> <li>3. Reviews supplier's performance and drives for continuous improvement</li> </ol>

<ul style="list-style-type: none"> <li>5. Reviews purchase requisitions based on approved Annual Procurement Plan (APP)</li> <li>6. Canvasses/requests quotations from suppliers diligently</li> <li>7. Posts bid opportunities in the PhilGEOS and agency website accurately</li> <li>8. Prepares Purchase Order in accordance with existing rules and regulations</li> <li>9. Receives, accepts and conducts physical count of inventory items accurately</li> </ul>	<ul style="list-style-type: none"> <li>6. Posts awards and contract documents in the PhilGEPS and agency website accurately</li> <li>7. Undertakes product cost analysis to establish cost estimates and recommends/proposes to end users ways to reduce cost (i.e. alternative vendor/products) and obtain better quality and services</li> <li>8. Generates and evaluates data on various aspects of procurement management pertaining to Agency Procurement Compliance and Performance Indicator (APCPI)</li> <li>9. Prepares APP from PPMPs Diligently</li> <li>10. Prepares reports on Procurement Monitoring and Supplies and Materials Issued promptly</li> </ul>	<p>standards and policies</p> <ul style="list-style-type: none"> <li>5. Guides subordinates in the application of principles, methods and procedures in procurement of goods and services under RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>11. Identifies trends and developments in procurement management and recommends enhancement of current procedures, processes and policies</li> </ul>	<ul style="list-style-type: none"> <li>4. Monitors implementation of programs and projects on procurement as part of asset management and recommends appropriate action based on the inventory reports submitted</li> <li>5. Prepares comprehensive system of procurement management for the MGB</li> </ul>
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## AD6 – PROPERTY MANAGEMENT

The ability to ensure proper maintenance of Property, Plant and Equipment (PPE); the timely provision of needed general support services to MGB; management of supplies and materials inventories; and disposal of unserviceable properties in accordance with existing laws, rules and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the management and maintenance of PPE, supplies and materials inventory and disposal of unserviceable properties	Implements the management and maintenance of PPE, supplies and materials inventory and disposal of unserviceable properties	Leads in the management and maintenance of PPE, supplies and materials inventory and disposal of unserviceable properties	Prepares plan and programs in the management and maintenance of PPE, supplies and materials inventory and disposal of unserviceable properties
<ol style="list-style-type: none"> <li>Assists in the Issuance of goods to end users promptly</li> <li>Assists in Property, Plant, and Equipment (PPE) repairs and maintenance activities</li> <li>Has basic knowledge on property inventory and disposal management activities; and requires assistance to apply technical skills; and has limited knowledge of technologies</li> <li>Assists in the motorpool services management activities</li> </ol>	<ol style="list-style-type: none"> <li>Implements Property, Plant, and Equipment (PPE) maintenance activities</li> <li>Has intermediate skill/working knowledge property inventory and disposal management activities; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities</li> <li>Undertakes the repairs and maintenance activities of PPE</li> </ol>	<ol style="list-style-type: none"> <li>Leads the implementation of Property, Plant, and Equipment (PPE) repairs and maintenance Activities</li> <li>Has advanced skills/extensive knowledge on property inventory and disposal management activities; from various aspects of property management</li> <li>Leads the implementation of motorpool services management activities</li> <li>Prepares programs and schedules of work</li> </ol>	<ol style="list-style-type: none"> <li>Prepares plans and programs and formulates policies on Plant, and Equipment (PPE) Maintenance</li> <li>Has subject matter expertise on property inventory and disposal management activities</li> <li>Prepares plans and programs and formulates processes on transport repairs and maintenance services</li> <li>Prepares plans and programs and reviews motorpool services management activities</li> </ol>



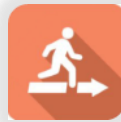
<ul style="list-style-type: none"> <li>5. Has basic knowledge on the proper care and maintenance of office Property, Plant, and Equipment (PPE)</li> <li>6. Prepares cost estimates of materials of needed repair work and maintenance</li> <li>7. Stocks and stores goods based in warehousing principles</li> <li>8. Conducts physical inventory regularly</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes motorpool services management activities</li> <li>5. Maintains/updates regular records of electrical and mechanical equipment that includes statistics and information on acquisition date, breakdowns, repair costs and other relevant information</li> <li>6. Monitors water and electricity consumption to ensure that cost reduction measure are observed</li> <li>7. Implements storage activities accurately to ensure adherence to procedures, processes and policies in the performance of activities on property management</li> <li>8. Performs inventory reconciliation and identifies root causes of inventory variances</li> </ul>	<ul style="list-style-type: none"> <li>5. Prepares an inventory variance Analysis</li> <li>6. Makes use of storage reports and triggers improvements in terms of inventory turn overs</li> <li>7. Conducts and recommends properly inventory for disposal</li> </ul>	<ul style="list-style-type: none"> <li>5. Organizes and directs the operation, maintenance and minor repair of office equipment and building fixture and utilities such as changing electric lights and other simple carpentry works to ensure maintenance of housekeeping tasks</li> <li>6. Reviews building plans for fire protection and sanitation requirements</li> <li>7. Formulates strategies and policies on property inventory and disposal management</li> <li>8. Develops and reviews existing storage procedures to eliminate variances</li> <li>9. Reviews inventory turn overs</li> <li>10. Recommends purchase/ rental of additional vehicles</li> <li>11. Recommends for disposal vehicles no longer economical to repair and maintain and submits same to Management</li> </ul>
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## AD7 – RECORDS MANAGEMENT

The ability to:

- effectively maintain an updated and orderly filing system to facilitate retrieval & ensure that confidential and/or personal files and records are properly secured and maintained; and
- maintain/implement record schedule of disposal.



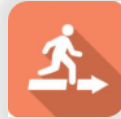
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Leads the implementation of records management activities	Prepares plans and programs and formulates or enhances policies on records management
<ol style="list-style-type: none"> <li>1. Understands the MGB recording system</li> <li>2. Assists in filing and record keeping of reports, memos and other communications for easy reference and retrieval</li> <li>3. Knows the basic procedure of records maintenance and disposal</li> <li>4. Sets- up subject files in accordance with terms, processes and classification</li> <li>5. Maintains the record schedule of retention and disposal of each office/division</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>2. Implements proper storage Classification</li> <li>3. Maintains record of compliance of each service/division to the record plan for retention/disposal of records</li> <li>4. Maintains an electronic file of records/ documents received</li> </ol>	<ol style="list-style-type: none"> <li>1. Decides which information should be filed/kept or not and determines which are confidential in nature</li> <li>2. Sets – up a coded filing system for the executive’s office and retrieves these records without difficulty using the coded system</li> <li>3. Guides and coach others on this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build – up</li> <li>2. Serves as a resource person on this competency</li> </ol>



## AD8 – CLERICAL / SECRETARIAL/ EXECUTIVE ASSISTANCE SKILLS

The ability to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



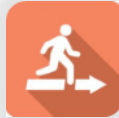
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in discharging complete staff work	Implements complete staff work	Leads complete staff work	Ensures proper implementation of complete staff work
<ol style="list-style-type: none"> <li>1. Screens, classifies, prioritizes and reviews all incoming documents for action/signature of official concerned</li> <li>2. Gathers data and other information required by the official concerned in relation to his /her duties and assignments</li> <li>3. Assists in arranging meetings</li> <li>4. Creates, maintains and enters information into databases</li> <li>5. Operates office equipment such as fax/scanner/copying machines</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with different units/offices and agencies programs and activities for specific end-users and purposes</li> <li>2. Drafts routine business correspondence for review of superior</li> <li>3. Assists in meetings and prepares minutes of the meeting</li> <li>4. Reviews, verifies and maintains information into databases</li> <li>5. Researches the details in resolving issues, analyzes</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar /holding filing method</li> <li>2. Composes all types of business correspondence (letters, memos, fax, and email) for review of the executive</li> <li>3. Sends and disseminates routine correspondence in the absence of the executive</li> <li>4. Establishes linkages with other institutions and relevant</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>2. Designs and integrates data and process flow to facilitate inter-office coordination</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>4. Obtains decision maker approval</li> <li>5. Ensures that communication procedures are observed</li> </ol>

<ul style="list-style-type: none"> <li>6. Maintains scheduling and event calendar</li> <li>7. Knows and demonstrates telephone and other communication skills (i.e. clarifying, providing feedback)</li> <li>8. Assists in filing and record keeping of reports, memos and other communications as per ISO standards and principles of 5S</li> </ul>	<ul style="list-style-type: none"> <li>findings, prioritizes and categorizes alternatives</li> <li>6. Discusses other concerns with Superior</li> <li>7. Implements record management processes for the executive/office</li> </ul>	<ul style="list-style-type: none"> <li>government agencies on mutual issues and concerns of the executive/s</li> <li>5. Recommends alternatives on solving a problem based on well researched and analyzed data</li> <li>6. Supervises data creation and maintenance activities</li> <li>9. Supervises the effective implementation of records management process</li> </ul>	<ul style="list-style-type: none"> <li>6. Prepares plans and programs for the improvement of office's records management</li> <li>7. Validates information into databases</li> </ul>
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## AD9 – EMERGENCY PREPAREDNESS AND DISASTER MANAGEMENT

The ability to deal and conduct emergency and evacuation drills to a group of individuals to enable them to address emergency situations.

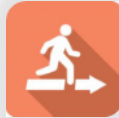


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists In emergency preparedness and disaster management activities	Implements emergency preparedness and disaster management activities	Supervisees/ leads the implementation of emergency preparedness and disaster management activities	Prepares plans and programs and formulates or enhances policies on emergency preparedness and disaster management activities
<ol style="list-style-type: none"> <li>1. Knows the standard operating procedures on emergency and evacuation drills</li> <li>2. Knows the necessary fire and safety equipment</li> <li>3. Knows the passage, exit point in the building, place of evacuation and all structural installations within the MGB and other installations</li> <li>4. Is equipped/prepared in the occurrence of any type of disaster, natural or man- made</li> </ol>	<ol style="list-style-type: none"> <li>1. Orients employees on internal and external route of evacuation</li> <li>2. Coordinates with various stakeholders on the emergency preparedness program</li> <li>3. Conducts drill exercises to ensure the safety of employees and visitors</li> <li>4. Demonstrates how to provide assistance to all emergency victims</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts periodic inspections to determine and to assess hazards, risks within the MGB</li> <li>2. Checks all available fire and safety equipment to ensure that it is operational and serviceable</li> <li>3. Recommends logistics, equipment suitable for the operation</li> <li>4. Provides assistance to all emergencies and incidents</li> <li>5. Organizes and oversees the emergency drill operations</li> <li>6. Coaches and guides others on this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and formulates training programs for the Emergency Preparedness and Disaster Management</li> <li>2. Designs, institutionalizes and standardizes programs and techniques</li> <li>3. Assesses and evaluates program effectiveness</li> </ol>



## AD10 – DRIVING

The ability to operate motor vehicles of the MGB and perform minor maintenance work on them.



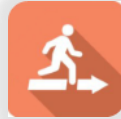
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs routine driving services	Discharges more complex driving services	Perform minor repairs/ maintenance on vehicle	Leads in the delivery of driving services
<ol style="list-style-type: none"> <li>1. Knows the governmental licensing requirements for motor vehicles and drivers</li> <li>2. Knows traffic rules and Regulations</li> <li>3. Checks that basic tools are provided for the vehicles</li> <li>4. Implements required documentation for vehicles such as trip tickets, fuel P.O., etc.</li> <li>5. Knows pre-driving checks/tasks on the vehicle assigned to him</li> <li>6. Knows and follows basic traffic rules and regulations</li> </ol>	<ol style="list-style-type: none"> <li>1. Checks specific physical conditions of vehicles like dents, scratches, etc.</li> <li>2. Checks the physical, emotional and mental condition of drivers</li> <li>3. Reminds drivers of all standard operating procedures (SOP)</li> <li>4. Monitors unsafe practices of drivers and calls their attention</li> <li>5. Monitors involvement of drivers in traffic accidents</li> <li>6. Checks specific physical conditions of vehicles like dents, scratches, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drives motor vehicles in all kinds of roads, weather and traffic conditions efficiently</li> <li>2. Knows normal procedures and documentation needed in case of involvement in an accident and immediately reports same to his supervisor</li> <li>3. Performs minor repairs/ maintenance on vehicles</li> <li>4. Recommends request for replacement of parts/ materials or services required by motor vehicle</li> <li>5. Drives light, medium and heavy motor vehicles</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates driving habits and practices of other drivers</li> <li>2. Institutes measures to prevent mechanical/ electrical damage</li> <li>3. Guides and coach others in this Competency</li> <li>4. Evaluates vehicles for purchase as to its applicability to the intended use, cost and quality</li> </ol>

<ul style="list-style-type: none"> <li>7. Knows MGB policy on use of motor vehicles</li> <li>8. Knows the regular destinations of MGB vehicle users</li> <li>9. Knows the names and geographical locations of cities and towns</li> <li>10. Knows defensive driving Strategies</li> <li>11. Knows proper decorum at work (attire, courtesy, personal hygiene etc.)</li> <li>12. Maintains cleanliness of motor vehicles</li> </ul>	<ul style="list-style-type: none"> <li>7. Performs pre –driving checks/tasks on vehicles</li> <li>8. Knows the names and geographical locations of cities and towns within and outside of Metro Manila</li> <li>9. Drives motor vehicles within and outside of the cities and towns</li> <li>10. Practices defensive driving strategies, thereby avoiding accidents</li> <li>11. Knows the mechanical make up of light/ medium motor vehicles</li> <li>12. Places safety of lives and properties foremost in driving</li> </ul>	<ul style="list-style-type: none"> <li>6. Evaluates performance of drivers</li> <li>7. Keeps parking area for MGB vehicles safe and clean</li> <li>8. Provides training to drivers for improvement of technical skills and attitude towards their work</li> <li>9. Renews motor vehicle insurances and registration on time</li> <li>10. Provides cost estimates for repair of accident damage on vehicles</li> <li>11. Secures documents necessary for insurance claims</li> <li>12. Monitors conditions of all vehicles and refers those needing repair to the repairs and maintenance group</li> </ul>	
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## AD11 – BUILDING MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop and implement an effective system of maintenance of DENR buildings and other facilities.



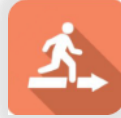
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs basic maintenance activities of buildings and other facilities.</p>	<p>Implements building maintenance activities</p>	<p>Leads the implementation of building maintenance activities</p>	<p>Prepares plans and programs and formulates or enhances policies on building maintenance</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the proper care and maintenance of office building and its premises, equipment, furniture and fixtures</li> <li>2. Attends to employees call, complaints, concerns and documents on account of service request forms</li> <li>3. Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services</li> <li>4. Prepares vouchers for payment of office utility bills</li> <li>5. Prepares cost estimates of materials of needed maintenance cost</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares cost estimates of materials of needed maintenance cost</li> <li>2. Monitors water and electricity consumption to ensure that cost reduction measures are observed</li> <li>3. Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> <li>4. Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the status of equipment being maintained by the unit/office and implements preventive maintenance of each</li> <li>2. Trains others and identifies training needs to reinforce technical competencies of colleagues.</li> <li>3. Implements programs and schedule of maintenance work.</li> <li>4. Reviews and assesses works of maintenance service providers</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the status of equipment being maintained by the unit/office and implements preventive maintenance of each</li> <li>2. Trains others and identifies training needs to reinforce technical competencies of colleagues.</li> <li>3. Implements programs and schedule of maintenance work.</li> <li>4. Reviews and assesses works of maintenance service providers</li> </ol>





## AD12 – REPAIR AND FABRICATION

The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.



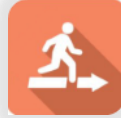
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.</p>	<p>The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.</p>	<p>The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.</p>	<p>The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.</p>
<ol style="list-style-type: none"> <li>1. Has the basic knowledge and ability to repair and fabricate damaged portion of the buildings, including furniture and fixtures, based on the following fields:               <ol style="list-style-type: none"> <li>a. electrical works;</li> <li>b. welding;</li> <li>c. plumbing;</li> <li>d. air-conditioning;</li> <li>e. painting;</li> <li>f. masonry; and</li> <li>g. carpentry</li> </ol> </li> <li>2. Familiar with the use of basic tools and equipment for their respective work</li> <li>3. Estimates dimensions, specifications and other proportions of the project and selects the materials to be used</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs installation, repair and fabrication of furniture, fixtures, electrical equipment, masonry structures, commissioning of plumbing and sanitary equipment and facilities</li> <li>2. Has the knowledge and ability to use special tools, mechanical and/or electrical equipment (power tools)</li> <li>3. Maintains/updates regular records of electrical and mechanical equipment</li> <li>4. Identifies repair, maintenance and improvement requirements of structures, equipment and facilities within the office</li> </ol>	<ol style="list-style-type: none"> <li>1. Reads, interprets and implements electrical, architectural, sanitary and structural designs, sketches, diagrams and blue/white prints</li> <li>2. Inspects building equipment, facilities and surrounding areas and determines/assesses the extent of repair work needed</li> <li>3. Trains colleagues and identifies training needs to reinforce section's technical competencies</li> <li>4. Plans, assigns and directs workload among colleagues with respect to their fields of expertise</li> <li>5. Inspects equipment, facilities and facilities after repair to ensure high quality of work</li> <li>6. Reviews</li> </ol>	<ol style="list-style-type: none"> <li>1. Has the expertise in installation, repair and fabrication on the following fields:               <ol style="list-style-type: none"> <li>a. electrical works;</li> <li>b. welding;</li> <li>c. plumbing;</li> <li>d. air-conditioning;</li> <li>e. painting;</li> <li>f. masonry;</li> <li>g. carpentry</li> </ol> </li> <li>2. Conceptualizes designs and prepares estimates and bill of materials on various projects</li> <li>3. Recommends improvements, modifications and schedules of works</li> </ol>

		and consolidates comments, suggestions and recommendations from clients	4. Has familiarity on the provisions of the Building Code of the Philippines
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## AD13 – MOTOR POOL SERVICES MANAGEMENT

The ability to design, develop and implement an effective system of fleet management, including dispatch, ticketing, registration, parking and traffic administration.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Conveys passengers from point of origin to destination	Schedules trips and provides the safest, fastest and most economical route	Inspects and monitors status of conveyance, fuel consumption, registration and insurance	Prepares plans, implement programs and reviews motor pool services, including parking and traffic administration
<ol style="list-style-type: none"> <li>1. Has the knowledge on traffic rules and regulations, as well as the policies on the use of motor vehicles of the Department, i.e. issuance of trip tickets, purchase of fuel, etc.</li> <li>2. Performs pre and post driving checks on vehicle, tools and equipment, and properly maintains cleanliness of the motor vehicles</li> <li>3. Familiar with the routes and geographical location of the assigned area and destination of passengers</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs pre and post driving checks on motor vehicles as well as the physical, emotional and mental condition of drivers</li> <li>2. Knows the names and geographical locations of cities and towns within and outside Metro Manila</li> <li>3. Schedules and assigns drivers according to their familiarity of the area/destination as well as to their ability in the type of vehicle to be dispatched</li> <li>4. Reminds drivers on proper decorum and all standard operating procedures in driving</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates, monitors and assesses the performance of drivers and recommends training to drivers for improvement of technical skills and attitude towards their work</li> <li>2. Monitors, records and evaluates fuel consumption, distance travelled and fuel efficiency of motor vehicles</li> <li>3. Monitors the timely renewal of motor vehicle insurances and registration</li> <li>4. Monitors parking area for safety and cleanliness.</li> <li>5. Monitors conditions of all vehicles and refers those needing repair to the immediate supervisor</li> </ol>	<ol style="list-style-type: none"> <li>1. Makes recommendations on improving motor pool operations, including parking and traffic administration</li> <li>2. Adapts measures to improve operational efficiency and dependability of the service</li> <li>3. Maintains an inventory of all motor vehicles, including type of vehicle, specification, date of purchase, and other relevant information</li> <li>4. Evaluates and recommends purchase or rental of additional vehicles, taking into consideration its applicability, intended use, cost and quality</li> </ol>

	<ul style="list-style-type: none"><li>5. Monitors unsafe practices of drivers and calls their attention</li><li>6. Monitors involvement of drivers in traffic accidents</li></ul>	<ul style="list-style-type: none"><li>6. Familiar with the normal procedure and documentation needed in case of accidents</li></ul>	<ul style="list-style-type: none"><li>5. Recommends for disposal vehicles no longer economical to repair and maintain and submits same to Management</li><li>6. Prepares periodic report on the regular maintenance works undertaken</li></ul>
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## AD14 – HOSTEL ADMINISTRATION

The ability to provide accommodations, including reservation, check-in, check-out, booking, housekeeping and concierge services.

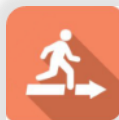


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the accommodation of guests from the receiving of guests to checking out	Performs the functions needed for the accommodation of guests	Accepts reservation and booking, receives calls and complaints from guests, and provides concierge services to guests	Facilitates the operation of the hostel
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on positive customer relations</li> <li>2. Assists in housekeeping tasks to ensure cleanliness and orderliness of the hostel</li> <li>3. Knows the preparation of rooms for check in and check-out of guest</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains professional and ethical standards in hotel management</li> <li>2. Demonstrates effective customer relations services in establishing rapport with guests</li> <li>3. Performs housekeeping services to guests</li> </ol>	<ol style="list-style-type: none"> <li>1. Schedules housekeeping tasks of fellow co-workers</li> <li>2. Receives calls and complaints from guests and properly informs concerned personnel to provide appropriate services</li> <li>3. Provides concierge services to guests</li> <li>4. Maintains and prepares monthly collection reports and record of the number of accommodated guests</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts thorough inspection of work assignments before and after completion</li> <li>2. Reviews and consolidates observations and comments, and recommends appropriate actions to improve hotel service</li> <li>3. Coaches fellow workers on assigned tasks</li> <li>4. Handles problems and complaints of guests with understanding and sensitivity</li> </ol>



## AD15 – VEHICLE REPAIR AND MAINTENANCE

The ability needed to perform repairs and maintenance work on all DENR motor vehicles.



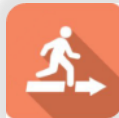
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs minor repairs and maintenance work on motor vehicles	Performs more complex repair and maintenance activity on motor vehicles	Leads in the implementation of transport repairs and maintenance services activities	Leads in the delivery of repairs and maintenance work on motor vehicles
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to troubleshoot, repair and maintain motor vehicles, on each of the following fields: a. auto-electrical, b. auto-mechanical, and c. auto-air-conditioning</li> <li>Has the knowledge on the use of basic mechanical/electronic tools</li> <li>Inspects and assesses the condition of motor vehicle</li> <li>Estimates specifications, dimensions and other proportions of the project and selects the</li> </ol>	<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to maintain, troubleshoot and repair electrical, mechanical and air-conditioning units of motor vehicles</li> <li>Uses special tools and equipment for faster completion of work</li> <li>Cleans disassembled sub-units properly without supervision</li> <li>Identifies parts that need to be replaced and prepares a list of spare parts for purchase</li> </ol>	<ol style="list-style-type: none"> <li>Performs preventive maintenance work on vehicles according to predetermined schedules</li> <li>Performs mechanical, electrical and air-conditioning troubleshooting, repairs and maintenance</li> <li>Trains co-mechanics, auto electricians and auto air con mechanics to improve their technical skills</li> <li>Suggests steps for further improvement of work place</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates capabilities of co-mechanics and auto electricians and recommends steps to further improve their technical knowhow</li> <li>Has the technical expertise on the repair and maintenance of motor vehicles on the following fields: a. auto-electrical, b. auto-mechanical, and c. auto-air-conditioning</li> <li>Conceptualizes designs and prepares estimates and bill of materials on vehicle repair and maintenance projects</li> </ol>

<p>materials and equipment to be used</p>	<p>5. Performs preliminary checks/tests on sub-units before final installation</p>	<p>5. Inspects and test-drives vehicles after repair or maintenance to ensure high quality of work</p> <p>6. Maintains an inventory of supplies, equipment, materials and parts</p>	<p>4. Recommends improvements, modifications and schedules of works</p>
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## LA1 – SKILLS IN LEGAL RESEARCH AND STUDIES

The ability to research and study legal precedent, investigate/evaluate facts or prepare legal documents/instruments. It includes the conduct of research and studies to support an opinion, decision, resolution of legal proceeding, to formulate a defense, or to initiate legal action in connection with DENR-MGB legal issues and concerns.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Possesses foundational knowledge in legal research and of the ENR Laws, issuances, rules and regulations and legal information sources</p>	<p>Undertakes legal research and studies activities and applies foundational knowledge on legal research and of the ENR Laws, issuances, rules and regulations, jurisprudence and legal information sources</p>	<p>Sees through/leads the delivery of legal research and studies activities and Initiatives to proactively address the issues and gaps in the implementation of ENR Laws, issuances, rules and regulations</p>	<p>Formulates policy recommendations to enhance legal research and studies</p>
<ol style="list-style-type: none"> <li>1. Gathers, compiles and collates materials and data needed in the conduct of legal research and studies on ENR issues involved on the resolution of mining-related cases, rendition of legal opinion/advise and preparation of documents and compliances</li> <li>2. Differentiates between ENR Laws, issuances, rules and regulations, jurisprudence and legal information sources, and recognizes how their use and</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the foundational knowledge on legal research, and of the ENR Laws, issuances, rules and regulations, jurisprudence and legal information sources in resolving legal issues/conflicts</li> <li>2. Evaluates and articulates the precise legal issues and determines and assesses their effects and applications on the operation and enforcement of ENR Laws, issuances, and rules and regulations</li> </ol>	<ol style="list-style-type: none"> <li>1. Sees through and reviews the conduct of legal research and studies on legal matters affecting DENR-MGB and brought before the Office</li> <li>2. Monitors progress and results of legal research and studies</li> <li>3. Reviews, evaluates draft opinions, decisions/resolutions and recommendations using legal research and studies' results affecting ENR cases and/or legal issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines inadequacy in existing policies and recommends plans and programs to enhance processes and procedures in resolving legal issues/conflicts</li> <li>2. Formulates policies and procedures for efficient legal research and studies</li> </ol>



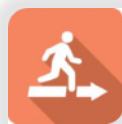
<p>importance vary depending upon the legal problem or issue</p> <ol style="list-style-type: none"> <li>3. Recognizes differences in the applicability of authority among ENR Laws, issuances, rules and regulations, jurisprudence and legal information sources, and applies that knowledge to the legal research/studies' problem.</li> <li>4. Identifies, analyzes and articulates the precise legal issues that need to be researched and conduct further studies</li> <li>5. Uses citation of sources to respect authors' intellectual property rights and accurately indicates where the words and ideas of other have been used</li> </ol>	<ol style="list-style-type: none"> <li>3. Prepares draft opinion, decision/resolution, and/or recommendation on ENR legal issues</li> <li>4. Uses research and studies' results to craft or support arguments that resolve novel legal issues lacking precedent, when appropriate</li> <li>5. Organizes and integrates contents, quotations, or forms and para-phrases in a manner that support the argument, brief, analysis, or decisions/resolution of ENR legal issues</li> <li>6. Chooses an appropriate communication format and style for the decision/resolution of ENR issues for its maximal persuasive effect, when appropriate</li> <li>7. Analyzes research and studies' results using prior knowledge and experience on the topic in particular, as well as one's general knowledge of legal principles</li> </ol>	<ol style="list-style-type: none"> <li>4. Understands and articulates the factors that determine the ethics and legality of information used in conformity with existing laws, rules and regulations and jurisprudence</li> </ol>	
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## LA2 - LEGAL REVIEW, OPINIONS, COUNSELING AND OTHER CONCERNS

The ability and expertise to provide legal opinion/advise and appropriate legal remedies/actions necessary to assist the Director/Assistant Director, different Divisions in the Central Office and Regional Offices in the:

- Implementation of existing laws, rules and regulations and policies;
- Formulation of laws, rules and regulations and policies relating to the administration and disposition of mineral lands and resources;
- Review of contracts including procurement contracts, agreements (MOA, JVA, COPA, etc.), permits and other related documents and concerns brought before the Office



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the review/evaluation of legal documents for the management in providing legal opinions, advise and remedies in relation to the implementation of laws, rules and regulations, in the disposition of ENR cases, and contracts referred for review and other concerns</p>	<p>Undertakes legal counseling for the management in the implementation of laws, rules and regulations in the disposition of ENR cases and other legal concerns, and prepares draft Legal Opinion/Review of Contract/Resolution/ Decision/Order</p>	<p>Sees through/leads the legal counseling for the management in the implementation/ Formulation of laws, rules and regulations in the disposition of ENR cases and other legal concerns</p>	<p>Prepares plans and programs and formulates or enhances policies in the disposition of mineral lands and resources and contracts entered into by MGB and other concerns</p>
<ol style="list-style-type: none"> <li>1. Possesses knowledge of ENR laws and issuances related to the administration and disposition of mineral lands and resources</li> <li>2. Knows the basic knowledge in Policy Formulation and the Principles in Obligations and Contracts</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge of laws, legal procedures, rules and regulations and allied laws in the implementation of ENR laws in the DENR-MGB</li> <li>2. Examines/analyzes facts to identify any existing or potential legal or other issues and applies the law to the facts of the matter</li> </ol>	<ol style="list-style-type: none"> <li>1. Acts as legal counsel of MGB and its Officers with the assistance of the OSG in civil and criminal proceedings</li> <li>2. Proactively come up with the needed solution to manage comments from the division's/management's/stakeholder's</li> <li>3. Seeks ways to ensure that such policy will appropriately and accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and programs to efficiently and effectively implement existing laws, rules and regulations, in adherence to the promotion of responsible mining for environment preservation</li> <li>2. Recommends for approval of legal opinion, advise and review as required</li> </ol>

<p>3. Assists in determining and recommending remedies to take on a given case or situation involving the implementation of mining laws and other ENR laws</p> <p>4. Assists in Policy Formulation</p> <p>5. Assists in the review of contracts including Procurement Contracts, MOA, JVA, COPA, and other legal instruments entered into by the DENR-MGB</p> <p>6. Knows the basic knowledge in legal writing for the preparation of appropriate documents in relation to policy implementation and formulation and review of contracts</p>	<p>in an appropriate and defensible way to resolve any conflict/case</p> <p>3. Reviews Contracts, including Procurement Contracts/MOA/JVA/COPA, and other legal instruments entered into by DENR-MGB and provide comment/s with specific legal basis, such as laws, rules and regulations</p> <p>4. Possesses advance legal writing skills and prepares legal documents to the administration and disposition of mineral lands and resources</p> <p>5. Takes extra mile to render the needed assistance considering its turnaround time and standards of services</p>	<p>address the issues and gaps upon which it was formulated</p> <p>4. Ensures that in the review of contract/s the management will be free from complaints</p>	
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## LA3 – INVESTIGATION AND DISPOSITION OF ENR (MINING-RELATED) AND ADMINISTRATIVE COMPLAINTS

The ability and expertise in the investigation and disposition of ENR (mining-related) and administrative complaints



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in investigation and disposition of ENR (mining-related) and administrative complaints</p>	<p>Conducts investigation and disposition of ENR (mining-related) and administrative complaints</p>	<p>Leads the conduct of investigation and disposition of ENR (mining-related) and administrative complaints</p>	<p>Prepares plans and programs and formulates or enhances policies on investigation and disposition of ENR (mining-related) and administrative complaints</p>
<ol style="list-style-type: none"> <li>1. Has knowledge of the Mining Law, Civil Service Laws, and other Special Laws, rules and regulations and other allied laws</li> <li>2. Has knowledge of administrative proceedings and assist in the conduct of the investigation</li> <li>3. Understands the legislation, policy and standards that are relevant to mining-related and administrative investigation</li> <li>4. Examines the complaints referred to it by competent heads, official bodies or individuals concerning law violations or neglect in the performance of duties, and investigating those that are shown</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensures observance of the basic rights of persons, natural and juridical in mining-related complaints, and or employees and management in administrative complaints, during the conduct of proceedings</li> <li>2. Acts as prosecutor, member of the committee, Panel or Boards in determining preferential rights in mining-related complaints, and malfeasance, nonfeasance or misfeasance in determining administrative liability of employees with formal charges</li> <li>3. Ensures observance of the due process of law, policies and procedures during deliberation/conference/hearings</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes proper documentation/evidence during the conduct of hearings of mining-related and administrative cases</li> <li>2. Issues Interlocutory Orders and rulings during the conduct of mining-related and administrative hearings</li> <li>3. Guides personnel in the proper handling and disposition of mining-related and administrative cases</li> <li>4. Drafts decisions/resolutions and investigation reports pertinent to mining-related and administrative cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews draft decisions in mining-related and administrative cases</li> <li>2. Initiates, reviews and recommends policies and procedures in handling mining-related and administrative cases</li> <li>3. Serves as resource person to improve or update understanding on the conduct of mining-related and administrative investigation</li> <li>4. Recommends the appeal of mining-related and administrative disciplinary decisions/verdicts, when legal grounds exist, to the appellate courts and CSC or high tribunals or Office</li> </ol>

<p>to be serious as a result of the examination</p>			<ol style="list-style-type: none"><li>5. Recommends policies and programs to promote compliance to mining laws, civil service laws, rules and regulations and other related laws</li><li>6. Implements a system to avoid potential conflicts of interest in the disposition/resolution of mining-related and administrative cases</li></ol>
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## LS1 – LEGAL NOTE TAKING

The ability to take down notes during the conduct of legal proceedings



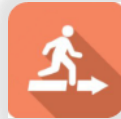
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in investigation and disposition of mining-related and administrative complaints	Conducts investigation and disposition of mining-related and administrative complaints	Leads the conduct of investigation and disposition of mining-related and administrative complaints	Prepares plans and programs and formulates or enhances policies on investigation and disposition of mining-related and administrative complaints
<ol style="list-style-type: none"> <li>1. Prepares transcript/minutes in legal investigation and disposition proceedings</li> <li>2. Is familiar with statutes relating to court procedures, legal, medical and other technical terminology used in courts and quasi-judicial tribunals</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares official record of the legal proceedings</li> <li>2. Maintains confidential information by current regular courts' and quasi-judicial tribunal's rules, administrative orders and/or applicable statutes</li> <li>3. Catalogues and files official legal notes of the legal proceeding according to established standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the legal notes prepared to the proceedings</li> <li>2. Researches/verifies case citations</li> <li>3. Guides personnel in the proper note taking during the conduct of legal proceedings</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and notes accuracy of recordings taken during the legal proceedings</li> <li>2. Serves as resource person on this competency</li> </ol>



## LS2 – LEGAL RECORDS MANAGEMENT

The ability to:

- Effectively maintain an updated, systematic and orderly filing system to facilitate retrieval and ensure that confidential and/or personal files and records are properly secured and maintained;
- Maintain filing system for reference and easy retrieval
- Undertake efficient transmittal of directives, policies and regulations for the guidance or compliance
- Maintain/implement record schedule of disposal



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Supervises/leads the implementation of records management activities	Prepares plans and programs and formulates or enhances policies on records management
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the various phases of records management of the DENR-MGB Legal recording system</li> <li>2.</li> <li>3. Understands the basic procedure of records maintenance, retention and disposal</li> <li>4. Understands the system of receiving documents using the Document Action Tracking System (DATS), Database on Mining Cases (DMC) at the MGB Public Portal and the Legal</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>2. Takes into consideration the flow of work and places materials/equipment based on frequency of use</li> <li>3. Decides proper storage layout/classification</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR-MGB policies and applicable Legal Service Division's ISO processes/rules</li> <li>2. Determines the authenticity of records/documents as may be required by superior</li> <li>3. Implements record management processes for the executive/office</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the records management function of the entire MGB DMC and the LegIS</li> <li>2. Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build-up</li> <li>3. Serves as a resource person on this competency</li> </ol>

<p>Information System (LegIS) at the MGB Online Reporting System</p> <ol style="list-style-type: none"> <li>5. Is familiar with types of documents pertaining to the Office and its Officers to assist in filing and record keeping of ENR case carpentas, reports, memoranda and other communications for easy reference</li> <li>6. Sets-up subject files in accordance with terms, processes and subject used in the organization</li> <li>7. Sorts/classifies information according to importance</li> <li>8. Classifies records, and indexes documents of appealed, administrative and other ENR cases</li> <li>9. Encodes sorted documents according to priority using DATS and webmail</li> <li>10. Maintains systematic recording/safekeeping of records and ENR laws and issuances</li> </ol>	<ol style="list-style-type: none"> <li>4. Determines the classification of documents where it should be filed and where to be routed</li> <li>5. Maintains record of compliance of each service/division to the Record Plan for retention/disposal of records</li> <li>6. Maintains an electronic file of records/documents received</li> <li>7. Migrates records using various media to save on space</li> <li>8. Tracks documents using the DATS, DMC and LegIS</li> <li>9. Retrieves documents using the existing classification scheme and tracking number" assigned by DATS</li> <li>10. Safeguards documents to avoid losses and preserve their integrity</li> </ol>	<ol style="list-style-type: none"> <li>4. Organizes data creation and effective records maintenance activities</li> <li>5. Decides which information should be filed/kept or not &amp; determines which are confidential in nature</li> <li>6. Sets-up a coded filing system for the executive's office and retrieves these records without difficulty using the coded system</li> <li>7. Prepares summary of proceedings for transmittal to higher tribunal or other quasi-judicial agencies</li> <li>8. Prepares compliance required by judicial courts</li> <li>9. Guides and coach other on this competency</li> </ol>	<ol style="list-style-type: none"> <li>4. Prepare and maintain case records in accordance with the process of the investigation and disposition of ENR Cases and administrative cases and in other tribunals</li> <li>5. Maintains a continuing program for the management, preservation of records</li> <li>6. Recommends retention period of documents based on applicable policies</li> <li>7. Prepares plans and programs for the improvement of office's records management</li> <li>8. Validates information into databases</li> </ol>
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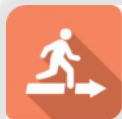




## LS3 – CLERICAL / SECRETARIAL/ EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- Effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It includes the knowledge and ability to operate various office equipment; and
- Gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific and-users and purposes



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in discharging complete staff work	Implements complete staff work	Guides others in complete staff work	Ensure proper implementation of complete staff work
<ol style="list-style-type: none"> <li>1. Screens, classifies, prioritizes all incoming documents for action/signature of official concerned</li> <li>2. Gathers data and other information required in relation to his/her duties and assignments</li> <li>3. Assists in arranging meetings, investigation and other proceedings</li> <li>4. Creates, maintains and enters information into databases</li> <li>5. Operates Office Equipment</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with different units/offices and agencies on programs and activities</li> <li>2. Drafts routine business correspondence, PPMP, WFP, Travel and Training Plan, Monthly Physical Accomplishment Reports and Semi-Annual and Annual Narrative Reports</li> <li>3. Interlocutory Orders for Review of Superiors</li> <li>4. Assists in meetings and prepares minutes of the meeting, investigation and other proceedings</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred and referred activities with the use of some system e.g. calendar/holding filing method</li> <li>2. Compose all types of business correspondence (letters, memos, fax, and email) for review of the executive</li> <li>3. Sends and disseminates routine correspondence and notices of investigation and other proceedings</li> <li>4. Establishes linkages with other units, institutions and relevant government agencies on mutual</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>2. Designs and integrates data and process flow to facilitate inter-office coordination</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>4. Obtains decision maker approval</li> <li>5. Sees to it that communication procedures are observed</li> </ol>

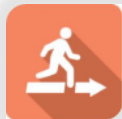
<ul style="list-style-type: none"> <li>6. Maintains scheduling and events calendar</li> <li>7. Knows and demonstrates telephone and other communication skills</li> <li>8. Assists in filing and record keeping communications as per ISO standards and 5S</li> </ul>	<ul style="list-style-type: none"> <li>5. Researches the details in resolving issues, analyzes findings, prioritizes and categorizes alternatives</li> <li>6. Discusses other concerns with superior</li> <li>7. Prepares travel documents, liquidation of staff and superiors</li> <li>8. Prepares and assists in report and case presentation using appropriate software</li> </ul>	<p>issues and concerns of the executive/s</p>	
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## MP1 – MINES AND GEOSCIENCES PLANNING AND PROGRAMMING

The ability to:

- determine scheme/strategy to come up with specific projects/activities that will be implemented in a given period in accordance with the MGB's thrust priorities, and budget appropriation;
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the MGB;
- formulate standards and criteria for project identification, prioritization and implementation; and
- determine the selected programs which are in consonance with DENR plans (MTPDP/MTPIP) to be integrated for NEDA the MGB's short-, medium- and long-term plans.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in mines and geosciences planning and programming activities	Undertakes mines and geosciences planning and programming activities	Supervises/leads mines and geosciences planning and programming activities	Formulates standards and criteria for project identification, prioritization and implementation
<ol style="list-style-type: none"> <li>1. Has knowledge on the President's thrust and priorities including the Secretary's and regional thrusts and priorities.</li> <li>2. Gathers/collects relevant data/materials (NEDA/DBM pronouncements and other relevant agencies both private and government).</li> </ol>	<ol style="list-style-type: none"> <li>1. Assists in the preparation of programming/ reprogramming guidelines for WFP preparation including R&amp;D projects.</li> <li>2. Assists in the formulation of the planning standards and guidelines for the plans and programs of MGB.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews, prepares and consolidates short-term/medium-term PDP/PIP in coordination with regional offices.</li> <li>2. Guides and coaches concerned staff in the review of WFP in line with the Organizational Outcomes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates and recommends short-, medium- and long-term plans for mining and geosciences programs.</li> <li>2. Conducts comprehensive review of Central and Regional programs/ activities/projects.</li> <li>3. Provides mechanisms and strategies for improvement based</li> </ol>

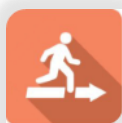
<ul style="list-style-type: none"> <li>3. Knows the DENR/MGB's mandate, mission, vision and functions based on Organizational Outcomes.</li> <li>4. Assists in the preparation of work and financial plans in support of the DENR/MGB thrusts and priorities in accordance with existing reprogramming / programming guidelines with some guidance.</li> <li>5. Coordinates with the regional offices' operations regarding queries and conveys instructions or information accurately.</li> </ul>	<ul style="list-style-type: none"> <li>3. Prepares necessary formats and templates to ensure effective submission of reports.</li> <li>4. Makes presentations of PAPs to clients/stakeholders and other government agencies.</li> <li>5. Identifies opportunities or problems and recommends measures to be undertaken.</li> <li>6. Assists in the preparation/consolidation of MTPDP/ MTPIP in coordination with regional offices.</li> </ul>	<ul style="list-style-type: none"> <li>3. Evaluates and identifies prioritization of proposals for the approval of the Director.</li> </ul>	<ul style="list-style-type: none"> <li>on the changing needs of the MGB.</li> <li>4. Serves as resource person in dealing with planning issues in relation to MGB PAPs.</li> <li>5. Recommends innovative/creative use of resources to meet strategic goals.</li> </ul>
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## MP2 – MONITORING AND EVALUATION OF MGB PROGRAMS AND PROJECTS

The ability to:

- evaluate/monitor the operations activities using output/outcome indicators towards achieving the mandate of the MGB;
- coordinate with the MGB Regional Offices in accordance with approved priority program and area considered for the project;
- formulate standards and criteria for monitoring and evaluation on the implementation of MGB programs/activities/projects;
- evaluate and assess periodically performance reports and project implications; and
- prepare periodically monitoring and evaluation reports of the ENR programs and projects.



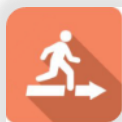
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in monitoring and evaluation of MGB programs and projects	Conducts monitoring and evaluation of MGB programs and projects	Supervises/leads monitoring and evaluation of MGB programs and projects	Formulates standards and criteria for monitoring and evaluation on the implementation of MGB programs/activities/projects
<ol style="list-style-type: none"> <li>1. Has basic knowledge of ENR priority areas, programs, projects, and Organizational Outcomes.</li> <li>2. Has basic understanding on M &amp; E principles and processes.</li> <li>3. Assists in the consolidation, preparation and monitoring of performance reports of DENR-MGB programs and projects.</li> <li>4. Coordinates with DENR Planning and other agencies regarding the</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and prepares performance reports on the implementation of DENR-MGB programs and projects based on the requirements of DENR, DBM, SENATE, CONGRESS, etc.</li> <li>2. Conducts validation of accomplishments of Regional Offices to identify problems encountered in field implementation and present programs of action, strategies and mechanism to ensure the generation of desired outputs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and finalizes performance reports on the implementation of DENR-MGB programs and projects based on the requirements of DENR, DBM, SENATE, CONGRESS, etc.</li> <li>2. Reviews the draft proposals on evaluation and impact studies of selected MGB programs and projects.</li> <li>3. Formulates and updates standards and criteria for Annual Performance Assessment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and oversees the monitoring and evaluation of all the MGB programs and activities.</li> <li>2. Provides inputs in the preparation of policy papers on monitoring and evaluation.</li> <li>3. Reviews and approves performance reports of DENR-MGB programs and projects.</li> <li>4. Institutes measures that will effectively address the performance gaps identified.</li> </ol>

<p>progress of MGB programs and projects.</p> <p>5. Updates and maintains the filing of MGB Accomplishment reports both for the Central and Regional Offices.</p> <p>6. Participates in the validation of accomplishments of Regional Offices to identify problems encountered in field implementation and present programs of action, strategies and mechanism to ensure the generation of desired outputs.</p> <p>7. Assists in the preparation of inputs for Agency Performance Reports for submission to oversight agencies such as NEDA, DBM, SENATE, CONGRESS and other agencies.</p>	<p>3. Assists in the review of the draft proposals on evaluation and impact studies of selected MGB programs and projects.</p>	<p>4. Conducts validation of accomplishments of Regional Offices to identify problems encountered in field implementation and present programs of action, strategies and mechanism to ensure the generation of desired outputs.</p>	
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## MP3 – POLICY REVIEW AND COORDINATION

The ability to conduct policy review and coordination with concerned divisions on policy formulation.



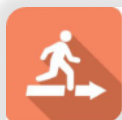
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Documents policy review and coordination	Assists in policy review and coordination	Facilitates policy review and coordination	Leads the facilitation of policy review and coordination
<ol style="list-style-type: none"> <li>1. Knows the basic principles/concepts on policy formulation and implication to management.</li> <li>2. Assists in the documentation of policies reviewed/formulated/ approved.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares documentation of policies reviewed/formulated/ approved.</li> <li>2. Assists in the review and coordination with concerned divisions on policy formulation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and finalizes documentation of policies reviewed/formulated/ approved.</li> <li>2. Leads in the review and coordination with concerned divisions on policy formulation.</li> <li>3. Identifies policy gaps.</li> <li>4. Provides policy recommendations on MGB PAPs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees documentation of policies reviewed/formulated/ approved.</li> <li>2. Recommends corresponding management intervention on MGB policies.</li> <li>3. Analyzes and recommends policy directives on MGB management systems.</li> </ol>



## MP4 – TECHNOLOGY MANAGEMENT

The Ability to:

- manage the central Information and Communication Network Infrastructure;
- monitor and evaluate the national and regional network status and performance;
- define, establish and synchronize the national network procedures based on the standard, policies and guidelines on access to network and communication resources;
- manage secured access to national network and communication resources and information systems;
- manage the national information and communication technology and data security;
- maintain the national network connectivity, workstations and other ICT resources; and
- formulate, evaluate, and review methodological solutions/upgrade pertaining to server, computer and other ICT resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in management of network infrastructure	Undertakes management of network infrastructure	Supervises/leads in management of network infrastructure	Plans and recommends network infrastructure innovations and policies
<ol style="list-style-type: none"> <li>1. Assist in network monitoring.</li> <li>2. Assist in server monitoring.</li> <li>3. Assist in ICT corrective and preventive maintenance.</li> <li>4. Perform basic hardware software installation, configuration and troubleshooting.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain Network Operation</li> <li>2. Maintain Servers.</li> <li>3. Conduct ICT Preventive Maintenance.</li> <li>4. Maintain data security, protection and recovery.</li> <li>5. Facilitate ICT Training.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lead the network infrastructure management.</li> <li>2. Manage Servers.</li> <li>3. Evaluate and assess ICT corrective and preventive maintenance standard procedures.</li> <li>4. Evaluate and assess data security, protection and recovery.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plan and recommend network infrastructure improvement and optimum performance.</li> <li>2. Plan and recommend server upgrade for optimum performance.</li> <li>3. Review and recommend ICT corrective and preventive maintenance standard procedures.</li> </ol>



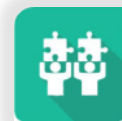
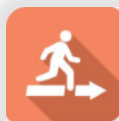
<ul style="list-style-type: none"><li>5. Assist in the hardware and software evaluation and assessment.</li><li>6. Monitor Data Security applications.</li><li>7. Assist in Data Backup operation.</li><li>8. Assist in ICT Training.</li></ul>		<ul style="list-style-type: none"><li>5. Conduct ICT Training.</li></ul>	<ul style="list-style-type: none"><li>4. Review and recommend data security, protection and recovery strategies.</li><li>5. Review and recommend ICT training for capacity building.</li></ul>
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## MP5 – SYSTEM AND TECHNOLOGY INNOVATION AND MANAGEMENT

The Ability to:

- formulate and implement the MGB Information System Strategic Plan in coordination with the Central and Regional Offices;
- manage and monitor the implementation of information technology projects;
- formulate, recommend and implement programs, standards, policies and guidelines for management information technology development;
- conduct research studies and recommendation to address the current and future IT requirements;
- provide information technology capacity building for employees;
- develop, implement and maintain the national and regional management information system in coordination with various units of the Central and Regional Offices;
- create, manage and maintain databases; and
- manage and maintain enterprise software applications and subscriptions.



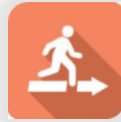
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in evaluation and assessment of ICT plans and programs and new technologies	Undertakes evaluation and assessment of ICT plans and programs and new technologies	Supervises/leads in evaluation and assessment of ICT plans and programs and new technologies	Plans and recommends ICT plans and programs and adoption and/or updating of new technologies
<ol style="list-style-type: none"> <li>1. Assists in the formulation of programs, standards, policies, and guidelines for information system management and development.</li> <li>2. Assists in the preparation and conduct of information technology capacity building.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates the MGB ISSP and establishes collaboration with all ICT Focal Persons.</li> <li>2. Coordinates with project proponents and prepares relevant technical reportorial requirements for the implementation of information technology projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the formulation and implementation of the MGB ISSP.</li> <li>2. Manages the implementation of all information technology projects.</li> <li>3. Finalizes programs, standards, policies, and guidelines for</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversee the overall implementation of the MGB ISSP.</li> <li>2. Directs and supervises/leads the implementation of all information technology projects.</li> <li>3. Spearheads programs, standards, policies, and guidelines for information system management</li> </ol>

<ol style="list-style-type: none"> <li>3. Assist in system investigation, database management and data migration.</li> <li>4. Assist in system and quality assurance test and system documentation.</li> <li>5. Provide technical assistance on Information System deployment, training and implementation.</li> <li>6. Create user interface graphic materials and visual representations.</li> </ol>	<ol style="list-style-type: none"> <li>3. Formulates programs, standards, policies, and guidelines for information system management and development.</li> <li>4. Conducts research studies and recommendation to address the current and future IT requirements.</li> <li>5. Prepares all necessary reports needed for the conduct of information technology capacity building.</li> <li>6. Conduct system investigation, database organization, data migration and system diagrams.</li> <li>7. Design and create system user interface and automate system procedures.</li> <li>8. Conduct system and quality assurance test and prepare system documentation.</li> </ol>	<p>information system management and development.</p> <ol style="list-style-type: none"> <li>4. Evaluates and assesses research studies addressing current and future IT requirements.</li> <li>5. Provides technical expertise on the field of ICT and/or facilitates the conduct of information technology capacity building.</li> <li>6. Lead system investigation, system data collection, finalize database structure, system development overall procedure, diagram and timeline.</li> <li>7. Lead the design and creation of system user interface.</li> <li>8. Lead the conduct of system and quality assurance test and preparation of system documentation.</li> </ol>	<p>and development, and endorses it to the management.</p> <ol style="list-style-type: none"> <li>4. Recommends to the management and integrates ICT solutions to address current and future ICT requirements.</li> <li>5. Establishes and maintains close linkages with other agencies and concerned private and government institutions on activities relating to ICT.</li> <li>6. Represent the office for events and conferences featuring innovations in the field of information technology.</li> <li>7. Recommends innovative/ creative/modern use of ICT resources to meet strategic goals.</li> <li>8. Review and recommend system investigation, system data collection, database connectivity and maximization strategies.</li> <li>9. Review and recommend System User Interface.</li> <li>7. Review the system and quality assurance test strategies and system documentation.</li> <li>8. Serves as resource person in dealing with ICT innovative initiatives.</li> </ol>
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## ME1 – CONDUCT OF STUDIES ON THE ECONOMIC STATUS OF THE MINERAL INDUSTRY

The ability to gather data, conduct surveys/studies and prepare reports relating to mineral policy, trade, production, investment, taxation, tariff, etc. including gathering of macro-economic indicators and other data related to mining, and maintain such for effective and efficient development planning, policy formulation and decision-making purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of studies on the economic status of the minerals industry	Conducts studies on the economic status of the minerals industry	Supervises conduct of studies on the economic status of the minerals industry	Formulates plans, programs and policies on conduct of studies on the economic status of the minerals industry
<ol style="list-style-type: none"> <li>1. Knows fundamentals of Basic Statistics</li> <li>2. Provides assistance to internal and external clients on information on mining</li> <li>3. Updates and consolidates/maintains pertinent economic data and information on mining</li> <li>4. Organizes mining data/ statistics and present them in statistical tables/ graphs/ charts</li> <li>5. Coordinates with statistical coordinators in the regional</li> </ol>	<ol style="list-style-type: none"> <li>1. Retrieves, processes and validates statistical reports from operating mines/ quarries and regional offices</li> <li>2. Applies the appropriate statistical tools and techniques in interpreting and analyzing mining data</li> <li>3. Prepares studies, reports, etc. for use by internal and external clients</li> <li>4. Identifies problem areas and recommends procedures for the effective and efficient collection,</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares draft policy recommendations on mineral policy, trade, investment, taxation, tariff, etc.</li> <li>2. Serves as focal person of the division/bureau in the different fora on trade/taxation/tariff, etc.</li> <li>3. Conducts research re: responses to queries and requests for information relating to economics, trade, taxation, tariff, etc.</li> <li>4. Oversees the preparation of and edits reports/industry reviews/ studies relating to economics, trade, taxation, etc. including</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and coordinates activities involving mineral economics/ trade/ investment</li> <li>2. Establishes and maintains close linkages with other agencies and concerned private and government institutions on activities relating to mining</li> <li>3. Oversees the conduct of various fora and assists investors to promote investments in mining</li> <li>4. Reviews policy recommendations on mineral policy, trade, investment, taxation, tariff, etc.</li> </ol>

<p>offices and other relevant government agencies.</p> <p>6. Maintains and updates statistical database using MS Excel.</p>	<p>compilation and presentation of required data</p> <p>5. Monitors the developments in the Philippine minerals industry through the various socio-economic indicators</p> <p>6. Conducts/organizes/attends various fora and assists investors to promote investments in mining</p>	<p>various correspondence and reports.</p> <p>5. Guides and coaches others on this competency.</p>	<p>5. Serves as resource person on this competency.</p>
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## ME2 – EVALUATION OF THE FINANCIAL ASPECT OF MINING PROJECT FEASIBILITY STUDY (FS), PROJECT DESCRIPTION (PD), ABD QUALIFICATION FOR TAX EXEMPTION FOR MINING AND METALLURGICAL PROJECTS

The ability to analyze, evaluate and determine the financial feasibility of mining and processing projects; and the requirements for granting tax exemption for imported equipment, goods and services to qualified mining and metallurgical projects



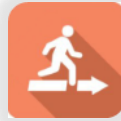
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in evaluation of the financial aspect of mining project feasibility study (FS) and project description (PD); and qualification for tax exemption for mining and metallurgical projects.	Undertakes evaluation of the financial aspect of mining project feasibility study (FS) and project description (PD); and qualification for tax exemption for mining and metallurgical projects.	Supervises/leads evaluation of the financial aspect of mining project feasibility study (FS) and project description (PD); and qualification for tax exemption for mining and metallurgical projects.	Formulates plans, programs and policies on evaluation of the financial aspect of mining project feasibility study (FS) and project description (PD); and qualification for tax exemption for mining and metallurgical projects.
<ol style="list-style-type: none"> <li>1. Has basic knowledge in mining operations and fundamentals of Basic Accounting, Finance and Statistics.</li> <li>2. Has knowledge in mining operations including supplies, machineries and equipment needed.</li> <li>3. Undertakes data gathering and consolidation.</li> <li>4. Documents sessions/ meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares necessary materials, documents, correspondence, etc. needed in the evaluation, approval and endorsement of FSs and PDs and application for tax exemptions.</li> <li>2. Analyzes financial data to determine financial feasibility of the project and its tax exemption.</li> <li>3. Prepares financial models and endorsement report on the overall feasibility of the project.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts technical conference with proponents to determine completeness of submitted documents and compliance with mandated requirements.</li> <li>2. Reviews completeness of submitted documents/requirements.</li> <li>3. Directs overall flow of FS/PD documents and application for tax exemptions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drives consensus and collective decision in evaluating feasibility of mining projects and application for tax exemption.</li> <li>2. Develops criteria in determining qualification for tax exemption.</li> <li>3. Reviews/evaluates findings of other divisions re: feasibility of mining projects.</li> <li>4. Presents overall findings of the evaluation committee.</li> </ol>

		<ol style="list-style-type: none"><li>4. Acts as alternate in guiding and moderating the discussions.</li><li>5. Guides and coaches others on this competency.</li></ol>	
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## ME3 – DETERMINATION AND MONITORING OF GOVERNMENT SHARE FROM FTAA PROJECTS

The ability to analyze, evaluate, determine and monitor the right amount of taxes, fees and charges to be derived from FTAA projects.



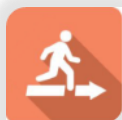
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in determination and monitoring of government share from FTAA projects	Undertakes determination and monitoring of government share from FTAA projects	Supervises/leads determination and monitoring of government share from FTAA projects	Formulates plans, programs and policies on determination and monitoring of government share from FTAA projects
<ol style="list-style-type: none"> <li>Has basic knowledge in mining operations and fundamentals of Basic Mathematics, Statistics and Accounting.</li> <li>Knows mining operations especially the financial aspect.</li> <li>Gathers and consolidates information on government share.</li> <li>Monitors amount of government share paid by contractors.</li> <li>Maintains database on amount of government share paid by contractors.</li> </ol>	<ol style="list-style-type: none"> <li>Prepares necessary materials, documents, etc. needed in determining government share.</li> <li>Analyzes available information that constitute basis for determining government share.</li> <li>Computes additional government share, if any.</li> </ol>	<ol style="list-style-type: none"> <li>Conducts technical conference with company representatives as needed.</li> <li>Reviews completeness of information that constitute basis for determining government share.</li> <li>Reviews correctness of computations.</li> <li>Guides and coaches others on this competency.</li> </ol>	<ol style="list-style-type: none"> <li>Develops criteria in determining government share.</li> <li>Approves computation of government share.</li> <li>Recommends amount of additional government share to be paid by contractors, if applicable</li> </ol>





## ME4 – STATISTICAL COORDINATION AND DATA RESEARCH

The ability to gather data, analyze and disseminate quality, reliable, complete and timely mining data/information to internal and external clients and maintain such for efficient and effective development planning, policy formulation and decision-making purposes.



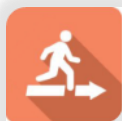
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in statistical coordination and data research activities	Undertakes statistical coordination and data research activities	Supervises/leads statistical coordination and data research activities	Formulates plans, programs and policies on statistical coordination and data research activities
<ol style="list-style-type: none"> <li>1. Knows fundamentals of Statistics.</li> <li>2. Organizes mining data/statistics and present them in statistical tables, graphs, charts.</li> <li>3. Entertains/responses to queries on mining statistics from internal and external clients.</li> <li>4. Updates and consolidates data and information necessary in the implementation of mining programs/projects and activities.</li> <li>5. Coordinates with statistical coordinators in the MGB regional offices and other relevant government agencies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the appropriate statistical tools and techniques in interpreting and analyzing mining data.</li> <li>2. Prepares statistical reviews, reports, etc.</li> <li>3. Identifies appropriate statistical program/project/activities to be undertaken in line with the Bureau's priority thrusts aligned with the requirements of the Philippine Statistical Development Program (PSD).</li> <li>4. Maintains/monitors the Bureau's designated statistics as mandated by the Philippine Statistics Authority.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares project proposals on statistics for funding and implementation of project activities.</li> <li>2. Reviews and assesses integrated statistical development plans and programs</li> <li>3. Reviews and consolidates national mining data for review/report preparation.</li> <li>4. Oversees the implementation of the Bureau's designated statistics as mandated by the Philippine Statistics Authority.</li> <li>5. Conducts monitoring/ assessment of the MGB Statistical Reporting System as per DENR Order No.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and Supervises/leads statistical activities and other statistical concerns of the bureau.</li> <li>2. Establishes and maintains linkages with statistical agencies and other concerned private and government institutions on activities relating to mining.</li> <li>3. Approves statistical trainings to enhance statistical manpower capability</li> </ol>

<p>6. Provides technical assistance to internal and external clients on statistical matters on mining.</p> <p>7. Prepares corresponding materials/documents on statistical assessment workshops and committee meetings.</p> <p>8. Monitors and controls schedules on statistical procedures in the collection, processing and analysis of mining data.</p> <p>9. Maintains and updates statistical database using MS Excel and other statistical software as basis for evaluation and assessment on the rating of timeliness and completeness of statistical reports</p>	<p>5. Consolidates, processes and validates/reviews primary data retrieved from operating mines/quarries and regional offices.</p> <p>6. Identifies/assesses problem areas and recommends methodologies/procedures for an effective and efficient collection, compilation, and presentation of required data.</p>	<p>133 as amended by DAO 10, series of 1994 and further amended by DAO 99-09 series of 1999.</p> <p>6. Guides and coaches others on this competency.</p> <p>7. Serves as resource person on this competency.</p>	
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## ME5 – PUBLIC INFORMATION AND ADVOCACY MANAGEMENT

The ability to develop and implement public information programs to enhance public understanding, advocacy and participation in MGB programs and projects.



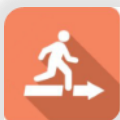
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Prepares basic publications, media relations materials, audio-visual media materials, and advocacy and social marketing activities	Conceptualizes, designs, and prepares publications, editorial and writing materials, media relations materials, audio-visual media materials, and advocacy and social marketing activities	Leads in the conceptualization, design, and preparation of publications, editorial and writing materials, media relations materials, audio-visual media materials, and advocacy and social marketing activities.	Plans, organizes and reviews MGB's public information programs, advocacy and social marketing activities
<ol style="list-style-type: none"> <li>1. Knows MGB's information, education and communication (IEC) programs and concepts on advocacy and social marketing to enhance public understanding and participation.</li> <li>2. Has knowledge on news writing, caption writing, headline writing, scriptwriting for radio and TV plugs.</li> <li>3. Has knowledge on various techniques to gather data and information needed in the development of editorial materials.</li> </ol>	<ol style="list-style-type: none"> <li>1. Writes press releases, fact sheets and photo captions on MGB programs and services.</li> <li>2. Writes scripts for radio and TV plugs.</li> <li>3. Writes MGB slogans and messages.</li> <li>4. Coordinates for logistical support in the conduct of press conferences, media briefings and press coverage of MGB-related activities.</li> <li>5. Monitors and analyzes MGB-related media reports and prepares rejoinders in response to</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes public information projects and advocacy and social marketing activities designed to increase awareness as well as enhance the image of the MGB and its officials.</li> <li>1. Coordinates media requests for interview of concerned MGB officials.</li> <li>2. Prepares guide questions and/or briefing materials needed during media interview of MGB officials.</li> <li>3. Coordinates media coverage and public education program of MGB-related events and activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the implementation of public information programs, and advocacy and social marketing activities.</li> <li>2. Evaluates and edits editorial materials prepared by staff writers.</li> <li>3. Coordinates the work of others to meet tight deadlines, and handles multiple concurrent projects or activities.</li> <li>4. Recommends public information, advocacy and social marketing activities to improve public understanding and support for MGB programs and projects.</li> </ol>

<p>4. Translates into local dialects press releases, photo captions and scripts for radio and TV plugs.</p> <p>5. Prepares simple written communication, including media advisories and/or invitations for media coverage of MGB programs, projects and activities.</p> <p>6. Covers official functions of MGB officials and events for purposes of preparing editorial materials under minimum supervision.</p> <p>7. Transcribes proceedings in press conferences, media briefings, media interviews, and other speaking engagements of MGB Administrator and other officials.</p> <p>8. Proofreads editorial materials and written communications.</p> <p>9. Prepares and updates media directories.</p> <p>10. Disseminates promptly editorial materials through fax and email.</p>	<p>negative or erroneous media reports.</p> <p>6. Interviews senior officials and other stakeholders on more complex MGB-related issues.</p> <p>7. Prepares briefing materials or presentations for use during press conferences and media briefing using appropriate software.</p> <p>8. Responds to queries from media and other stakeholders of the MGB.</p> <p>9. Prepares project proposals for video productions and other public information activities.</p>	<p>4. Analyzes and integrates diverse information from varied sources for inputs in editorial materials.</p> <p>5. Adapts to changing situations, unexpected pressures and varying job demands.</p> <p>6. Prepares media plan and other public information activities in support of MGB special programs and projects.</p> <p>2. 8. Conducts IEC training and capacity building with information officers of other MGB offices to develop and implement information campaign</p>	<p>3. Manages the timely release of editorial materials.</p>
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## ME6 – PHOTOGRAPHY / VIDEO PRODUCTION

The ability to document, through photography/video documentaries and other video materials for programs, projects and activities of the MGB.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic photography/video production works	Undertakes more complex photography/video production works and covers big and VIP events	Leads the delivery of photography/video production works	Validates and reviews results of photography/video production works to meet media requirements
<ol style="list-style-type: none"> <li>Has basic knowledge of MGB's mandate, policies, programs and projects.</li> <li>Has knowledge on basic photography/videography on various types of still cameras/video, films, and other photo/video accessories.</li> <li>Downloads and stores raw photo images/ video clips with proper identification in the designated photobank.</li> <li>Undertakes proper care and maintenance of cameras and other accessories.</li> <li>Conduct photo/video for official functions of MGB officials, MGB events and other media activities.</li> </ol>	<ol style="list-style-type: none"> <li>Prints photo images using appropriate imaging software</li> <li>Classifies types of photos/video clips relating to various MGB concerns.</li> <li>Gathers data/information regarding his/her photo/video subjects.</li> <li>Has knowledge on advanced photography/video production.</li> <li>Shoots more complex subjects for use in photo exhibits/video ads, institutional ads, print IEC materials, etc.</li> <li>Enhances photo images/video clips using appropriate software</li> </ol>	<ol style="list-style-type: none"> <li>Recommends innovative photo/video ideas and proposals.</li> <li>Conducts coaching/ mentoring of junior photographers/videographers.</li> <li>Writes photo/video caption.</li> <li>Coordinates with field officials regarding photo/video documentation of MGB programs and projects.</li> <li>Organizes and directs photo/video documentation of team during location shooting.</li> <li>Adapts to changing situations, unexpected pressures and varying job demands.</li> </ol>	<ol style="list-style-type: none"> <li>Conducts pre-coverage meetings to discuss assignments and possible scenarios during field coverage.</li> <li>Evaluates photo images/video clips to meet media requirements.</li> <li>Recommends photo/video documentation projects</li> </ol>



## ME7 – WEB PUBLICATION / SOCIAL MEDIA SKILLS

The ability to manage the editorial content of MGB web site/Social Media platform for the purpose of enhancing public awareness and understanding of MGB's policies, programs, projects and activities.

It may also include the use of web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content.



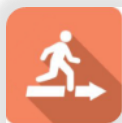
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic web publication/Social Media platform works	Undertakes more complex web publication/Social Media platform works	Leads the delivery web publication/Social Media platform works	Validates and reviews results of web publication/Social Media platform works
<ol style="list-style-type: none"> <li>Has basic knowledge of the organization's information, education and communication (IEC) program to enhance public participation on MGB's programs and activities.</li> <li>Has sufficient computer skills (e.g. word processing, file transfer, document scanning, internet surfing).</li> <li>Knows how to use social media in promoting MGB's programs and services.</li> </ol>	<ol style="list-style-type: none"> <li>Lays out editorial materials using appropriate software (e.g. Pagemaker, Macromedia Dreamweaver).</li> <li>Uploads editorial materials using appropriate software (e.g. EZ Publish).</li> <li>Uploads photos and other graphics to MGB web site using appropriate software (e.g. Core FTP).</li> <li>Undertakes necessary on-line editing and lay-out enhancement of published web materials.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates uploaded web materials using appropriate software (e.g. Internet Explorer or any web browser).</li> <li>Evaluates web materials for uploading.</li> <li>Evaluates comments and suggestions from the public regarding MGB website and social media sites.</li> </ol>	<ol style="list-style-type: none"> <li>Recommends measures to improve the design and content of MGB web site, in coordination with MGB web management team</li> </ol>

	<p>5. Taps social media through exchange of messages with agency relevance for one specific location using web based technologies e.g. Facebook, Instagram, Twitter, You Tube, etc.</p>		
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## ME8 – VISUAL COMMUNICATION (GRAPHIC AND LAYOUT DESIGNING)

The ability to develop, conceptualize and execute printed IEC and other visual materials to support MGB's programs and projects.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in undertaking visual communication works	Undertakes more complex visual communication works	Leads the delivery visual communication works	Validates and reviews results of visual communication works
<ol style="list-style-type: none"> <li>Has basic knowledge of the organization's IEC program to enhance public awareness and participation.</li> <li>Has the ability to electronically reproduce materials using data-transfer software programs.</li> <li>Operates various types of printing or copying equipment including the performance of routine maintenance on the equipment.</li> <li>Performs duplication and production of printed documents/materials and finishing</li> </ol>	<ol style="list-style-type: none"> <li>Gathers and creates artwork using a variety of media and techniques to depict objects, people, nature, or events for printed IEC materials and exhibits.</li> <li>Collects and transmits data and files through the Internet platform, as directed.</li> <li>Provides technical and administrative support during ingress and egress of exhibit events participated by the MGB.</li> <li>Implements layout plan of exhibit materials.</li> </ol>	<ol style="list-style-type: none"> <li>Interprets design concept of printed IEC materials based on project needs.</li> <li>Uses a variety of graphics and layout computer software to assist in design production.</li> <li>Produces exhibit materials based on given concept and purpose.</li> <li>Undertakes press work to ensure conformity to approved design.</li> <li>Plans and organizes delivery and execution of creative artworks.</li> </ol>	<ol style="list-style-type: none"> <li>Recommends new ways of improving the implementation of visual communication activities in MGB.</li> <li>Conducts visual communication training and workshops with information officers.</li> </ol>

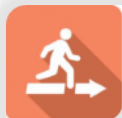


<p>services such as cutting, binding and distribution.</p> <p>5. Keeps track and prepares reports of the production services performed.</p>		<p>6. Formulates design concepts and presentation of approaches for visual communication materials – for printed IEC materials and for exhibits and other form of display.</p> <p>7. Proficient with major graphic software packages.</p>	
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## ME9 – EVENT MANAGEMENT

The ability to handle events within the MGB and those that involve other agencies/GOCCs and stakeholders

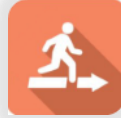


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of event management activities	Conducts event management activities	Leads in the conduct of event management activities	Plans, organizes and reviews the conduct of event management activities
<ol style="list-style-type: none"> <li>Has basic knowledge on how to manage an event.</li> <li>Knows the role of each member of the event management team; e.g. events coordinator, committee heads etc.</li> <li>Knows the physical requirements, equipment, transportation service and all other activities related to the conduct of an event.</li> <li>Prepares an event checklist.</li> <li>Assembles kits and materials needed in an event.</li> </ol>	<ol style="list-style-type: none"> <li>Meets all event requirements needed within the specified timeframe.</li> <li>Conducts ocular inspection of venue and/or dry run.</li> <li>Prepares basic communication such as invitation letters, confirmation of participants, office order, etc.</li> <li>Conducts research on information relevant to the conduct of the event</li> <li>Prepares kits and materials needed in an event.</li> </ol>	<ol style="list-style-type: none"> <li>Develops operational plans, e.g. schedules, budget, resource persons directory, etc. in managing an event.</li> <li>Identifies issues and concerns that need to be addressed during the actual event and recommend alternative courses of action.</li> <li>Undertakes process documentation, evaluation and prepares end-of-activity report.</li> <li>Prepares messages, talking points and event script.</li> <li>Guides and leads others in the effective management of an event.</li> </ol>	<ol style="list-style-type: none"> <li>Plans and monitors conduct and management of an event by organizing and utilizing the resources wisely.</li> <li>Plans for contingencies and recommends accordingly.</li> <li>Conceptualizes innovative events that support the mandate of the MGB.</li> <li>Optimizes outcome of events through the identification of supportive partners, effective utilization of resources (expertise, logistics, etc.) and appropriate timing in the conduct of events.</li> <li>Responds quickly to crisis situations and successfully deals with it.</li> </ol>



## ME10 – NETWORKING SKILLS

The ability to establish and maintain positive working relationships with diverse groups of people within the local government, public and private sectors and the wider community to assist in achieving MGB objectives.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in networking activities to achieve MGB's objectives	Undertakes networking activities to achieve MGB's objectives	Leads networking activities to achieve MGB's objectives	Enhances networking activities to achieve MGB's objectives
<ol style="list-style-type: none"> <li>Understands basic concepts of relationship building – establishing rapport, trust, understanding, etc.</li> <li>Establishes and maintains effective relations with units and individuals in work group with some supervision.</li> <li>Maintains an established network of contacts for general information sharing and to keep on top of external and internal issues and concerns.</li> <li>Works effectively with offices to meet MGB goals.</li> </ol>	<ol style="list-style-type: none"> <li>Establishes, develops and maintains networks with the community, private service providers, business, industry and other agencies.</li> <li>Uses network to seek information of strategic importance or to gain access to sources of influence in order to support MGB objectives.</li> <li>Represents the office's position on particular issues.</li> </ol>	<ol style="list-style-type: none"> <li>Continuously seeks to broaden network of relationships to seek information, promote the image of the MGB and build support to ensure the success of long-range goals.</li> <li>Establishes and maintains productive relationships with a broad range of individuals and groups, in various organizations and countries and cultures.</li> <li>Guides others build and maintain positive interpersonal relationships and networks</li> </ol>	<ol style="list-style-type: none"> <li>Creates future opportunities and positions the MGB for success through an ever broadening network.</li> <li>Develops a responsible profile for the MGB in the community.</li> <li>Works to promote the MGB's goals, priorities and achievements in the interests of the greater public good.</li> </ol>



## ME11 – LIBRARY MANAGEMENT

The ability to manage and develop the library operations and facilities that provide physical and digital access for the public.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains library's collection and facilities.	Undertakes more complex library catalogue system and facilities maintenance.	Leads the library catalogue systems and facilities maintenance.	Validates and reviews library classification and catalogue systems and facilities maintenance.
<ol style="list-style-type: none"> <li>1. Knows policies and guidelines pertaining to MGB Library.</li> <li>2. Has knowledge on library classification and catalogue systems.</li> <li>3. Organizes the library's collection of books, newspapers, magazines, technical reports, journals and maps.</li> <li>4. Demonstrates proper assistance to the public in providing needed available library collection.</li> <li>5. Maintains library collection and facilities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows computer applications on library classification and catalogue systems.</li> <li>2. Has knowledge on converting library collections into digital copies.</li> <li>3. Organizes and maintains the digital copies of library collections.</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes and directs library classification and catalogue systems.</li> <li>2. Recommends news ideas, collection, equipment and facilities for improvement of library.</li> <li>3. Adapts to changing situations, unexpected pressures and varying demands.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates the physical and digital library classification and catalogue systems.</li> <li>2. Recommends innovative design on library classification and catalogue systems.</li> </ol>



## ME12 – APPLICATIONS DEVELOPMENT

The ability to operate and utilize software applications developing tools.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops simple software programs	Develops medium-scale software programs	Leads and provides instructions to programmers and reviews results of program development	Validates and approves results of system implementation and maintenance
<ol style="list-style-type: none"> <li>1. Knows the basic principles in operating and utilizing software developing tools.</li> <li>2. Knows computer fundamentals and integration of application software and operating system.</li> <li>3. Develops in-house software based on end-user's requirements with minimum supervision using software development tools.</li> <li>4. Performs information systems testing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies basic principles in operating and utilizing software developing tools.</li> <li>2. Troubleshoots software problems in the work areas and immediately takes corrective action.</li> </ol>	<ol style="list-style-type: none"> <li>1. Is responsible for the design, implementation and management of the systems/database.</li> <li>2. Undertakes database management, backup, and revision control</li> <li>3. Guides and teaches others and serves as a resource person in software development.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs, organizes and coordinate the overall activities on implementation, coordination and management of systems development projects.</li> <li>2. Is responsible for each phase of the Systems Development Life Cycle namely Analysis &amp; Requirements, Design &amp; Development, Testing, Implementation and Maintenance Cycles including possible reports and deliverables.</li> </ol>



## ME13 – SYSTEMS ANALYSIS AND DESIGN

The ability to examine a business activity to help decide whether new information technology solutions will improve productivity.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support to/ assists in system analysis, design, planning, implementation, and maintenance activities</p>	<p>Conducts activities covering system planning, analysis, design, implementation and maintenance</p>	<p>Leads the conduct of and reviews/verifies results of system planning, analysis, design, implementation and maintenance</p>	<p>Validates and approves results of system planning, analysis and design</p>
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of systems analysis and design.</li> <li>2. Prepares program and input/output specifications with some supervision.</li> <li>3. Assists in the conduct of preliminary investigation and requirements analysis.</li> <li>4. Prepares and maintains documentation.</li> <li>5. Assists in the implementation and maintenance of computer application system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts preliminary/ feasibility study on existing systems and procedures.</li> <li>2. Defines all jobs, security and control procedures and back-up and recovery plans required within a system.</li> <li>3. Analyzes, designs and implements information systems.</li> <li>4. Documents whole project and modifications.</li> <li>5. Prepares test data for individual programs and entire system.</li> <li>6. Performs system testing and conducts periodic system reviews.</li> </ol>	<ol style="list-style-type: none"> <li>1. Draws up specific proposals for modified or replacements systems and testing schedule for the complete system.</li> <li>2. Identifies options for potential solutions and assesses them for both technical and business suitability.</li> <li>3. Presents proposals to clients and produces project feasibility reports.</li> <li>4. Prepares training plans for to users of a new system.</li> <li>5. Manages implementation of new Information Systems.</li> <li>6. Liaises extensively with external or internal clients.</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to computers and information processing.</li> <li>2. Conducts risk analysis, and information systems planning of organizational information systems.</li> <li>3. Formulates staff development programs and conducts on-the-job training on systems analysis and design.</li> <li>4. Possesses skills in ICT project management.</li> </ol>

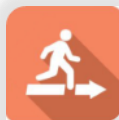
- 7. Works closely with developers and a variety of end users to ensure technical compatibility and user satisfaction.
- 8. Prepares request for proposal on outsource solutions
- 9. Discusses existing business models and the flows of data in the business with those involved

- 7. Assesses proposed projects and reviews requests for additional data processing services and devices and applies cost-benefit analysis methods to current and proposed projects.
- 8. Draws up and prepares cost specifications for possible improvements and produces outline designs of new IT system for others to develop and build.
- 1. 9. Guides and teaches others in systems analysis and design.



## ME14 - WEB DEVELOPMENT

The ability needed in web development, design, installation and maintenance.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in web development, design, installation and maintenance activities	Conducts activities in web development, design, installation and maintenance	Leads the conduct of web development, design, installation and maintenance activities	Validates and approves results of web development, design, installation and maintenance activities
<ol style="list-style-type: none"> <li>1. Is familiar in basic concepts of web development, troubleshooting and maintenance.</li> <li>2. Knows the complete life cycle methodology for web development: planning, analysis, design, implementation, promotion, and innovation.</li> <li>3. Knows computer graphic designs.</li> <li>4. Monitors and updates MGB websites with some supervision.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the complete life cycle methodology for web development: planning, analysis, design, implementation, promotion, and innovation.</li> <li>2. Conceptualizes, designs and produces art and copy layouts for materials to be presented by visual communication media through web.</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs web design and development, professional web applications and e-commerce solutions development for the organization.</li> <li>2. Handles web project of any complexity and duration.</li> <li>3. Enhances corporate website by designing templates for website features and prepare sketches or images, drawing samples or creates screen layout through web according to project needs.</li> <li>4. Prepares web page template design.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and maintenance of MGB website.</li> </ol>

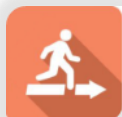


		<ol style="list-style-type: none"><li>5. Acts as a resource person on web design, development and maintenance.</li><li>6. Guides and teaches others in web development.</li></ol>	
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## ME15 – SYSTEMS MANAGEMENT

The ability required in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software. It includes ensuring the availability, integrity and reliability of assigned systems; primarily responsible for large-scale operating systems and database management systems that typically serve the entire organization.

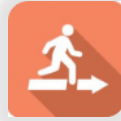


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software	Conducts activities in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software	Leads the conduct of and reviews/ verifies results of systems management activities	Validates and approves results of systems management activities
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of computer hardware and configuration, network management and maintenance.</li> <li>2. Assists in the maintenance and administration of both a computer network and connected desktop/laptop computers.</li> <li>3. Provides basic training to users in computer operations and responds to routine user questions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutes, implements and monitors compliance with ICT network security guidelines and procedures.</li> <li>2. Administers, secures and maintains application systems including its software and web-based electronic services.</li> <li>3. Sets-up and maintains system access privileges and security.</li> <li>4. Undertakes systems management, troubleshooting and maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Is responsible for the management, planning and operations of servers/ storage.</li> <li>2. Is responsible for the setup, maintenance, and administration of connectivity and ensures they meet Service Level Agreement (SLA) performance and uptime standards.</li> <li>3. Assists in planning for future growth, expansion and development of systems infrastructure.</li> <li>4. Performs periodic disaster recovery testing and planning.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and usage of the Information System Infrastructure of the organization</li> </ol>



## MS1 – MINE SAFETY AND HEALTH MANAGEMENT

The ability to undertake mine occupational safety and health planning, audit, policy and technical research, and advocacy on and promotion of best practices in mine occupational safety and health management



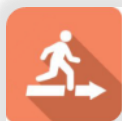
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of mine safety and health management activities	Conducts mine safety and health management activities	Leads the conduct of mine safety and health management activities	Formulates plans, programs and policies on mine safety and health management activities
<ol style="list-style-type: none"> <li>1. Possesses and applies basic knowledge of mining engineering.</li> <li>2. Possesses and applies basic knowledge of mine occupational safety and health, rules and regulations.</li> <li>3. Possesses and applies basic knowledge of the uses of mine occupational safety and health standards, guidelines, and procedures.</li> <li>4. Conducts preliminary review and evaluation of routine mine occupational safety and health management reports/issues/concerns.</li> </ol>	<ol style="list-style-type: none"> <li>1. Affirms submitted/approved Safety and Health Program (SHP), Emergency Response and Preparedness Program (ERPP) for exploration projects and large, medium and small-scale mining and people's small-scale mining and mineral processing operations.</li> <li>2. Conducts audit of exploration projects and large and medium-scale mining and mineral processing operations as regards their compliance with mine occupational safety and health laws, rules and regulations.</li> <li>3. Conducts investigation of mining-related issues, incidents and</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads in the review and formulation of mining policies in relation to mine occupational safety and health management.</li> <li>2. Leads in the conduct of research on emerging and/or innovative mine occupational safety and health technologies, trends and practices.</li> <li>3. Leads in the conduct of investigation of mining-related issues, incidents and complaints with regard to occupational safety and health.</li> <li>4. Leads in the conduct of public awareness and education campaigns/activities in relation to</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes and plans the implementation of the mine occupational safety and health aspects of national SHES programs/ projects/ activities.</li> <li>2. Reviews and evaluates capacity training methods and programs for the continuous education of MGB technical personnel and other stakeholders.</li> <li>3. Formulates strategies in the promotion of best practices in mine occupational safety and health management.</li> <li>4. Initiates, establishes and maintains institutional linkages on</li> </ol>

<p>5. Prepares communications in relation to mine occupational safety and health and management reports/issues/concerns.</p> <p>6. Maintains and updates pertinent database on mine occupational safety and health management.</p>	<p>complaints with regard to occupational safety and health.</p> <p>4. Conducts capacity-building training/seminar/workshop on mine occupational safety and health management.</p> <p>5. Conducts relevant research on emerging/innovative mine safety and health technologies, trends, practices.</p> <p>6. Monitors and promotes best practices of mining companies and mineral processing plants in mine occupational safety and health management.</p> <p>7. Conducts validation of mine occupational safety and health records in relation to Presidential Mineral Industry Environmental Awards (PMIEA), and Safest Mines Awards.</p> <p>8. Identifies implementation issues and gaps as inputs in the formulation of mining policies in relation to mine occupational safety and health management.</p> <p>9. Provides technical assistance to regional offices, other government agencies, mining investors and the general public.</p>	<p>mine occupational safety and health management.</p> <p>5. Develops training methods and programs for the continuous education of MGB technical personnel and other stakeholders.</p> <p>6. Reviews and evaluates the performance of all mining, mineral processing companies on occupational safety and health management</p> <p>1. programs/projects/ activities.</p> <p>7. Coordinates with and maintains local institutional linkages (e.g. MGB Regional Offices, other government agencies, academe and other relevant stakeholders) concerning mine occupational safety and health management.</p>	<p>mine occupational safety and health management.</p> <p>5. Initiates the establishment of scientific and technological foundations to drive improvements to mine occupational safety and health standards, guidelines, protocols and procedures.</p>
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## MS2 – SOCIAL/ COMMUNITY DEVELOPMENT AND MANAGEMENT

The ability to undertake social/community development planning, audit, policy and technical research, and advocacy on and promotion of best practices in social/community development and management.



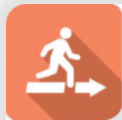
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of social/community development and management activities	Conducts social/community development and management activities	Leads the conduct of social/community development and management activities	Formulates plans, programs and policies on social/ community development and management activities
<ol style="list-style-type: none"> <li>1. Possesses and applies basic knowledge of mining and environmental laws, rules and regulations, social development plans and socio-economic conditions of the host and neighboring communities.</li> <li>2. Possesses and applies basic knowledge of the use of social/ community/ organizational development tools.</li> <li>3. Conducts preliminary review and evaluation of social/community development and management programs/ reports/issues/concerns.</li> <li>4. Prepares communications in relation to social/community</li> </ol>	<ol style="list-style-type: none"> <li>1. Affirms submitted/ approved Social Development and Management Programs (SDMP) and Community Development Programs (CDP).</li> <li>2. Conducts audit of exploration projects and large and medium-scale mining and mineral processing operations as regards their SDMP/CDP implementation.</li> <li>3. Conducts investigation of mining-related issues, incidents and complaints with regard to social/community development.</li> <li>4. Conducts capacity-building trainings/ seminars/ workshops on social/ community development and management projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads in the review and formulation of mining policies in relation to social/community development and management.</li> <li>2. Leads in the conduct of research on emerging/ innovative community development technologies, trends and practices.</li> <li>3. Leads in the conduct of public awareness and education campaigns/activities in relation to social/community development and management.</li> <li>4. Leads in the conduct of promotion of SHES advocacies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes, plans and implements the social aspects of SHES programs/projects/ activities.</li> <li>2. Reviews and evaluates capacity training methods and programs for the continuous education of MGB personnel and other stakeholders.</li> <li>3. Formulates strategies in the promotion of best practices in social/community development and management.</li> <li>4. Initiates, establishes and maintains institutional linkages on social/community development and management.</li> </ol>

<p>development and management reports/issues/concerns.</p> <p>5. Maintains and updates pertinent database on social/community development and management.</p>	<p>5. Conducts relevant research on emerging/ innovative community development technologies, trends and practices.</p> <p>6. Monitors and promotes corporate social responsibility and best practices of mining companies and mineral processing plants in social development and management.</p> <p>7. Conducts validation of social/community development records in relation to</p> <p>8. Presidential Mineral Industry Environmental Awards (PMIEA).</p> <p>9. Identifies implementation issues and gaps as inputs in the formulation of mining policies in relation to social/community development and management programs.</p> <p>10. Provides technical assistance to regional offices, other government agencies, mining investors and the general public.</p>	<p>5. Develops training methods and programs for the continuous education of MGB personnel and other stakeholders.</p> <p>6. Reviews and evaluates the performance of all mining, mineral processing companies on social/ community development and management programs/projects/ activities.</p> <p>7. Coordinates with and maintains local institutional linkages (e.g. MGB Regional Offices, other government agencies, academe and other relevant stakeholders) concerning social/community development and management.</p>	<p>5. Initiates the establishment of scientific and technological foundations to drive improvements in social/community standards, guidelines, protocols and procedures.</p>
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## MS3 – MINE ENVIRONMENTAL AND REHABILITATION MANAGEMENT

The ability to undertake mine environmental and rehabilitation planning, audit, policy and technical research, and advocacy on and promotion of best practices in mine environmental and rehabilitation management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of mine environmental and rehabilitation management activities	Conducts mine environmental and rehabilitation management activities	Leads in the conduct of mine environmental and rehabilitation management activities	Formulates plans, programs and policies on mine environmental and rehabilitation management activities
<ol style="list-style-type: none"> <li>1. Possesses and applies basic knowledge of mining and environmental laws, rules and regulations.</li> <li>2. Possesses and applies basic knowledge of the use of environmental standards, guidelines, and procedures.</li> <li>3. Conducts preliminary review and evaluation of routine environmental and rehabilitation and management reports/ issues/concerns.</li> <li>4. Prepares communication in relation to routine environmental and rehabilitation and management reports/ issues/ concerns.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts evaluation of Environmental Protection and Enhancement Program (EPEP), Final Mine Rehabilitation and/or Decommissioning Plan (FMR/DP), Environmental Management Plan for abandoned mines, and Feasibility Study (FS) for proposed projects and Environmental Work Program (EWP) for exploration projects.</li> <li>2. Conducts audit of exploration projects and large and medium-scale mining and mineral processing operations as regards their compliance with mine environmental laws, rules and regulations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads in the review and formulation of mining policies in relation to environmental and rehabilitation management.</li> <li>2. Leads in the conduct of research on emerging/ innovative environmental and rehabilitation technologies, trends and practices.</li> <li>3. Leads in the conduct of public awareness and education campaigns/activities in relation to environmental and rehabilitation management.</li> <li>4. Develops training methods and programs for the continuous education of MGB technical personnel and other stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes and plans implementation of the environmental and rehabilitation aspects of national SHES programs/ projects/ activities.</li> <li>2. Reviews and evaluates training needs and programs for the continuous education of technical personnel and other stakeholders.</li> <li>3. Formulates strategies in the promotion of best practices in mine environmental management and rehabilitation.</li> <li>4. Initiates, establishes and maintains institutional linkages on environmental and rehabilitation management.</li> </ol>

<p>5. Maintains and updates pertinent database on environmental and rehabilitation management.</p>	<p>3. Reviews Annual Work and Financial Plan and conducts audit on the implementation of the FMR/DP.</p> <p>4. Conducts investigation of mining-related issues, incidents and complaints with regard to the environment.</p> <p>5. Conducts capacity-building training/seminar/workshop on environment and rehabilitation management.</p> <p>6. Participates in the scoping process and review of submitted Environmental Impact Statement for Mining Projects spearheaded by the Environmental Management Bureau.</p> <p>7. Conducts assessment on the rehabilitation/clean-up of abandoned/ inactive mines as regards the implementation of rehabilitation measures.</p> <p>8. Evaluates claims for compensation for damages caused by mining, quarrying and mineral processing operations;</p> <p>9. Conducts relevant research on emerging/ innovative environmental and rehabilitation technologies, trends and practices.</p> <p>10. Monitors and promotes best practices of mining companies</p>	<p>5. Reviews and evaluates the performance of all mining, mineral processing companies on all environmental and rehabilitation management programs/ projects/ activities.</p> <p>6. Coordinates with and maintains local institutional linkages (e.g. MGB Regional Offices, other government agencies, academe and other relevant stakeholders) concerning environmental and rehabilitation management.</p>	<p>5. Initiates the establishment of scientific and technological foundations to drive improvements to environmental standards, guidelines, protocols and procedures.</p>
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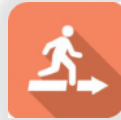


	<p>and mineral processing plants in environmental and rehabilitation management.</p> <ol style="list-style-type: none"><li>11. Conducts validation of environmental and rehabilitation records in relation to Presidential Mineral Industry Environmental Awards (PMIEA), and Mining Forest Program (MFP).</li><li>12. Identifies implementation issues and gaps as inputs in the formulation of mining policies in relation to environmental and rehabilitation management.</li><li>13. Provides technical assistance to regional offices, other government agencies, mining investors and the general public.</li></ol>		
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## MT1 – MINING PROJECT TECHNICAL EVALUATION

The ability to evaluate, review, analyze, appraise and ascertain the acceptability of mining applications intended for mining projects.



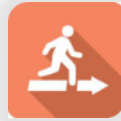
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in mining project technical evaluation activities	Undertakes mining project technical evaluation activities	Supervises mining project technical evaluation activities	Formulates plans, programs, and policies on mining project technical evaluation activities
<ol style="list-style-type: none"> <li>1. Has basic knowledge in sorting out documents.</li> <li>2. Has basic knowledge in evaluation process.</li> <li>3. Knows simple techniques in project evaluation.</li> <li>4. Has basic knowledge in identifying completeness of requirements.</li> <li>5. Has basic knowledge in technical standards and specifications.</li> <li>6. Identifies mandatory acceptance &amp; other requirements for mining applications, such as: Exploration Permit, Financial or Technical Assistance Agreement, Mineral Agreement, Small-Scale Mining</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes historical situation based on the applicable provisions of old mining laws &amp; mining related laws, such as: Royal Decree of May 1867 (Spanish Mining Law), Phil. Bill of 1902, Commonwealth Act No. 137, Exec. Order No. 141, Pres'l Decree No. 463, &amp; their implementing guidelines, such as: Consolidated Mines Adm. Order, etc.</li> <li>2. Has knowledge in mining engineering, geology or metallurgical engineering.</li> <li>3. Has knowledge in mining related environmental/forestry/land laws, Indigenous Peoples Rights Act, Local Gov't Code, Civil Code, Admin. Law, Commercial Laws,</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews contract(s)/ agreement(s) in accordance with the Civil Code and Rules on statutory interpretation and jurisprudence.</li> <li>2. Conducts technical investigation &amp; assess the issues/concerns &amp; possible environmental impacts of proposed activities on areas covered by mining applications.</li> <li>3. Reviews Working Agreements/Assignments of Mining Tenements/ Motions for Reconsideration/ Appeals involving mining projects and other related MTMD matters.</li> <li>4. Guides others in the evaluation of mining applications for mining projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Innovates/develops the guidelines strategies for evaluation of mining applications.</li> <li>2. Reviews specific actions based on the results of the evaluation of mining applications.</li> <li>3. Develops written communication strategies to meet the information requirements of the MGB, DENR and/or the public clientele.</li> <li>4. Plans, directs and controls the overall evaluation process of mining applications for mining projects.</li> <li>5. Formulates new mining policies.</li> </ol>

<p>Permit, Special Mines Permit, Mineral Processing Permit, Gov't Sea Bed Quarry Permit &amp; Special Minerals Extraction Permit, including conversion of mining applications/ contracts/permits to other forms of mining applications/contracts/ permits, and Declaration of Mining Feasibility Study.</p> <p>7. Has background on Republic Act (RA) No. 7942, the Phil. Mining Act of 1995, Presidential Decree (PD) 1899 (Small-Scale Mining Law) &amp; RA No. 7076 (Peoples' Small-Scale Mining Act), and their implementing rules and regulations such as: Department Adm. Order (DAO) No. 96-40, as amended, Mineral Resources Devt. No. 41 and DAO No. 34, respectively.</p>	<p>Taxation Laws, &amp; various DAOs &amp; Department/MGB Memo. Orders &amp; Circulars.</p> <p>4. Assesses mining applications/ projects using the standards on mineral economics.</p> <p>5. Has knowledge in the Principles of Sustainable Development.</p> <p>6. Has knowledge in the Law on Obligations and Contracts.</p> <p>7. Has knowledge in business and financial management.</p>	<p>5. Monitors the development and progress of mining project technical evaluation.</p> <p>6. Lectures other mining tenement evaluators on the technical standards of the requirements for mining applications.</p> <p>7. Prepares final report with comment(s)/ recommendations.</p>	
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## MT2 – MINING PROJECT TECHNICAL AUDIT

The ability to verify, validate and assess compliance of Contractors/Permittees with the terms and conditions of their Mining Contracts/Permits for the continuance and feasibility of mining projects.



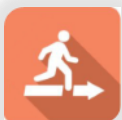
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in mining project technical audit activities	Undertakes Assists in mining project technical audit activities	Supervises Assists in mining project technical audit activities	Formulates plans, programs and policies on mining project technical audit activities
<ol style="list-style-type: none"> <li>1. Has knowledge in gathering and processing relevant information/data.</li> <li>2. Has knowledge in the preparation of technical audit report.</li> <li>3. Has knowledge in technical audit procedure.</li> <li>4. Knows simple techniques/tools in technical audit.</li> <li>5. Has knowledge in technical report standards and requirements.</li> <li>6. Determines compliance/ non-compliance of Contractors/ Permittees with the terms and conditions of their Mining Contracts/ Permits, including the level of</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate mining project technical auditing tools and techniques.</li> <li>2. Identifies and analyzes issues and concerns that affect the implementation of approved Work Programs.</li> <li>3. Analyzes various interrelated data or activities/ projects/current issues to synthesize information and ideas.</li> <li>4. Recommends measures to rectify flaws in the mining operation/ exploration activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Discusses with mining companies the importance of adequate planning of the technical audit.</li> <li>2. Guides implementors of the technical audit in verifying accomplishments and financial statements of Contractors /Permittees and discovers material errors and irregularities.</li> <li>3. Prepares the responsibilities of the implementors of the technical audit.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and recommends mining project technical auditing strategies/ procedures.</li> <li>2. Formulates and recommends policies based on the results and impacts of the technical audit.</li> <li>3. Recommends specific actions to address the negative findings during the technical audit</li> <li>4. Formulates policies to address issues/concerns arising from mining projects.</li> <li>5. Oversees the conduct of technical audit of mining projects.</li> </ol>

<p>implementation of Work Programs and compliance with reporting and fiscal obligations.</p> <p>7. Organizes and schedules technical audit of mining projects</p> <p>8. Has knowledge of the provisions of RA No. 7942 and DAO No. 96-as amended.</p> <p>9. Has knowledge in legal issues related to mining, Local Government Code, Tax Code, etc.</p> <p>10. Has knowledge in mining engineering, geology or metallurgical engineering.</p> <p>11. Has knowledge in the Law on Obligations and Contracts...</p>			
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## MT3 – MINING / EXPLORATION DATABASE MANAGEMENT

The ability to secure, update, operate, access and maintain mining/exploration database from mining projects.



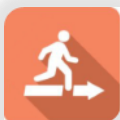
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in mining/ exploration database management activities	Undertakes mining/ exploration database management activities	Supervises mining/ exploration database management activities	Formulates plans, programs and policies on mining/ exploration database management activities
<ol style="list-style-type: none"> <li>1. Has knowledge in converting mining/exploration report/data into a suitable form for entry into a computer system.</li> <li>2. Know simple tools in processing mining/exploration data.</li> <li>3. Has knowledge in the identification of appropriate technology to be used.</li> <li>4. Has knowledge in gathering mining/exploration data/information for specific purposes.</li> <li>5. Has knowledge of procedures for inserting graphics and hyperlinks into documents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Handles mining/exploration database/information system.</li> <li>2. Communicates, shares and accesses mining/exploration to and from other stakeholders (RO, other Divisions, Sections, DENR and its Bureaus, LGUs)</li> <li>3. Recommends database management strategies.</li> <li>4. Creates graphs and other graphical presentations of information.</li> <li>5. Prepares presentation papers using the mining/exploration database entry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and conceptualizes mining/exploration information system that will support the goals of the organization.</li> <li>2. Designs and integrates the mining/exploration database system management.</li> <li>3. Updates and manages the mining/exploration database.</li> <li>4. Teaches and guides others in mining/exploration database administration.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing mining/exploration data and information as a strategic office resource.</li> <li>2. Innovates database management strategies.</li> <li>3. Introduces innovations and enhancement in the mining/exploration data system of the Section/Division.</li> <li>4. Recommends appropriate updated software and hardware to enhance productivity and professional practice.</li> </ol>

<ul style="list-style-type: none"> <li>6. Has knowledge to research relevant information for entry into the database.</li> <li>7. Has understanding of the effective use of spreadsheet and database software.</li> <li>8. Has knowledge of strategies in protecting computers from viruses and malicious damage by users.</li> <li>9. Has knowledge of acceptable mining/ exploration database use policies.</li> <li>10. Uses appropriate software and hardware in transforming information for specific clientele and purposes.</li> <li>11. Maintains, retrieves and generates report based on existing mining/exploration data/information.</li> <li>12. Organizes information into specific need and purpose.</li> </ul>	<ul style="list-style-type: none"> <li>6. Applies effective management strategies that ensure maximum and equitable access to and use of the mining/exploration database</li> <li>7. Solves/debugs problems in the database and software</li> </ul>		
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## MT4 – MINERAL RIGHTS MANAGEMENT SYSTEM

The ability to manage mining tenements information systems (MTIS) used in conjunction to mineral rights administration/management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in mineral rights management system activities	Undertakes mineral rights management system activities	Supervises mineral rights management system activities	Formulates plans, programs, and policies on mineral rights management system activities
<ol style="list-style-type: none"> <li>1. Knows computer resources such as hardware, operating systems and peripherals such as printers and plotters.</li> <li>2. Knows networking, internet and email systems to be used as communication and research tools.</li> <li>3. Has knowledge on computer resource maintenance and trouble shooting.</li> <li>4. Has knowledge on the use of spreadsheets and database software.</li> <li>5. Has knowledge on the query of information and the generation of reports from spreadsheets and database softwares.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains the pertinent system thru remediation of system errors, updating of data and provision of new/special needs of users.</li> <li>2. Designs of primers/ manuals of operation and maintenance of pertinent system.</li> <li>3. Validates the pertinent system thru assessment of usability and relevance of existing computer resources in the midst of IT technological trends and user requirements/needs.</li> <li>4. Formulates training designs for workshops/trainings to be conducted in connection with users training and system development and maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses system techniques to use obtained system requirements into models for design/ implementation/ development/ testing of prototype/working systems.</li> <li>2. Designs/formulates MGB policies for system usage, security, standards, maintenance and other related issues.</li> <li>3. Supervises initiation and planning of MRMS activities for integration to MTMD Annual Work and Financial Plans.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops initiatives/ plans/proposals/strategy for system development and evolution in line with MGB mission and vision;</li> <li>2. Develops and implement of programs for system maintenance and capability-building measures;</li> <li>3. Oversees the development of upgrades, maintenance and utilization of all systems of MRMS..</li> </ol>

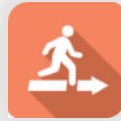


<p>6. Uses MRMS to encode/update mining tenement information.</p> <p>7. Uses MRMS to query information from its database in response to request for mining tenement information Uses MRMS to generate appropriate reports</p>	<p>5. Develops framework/ programs for design, development and testing of systems.</p> <p>6. Uses system implementation/ programming platforms/tool to achieve system development and</p> <p>7. Implements data gathering techniques for system development and maintenance</p>		
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## MT5 – GEODETIC SURVEY MANAGEMENT

The ability to undertake survey, evaluate, determine and analyze matters involving mining tenements.

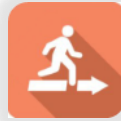


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists geodetic survey management activities	Undertakes geodetic survey management activities	Supervises geodetic survey management activities	Formulates plans, programs, and policies on geodetic survey management activities
<ol style="list-style-type: none"> <li>1. Has knowledge and skills in geodetic survey and application of the Philippine Plane Coordinate System, and cartography.</li> <li>2. Knows computer operation and printing, and Microsoft Access and MapInfo.</li> <li>3. Plots boundary and technical description of the areas of mining applications/contracts/permits in the mining tenement control map.</li> <li>4. Has knowledge in geodetic computation of areas (in hectarage) of mining tenements, and conversion of bearing and distance to grid coordinates.</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines whether or not the areas covered by mining applications overlap with prior mining applications/ contracts/permits, reservation and protected areas, prohibited zones and other areas closed to mining application.</li> <li>2. Maintains mining tenement control maps and updates information involving mining tenements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts geodetic survey to determine boundary conflicts involving mining tenements.</li> <li>2. Designs strategies for the immediate determination of overlapping mining applications/contracts/permits.</li> <li>3. Guides and coaches others on this competency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews occurrence or non-occurrence of overlapping of mining tenements.</li> <li>2. Recommends action for the resolution of boundary conflicts of mining applications/ contracts/permits.</li> </ol>



## MM1 – COASTAL GEOHAZARD SURVEY AND MAPPING

The ability to gather, collate, analyze and interpret data/ information for coastal and offshore geohazards survey and mapping.



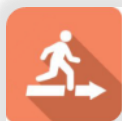
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in coastal geo-hazard survey and mapping activities	Undertakes coastal geo-hazard survey and mapping activities	Supervises coastal geo-hazard survey and mapping activities	Formulates plans, programs, and policies on coastal geo-hazard survey and mapping activities
<ol style="list-style-type: none"> <li>Has basic knowledge of the organization's mandate, programs and projects on coastal geohazard survey and mapping.</li> <li>Has knowledge on the different techniques of field data gathering like, sampling and photo documentation.</li> <li>Knows the approaches and methodologies on coastal geohazard survey and mapping.</li> <li>Knows the fundamentals on coastal survey and mapping.</li> <li>Gathers data/information.</li> <li>Prepares documents and materials needed in coastal geohazard survey and mapping.</li> </ol>	<ol style="list-style-type: none"> <li>Applies the appropriate tools and techniques in the conduct of coastal geohazard survey and mapping.</li> <li>Processes, analyzes and interprets coastal and offshore geoscientific data/information for coastal geohazard survey and mapping.</li> <li>Prepares technical reports, maps and geoscientific findings and recommendations relative to coastal geohazard survey and mapping.</li> <li>Prepares project proposals on coastal geohazard survey and mapping for budget appropriation and implementation.</li> </ol>	<ol style="list-style-type: none"> <li>Coordinates the planning and execution of survey and mapping activities.</li> <li>Evaluates the results of and recommendations made on the survey and mapping undertaken.</li> <li>Reviews and assesses the gathered data/information for report and map preparation.</li> <li>Serves as resource person on this competency.</li> <li>Guides and coaches others on coastal geohazard survey and mapping.</li> </ol>	<ol style="list-style-type: none"> <li>Plans, directs and coordinates coastal geohazard survey and mapping activities.</li> <li>Recommends innovative measures and techniques towards relatively more effective and efficient of coastal geohazard survey and mapping.</li> <li>Acts as marine geological experts on matters concerning coastal/marine geohazards.</li> <li>Reviews and audits technical reports and maps including recommendations made by staff.</li> <li>Initiates/ recommends coastal geohazard project proposals.</li> </ol>

<p>7. Operates and maintains field equipment and instruments.</p> <p>8. Processes coastal geohazard data.</p>			
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## MM2 – COASTAL AND MARINE MINERAL RESOURCES ASSESSMENT

The ability to gather, process, analyze, and interpret data/information for coastal and offshore mineral resource potential of specific areas.



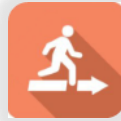
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in coastal and marine mineral resources assessment activities	Undertakes coastal and marine mineral resources assessment activities	Supervises coastal and marine mineral resources assessment activities	Formulates plans, programs and policies on coastal and marine mineral resources assessment activities
<ol style="list-style-type: none"> <li>1. Knows the approaches and methodologies on coastal and marine mineral resources assessment</li> <li>2. Has knowledge of the organization's mandate, programs and projects on coastal and marine mineral resources assessment.</li> <li>3. Knows the different techniques of field data gathering like sampling and on data preparation for processing.</li> <li>4. Undertakes fieldwork and other assigned routine works incidental to coastal and marine mineral resources assessment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the appropriate tools and techniques in the conduct of coastal and marine mineral resources assessment.</li> <li>2. Processes, analyzes and interprets coastal and offshore geoscientific data/information for the assessment of coastal and marine mineral resources potential of specific areas.</li> <li>3. Prepares technical reports, maps and geoscientific findings and recommendations relative to coastal and marine mineral resources assessment.</li> <li>4. Prepares project proposals on coastal and marine mineral resources assessment for budget</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates the planning and execution of coastal and marine mineral resource assessment activities.</li> <li>2. Evaluates the results of and recommendations made on coastal and marine mineral resource assessment.</li> <li>3. Reviews and assesses the gathered data/information for report and map preparation.</li> <li>4. Serves as resource person on this competency.</li> <li>5. Guides and coaches others on coastal and marine mineral resources assessment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and coordinates coastal and marine mineral resource assessment activities.</li> <li>2. Acts as marine geological expert on matters concerning coastal and marine mineral resource assessment.</li> <li>3. Reviews and audits technical reports and maps including recommendations made by staff.</li> <li>4. Recommends innovative measures and techniques towards relatively more effective and efficient assessment coastal and marine mineral resources.</li> <li>5. Initiates/recommends coastal and marine mineral resource assessment project proposals.</li> </ol>

<p>5. Collates and tabulates gathered data/information.</p> <p>6. Operates field survey equipment and instruments required in coastal and marine mineral resources assessment.</p> <p>7. Prepares required documents and materials for coastal and marine mineral resources assessment of specific areas.</p> <p>8. Processes coastal and marine mineral resources data and in the preparation of the corresponding report and maps.</p>	<p>appropriation and implementation.</p>		
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## MM3 – MARINE GEOLOGICAL AND GEOPHYSICAL SURVEY

The ability to gather relevant data/ information to ascertain the surface and subsurface geology of specific marine areas for various geoscientific applications including geoengineering, geo-environment and structural geology.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in marine geological and geophysical survey activities	Undertakes marine geological and geophysical survey activities	Supervises marine geological and geophysical survey activities	Formulates plans, programs, and policies on marine geological and geophysical survey activities
<ol style="list-style-type: none"> <li>1. Knows approaches and methodologies in marine geophysical and geological survey.</li> <li>2. Has knowledge of the organization's mandate, programs and projects on coastal geohazard survey.</li> <li>3. Knows the different techniques of field data gathering like sampling and on data preparation for processing.</li> <li>4. Undertakes fieldwork and other assigned routine works incidental to marine geophysical and geological survey.</li> <li>5. Collates and tabulates gathered data/information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the appropriate tools and techniques in the conduct of marine geophysical and geological survey.</li> <li>2. Processes, analyzes and interprets offshore geoscientific data/ information resulting from the marine geophysical and geological survey of specific areas.</li> <li>3. Prepares technical reports, maps and geoscientific findings and recommendations relative to the results of marine geophysical and geological survey.</li> <li>4. Prepares project proposals on marine geophysical and geological survey for budget appropriation and implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates the planning and execution of marine geophysical and geological survey.</li> <li>2. Evaluates the results of and recommendations made on marine geophysical and geological survey.</li> <li>3. Reviews and assesses the gathered data/information for report and map preparation.</li> <li>4. Serves as resource person on this competency.</li> <li>5. Guides and coaches others on the conduct of marine geophysical and geological survey.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and coordinates marine geophysical and geological survey operation.</li> <li>2. Acts as marine geological expert on matters concerning marine geophysical and geological survey.</li> <li>3. Recommends innovative measures and techniques towards relatively more effective and efficient conduct of marine geophysical and geological survey.</li> <li>4. Reviews and audits technical reports and maps including recommendations made by subordinates.</li> <li>5. Initiates/recommends marine</li> </ol>

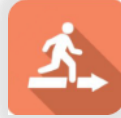
<p>6. Operates field survey equipment and instruments required marine geophysical and geological survey.</p> <p>7. Prepares required documents and materials for marine geophysical and geological survey of specific areas</p> <p>8. Processes marine geophysical and geological survey data/information and in the preparation of the corresponding report and maps.</p>			geophysical and geological survey project proposals.
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## MM4 – SHIP OPERATION AND MAINTENANCE MANAGEMENT

The ability to manage the operation and maintenance of the research vessel, RPS Explorer to maintain its seaworthiness.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in ship operation and maintenance management activities	Undertakes ship operation and maintenance management activities	Supervises ship operation and maintenance management activities	Formulates plans, programs, and policies on ship operation and maintenance management activities
<ol style="list-style-type: none"> <li>Has knowledge of the organization's mandate, programs and projects on coastal and marine geoscientific survey and mapping related to marine mineral resource assessment, geohazard assessment and marine geophysical and geological survey operations.</li> <li>Knows the ship operation and management.</li> <li>Undertakes routine works incidental to ship operation and management.</li> <li>Identifies and prepares the checklist on the physical and logistical requirements for ship operation and maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>Applies the appropriate tools and techniques on the repairs and troubleshooting of onboard equipment and machineries requiring immediate attention.</li> <li>Prepares regular reports on the status of ship operation and maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates the results of and recommendations made on ship's facilities, equipment and machineries.</li> <li>Prepares the proposal on the required major repairs and rehabilitation works on the ship for budget appropriation and execution.</li> <li>Guides and coaches others on ship operation and maintenance management.</li> </ol>	<ol style="list-style-type: none"> <li>Plans, directs and coordinates the overall management of ship operation and maintenance.</li> <li>Recommends innovative measures and techniques/ courses of action towards a relatively more effective and efficient ship operation and maintenance.</li> </ol>

<p>5. Conducts ocular inspection of the ship's facilities.</p> <p>6. Identifies repair and maintenance works needed in ship operation.</p>			
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## MG1 – GENERATION OF MAPS AND REPORTS

The ability to conduct geohazards mapping and assessment, geological researches and surveys, and other geological applications.



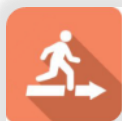
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in generation of maps and report activities	Undertakes generation of maps and report activities	Supervises generation of maps and report activities	Formulates plans, programs and policies on generation of maps and report activities
<ol style="list-style-type: none"> <li>1. Has knowledge in geology or related sciences, map drafting, computer operation and use of geological equipment.</li> <li>2. Prepares working map sheets, field data sheets and other pertinent documents prior to fieldwork.</li> <li>3. Compiles field notes, sketches and GIS records of geological information obtained.</li> <li>4. Collects and prepares rock, mineral, soil, and/or stream sediment samples at site.</li> <li>5. Conducts geological data encoding and digitizing of maps.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts geological researches and field works for the following purposes:               <ul style="list-style-type: none"> <li>- geohazards and geo-environmental site assessment</li> <li>- hydrogeological studies</li> <li>- geophysical studies</li> <li>- mineral exploration and ore genesis</li> <li>- geologic quadrangle mapping</li> <li>- stratigraphic studies for geologic correlation and interpretation</li> <li>- remote sensing studies and interpretation (aerial photographs, IFSAR, LIDAR, and DEM)</li> <li>- other geological applications</li> </ul> </li> <li>2. Prepares field notes, sketches and GIS records of geological</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts geological researches and field works in specialized disciplines including structural geology and tectonics, stratigraphy and paleontology, engineering geology, hydrogeology, environmental geology, geohazards assessment, mineral deposits and ore genesis, geochemical and geophysical exploration.</li> <li>2. Edits/revises geologic reports, tables, figures and maps.</li> <li>3. Comes up with suggestions for improved project implementation, more efficient job procedures and improved working facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates strategies on the various aspects of applied geology including geological mapping and information packaging.</li> <li>2. Conducts final technical review and formatting of reports on geological research and field survey.</li> <li>3. Formulates, develops and coordinates the adoption and implementation of national geological mapping programs, geological researches and field surveys.</li> </ol>

<p>6. Digitizes tables, sketches and figures of geologic reports.</p>	<p>information obtained from field works.</p> <p>3. Prepares technical/geologic reports, tables, figures, and maps.</p>	<p>4. Oversees geological researches and field works in specialized disciplines including structural geology and tectonics, stratigraphy and paleontology, engineering geology, hydrogeology, environmental geology, geohazards assessment, mineral deposits and ore genesis</p> <p>5. Reviews/packages and finalizes geologic reports, tables, figures, maps, and various outputs of the project/activity</p> <p>6. Guides and coaches others on this competency</p> <p>7. Recommends strategies for efficient project implementation, improved job performance and specialized equipment operation</p>	
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## MG2 – DIGITAL GEOLOGIC INFORMATION AND DATABASE SYSTEM MANAGEMENT

The ability to develop, operate and maintain GIS-based geological information and database system and remote sensing facilities for geological applications.



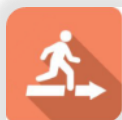
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in Digital Geologic Information and Database System Management activities</p>	<p>Undertakes Digital Geologic Information and Database System Management activities</p>	<p>Supervises Digital Geologic Information and Database System Management activities</p>	<p>Formulates plans, programs and policies on Digital Geologic Information and Database System Management activities</p>
<ol style="list-style-type: none"> <li>1. Has knowledge and skills in communication, computer software operation and maintenance.</li> <li>2. Has knowledge in information technology, including software operation on mapping and digitizing geologic information.</li> <li>3. Assists in the installation and troubleshooting of computers/software problems.</li> <li>4. Conducts geological data encoding and digitizing of maps, figures and tables.</li> <li>5. Assists in the maintenance and updating of GIS and geological database system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertakes digitizing of geological information and processing/printing of maps.</li> <li>2. Operates and maintains GIS and geological database systems.</li> <li>3. Reviews/edits geological data and maps encoded and processed.</li> <li>4. Conducts training on GIS and database systems to subordinates.</li> <li>5. Develops and enhances/updates GIS and database system for various geological applications.</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees geological data encoding, processing and analyses.</li> <li>2. Develops training modules for GIS/database systems.</li> <li>3. Maintains active exchange of geologic data and information with various geological institutions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops policies and procedures for managing data and information as a strategic resource officer.</li> <li>2. Formulates plans and programs for the development, maintenance and enhancement of the GIS and geological database systems.</li> <li>3. Recommends acquisition of updated/improved IT hardware and software.</li> <li>4. Manages and promotes active exchange of geologic data and information with geological institutions in the country and abroad.</li> <li>5. Recommends and enforces policies and procedures for</li> </ol>

<p>6. Undertakes data encoding, processing and digitizing of geologic information.</p> <p>7. Assists in training on GIS and database systems.</p> <p>8. Prepares and disseminates hard copy and digital information materials to various stakeholders.</p> <p>9. Conducts installation/ trouble shooting of computer/software problems.</p>			<p>managing data and information as a strategic resource officer.</p>
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## MG3 – LABORATORY ANALYSES AND SERVICES

The ability to conduct petrographic and mineragraphic analyses, chemical, paleontological, sedimentological, clay, megascopic, XRF and XRD analyses for mineral resource exploration and development and other geoscientific applications.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in laboratory analyses and services activities	Undertakes laboratory analyses and services activities	Supervises laboratory analyses and services activities	Formulates plans, programs and policies on laboratory analyses and services activities
<ol style="list-style-type: none"> <li>1. Knows laboratory standard operation procedures, safety and proper housekeeping in the work place.</li> <li>2. Conducts rock, mineral, soil, sediment and water sample preparation.</li> <li>3. Assists in operation and maintenance of laboratory equipment.</li> <li>4. Assists in field sample collections, preparation and in-situ tests of samples.</li> <li>5. Prepares analytical data sheets.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts field sample collection and in-situ tests of samples.</li> <li>2. Conducts operation and maintenance of laboratory equipment.</li> <li>3. Conducts laboratory analyses for researches/services on rock, mineral, soil, sediment, and water samples.</li> <li>4. Prepares reports of analyses.</li> <li>5. Provides inputs in the development of standards in geological laboratory and chemical analyses.</li> <li>6. Provides inputs in the compliance to standards.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts laboratory analyses for specialized researches/services on rock, mineral, soil, sediment, and water.</li> <li>2. Reviews/edits reports of analyses.</li> <li>3. Provides training to geologists and chemists of regional offices</li> <li>4. Consolidates and monitors inputs in the development of standards in geological laboratory and chemical analyses.</li> <li>5. Directs geological laboratory analyses for specialized researches/ services on rock, mineral, soil, sediment, and water samples.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates, develops and coordinates the adoption/ implementation of standard laboratory research technologies and procedures.</li> <li>2. Implements and recommends innovations and enhancements in laboratory standard procedures.</li> <li>3. Leads in providing laboratory support and services to the regional offices, other government agencies, mining contractors/permittees and the general public.</li> </ol>

7. Prepares inventory of laboratory supplies and schedule of preventive maintenance, repair and calibration of laboratory equipment.

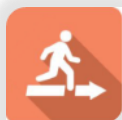
- 6. Reviews/finalizes reports of analyses to various clients.
- 7. Monitors and validates compliance to standards and oversees maintenance of laboratory facilities.
- 8. Guides and coaches staff on cost efficient and effective ways of laboratory analyses.
- 9. Conducts training programs on enhanced laboratory standards and procedures





## MH1 – MINE TECHNOLOGY DEVELOPMENT

The ability to conduct researches on relevant mining technologies to ensure judicious extraction and optimum utilization of mineral resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in mine technology development activities	Undertakes mine technology development activities	Supervises mine technology development activities	Formulates plans, programs, and policies on mine technology development activities
<ol style="list-style-type: none"> <li>Has knowledge in the preparation of research/ projects proposal.</li> <li>Has knowledge in statistical analysis, computer literacy and mineral resources/reserve estimation.</li> <li>Renders field observations and gathering /collection of relevant data/materials.</li> </ol>	<ol style="list-style-type: none"> <li>Conducts literature researches on relevant mining technologies.</li> <li>Undertakes field studies or piloting of research works for the adoption of appropriate efficient mining technologies.</li> <li>Provides technical assistance in policy formulation, technical and scientific expertise to the industry and public.</li> </ol>	<ol style="list-style-type: none"> <li>Prepares reports and packages the output of the researches conducted.</li> <li>Serves as resource person on information on mining and related technologies.</li> <li>Possesses the knowledge and passion on mentoring and coaching of subordinates for the improvement of mining technology development skills.</li> </ol>	<ol style="list-style-type: none"> <li>Initiates and confidently leads the conceptualization, design and implementation of mining technology research and development activities.</li> <li>Delivers research and development outputs within the given timeframe, personnel and logistics.</li> <li>Transforms and institutionalizes research and development outputs into relevant and beneficial policies.</li> <li>Inspires subordinates to pursue further/ in-depth studies and professional/career advancement.</li> </ol>



## MH2 – MINERAL RESERVES INVENTORY

The ability to support the MGB Regional Offices (RO) in the validation of mineral reserves and collate, update and manage ore reserves database.

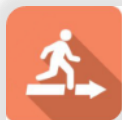


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the collation of and maintaining of mineral reserves database	Undertakes coordination with ROs and collates, updates and manages one reserve database	Leads in the coordination with ROs and collates, updates and manages one reserve database	Formulates plans, programs, and policies on coordination with ROs and collates, updates and manages one reserve database
<ol style="list-style-type: none"> <li>Has knowledge in the validation of declared ore reserves.</li> <li>Knows simple statistical tools in updating ore reserves data.</li> <li>Applies basic knowledge on the common standards and basic principles in database management.</li> <li>Identifies, collects and gathers relevant statistical data from the regional offices.</li> </ol>	<ol style="list-style-type: none"> <li>Conducts preliminary review the technical feasibility component of a mining project feasibility study.</li> <li>Maintains ore reserve inventory database and generates processed outputs.</li> <li>Establishes links with RO focal persons in-charge of handling data and periodically secures updated data on mineral reserves from the regional offices concerned.</li> <li>Periodically releases reliable reports on updated ore reserves inventory which can be readily accessed thru the Central Database Management System or thru printed annual reports.</li> </ol>	<ol style="list-style-type: none"> <li>Ensures, thru consistent motivation and facilitation, the periodic updating and releases in the MGB website and print media, of ore reserves inventory.</li> <li>Continuously develops the system of ore reserve reporting, validation and database management.</li> <li>Updates and manages the data system of the unit.</li> <li>Undertakes thorough review and evaluation of technical feasibility of a proposed Declaration of Mining Project Feasibility.</li> <li>Coaches subordinates to continue to strive for the improvement of the current ore reserve database management.</li> </ol>	<ol style="list-style-type: none"> <li>Establishes, formulates and enforces policies and procedures for ensuring the generation of highly reliable ore reserves data by levelling-up the standards and providing deterrents to irresponsible stakeholders.</li> <li>Introduces innovations and enhancements in the data collation and filtering system.</li> <li>Conceptualizes other approaches and checks mechanisms to further enhance the reliability of obtained ore reserves data.</li> </ol>



## MH3– SMALL-SCALE MINING DEVELOPMENT

The ability to conduct evaluation of various Minahang Bayan proposals and P/CMRB reconstitution documents and render technical assistance to small-scale mining (SSM) stakeholders.

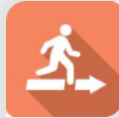


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of evaluation of Minahang Bayan proposals, P/CMRB request for reconstitution and technical assistance to SSM stakeholders	Conducts evaluation of Minahang Bayan proposals, P/CMRB request for reconstitution and technical assistance to SSM stakeholders	Leads the conduct of evaluation of Minahang Bayan proposals, P/CMRB request for reconstitution and technical assistance to SSM stakeholders	Formulates plans, programs, and policies for the effective conduct of evaluation of Minahang Bayan proposals, P/CMRB request for reconstitution and technical assistance to SSM stakeholders
<ol style="list-style-type: none"> <li>Has knowledge in small-scale mining operations including mineral processing.</li> <li>Knows the relevant laws and rules and regulations on SSM, including the policies on environmental, safety, health and social development.</li> <li>Organizes meetings and prepares presentations for small group meetings.</li> <li>Updates and maintains database pertaining to SSM concerns.</li> </ol>	<ol style="list-style-type: none"> <li>Conducts evaluation of various SSM documents (MB proposals and request for P/CMRB reconstitution) for the promotion and development</li> <li>Renders technical assistance to SSM Miners.</li> <li>Verifies the viability of proposed Minahang Bayan and evaluates applications for small-scale mining contracts.</li> <li>Renders technical assistance to small-scale miners for the realization and/or improvement of their SSM operations.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates MB proposal and P/CMRB requests for reconstitution.</li> <li>Keeps track and pursues facilitative actions on the various official transactions relevant to SSM development.</li> <li>Facilitates the establishment, updating and maintenance of SSM relevant information and statistics to make it accessible to mining stakeholders.</li> <li>Coaches and mentors staffs in dealing with the various SSM-related transactions</li> </ol>	<ol style="list-style-type: none"> <li>Initiates the formulation and development of new SSM program and implementing activities.</li> <li>Influences subordinates to come up with innovations and motivates them to promote the development of small-scale mining.</li> <li>Enhances the cooperation and maintains a good working relationship with SSM stakeholders.</li> <li>With keen vision on existing SSM related policies, initiates relevant amendments as the need arises.</li> </ol>



## MH4 – MINE EVALUATION AND ENFORCEMENT

The ability to investigate mining related complaints/issues and enforce prescribed technology transfer scheme from foreign nationals.



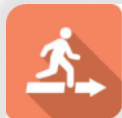
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in mining-related investigations and implementation of technology transfer policy involving foreign nationals	Undertakes mining-related investigations and implementation of technology transfer policy involving foreign nationals	Leads in mining-related investigations and implementation of technology transfer policy involving foreign nationals	Formulates plans, programs, and policies mining-related investigations and implementation of technology transfer policy involving foreign nationals
<ol style="list-style-type: none"> <li>Has knowledge in conducting literature research and collation of relevant information gathering.</li> <li>Renders assistance in the conduct of field investigation and has technical know-how on the use of field investigation gadgets and map reading.</li> <li>Has knowledge on the current mining laws, rules and regulations, especially on prohibited acts provided thereto.</li> <li>Knows the protocols in addressing illegal mining-related issues/complaints, including proper coordination with various authorities.</li> </ol>	<ol style="list-style-type: none"> <li>Applies the protocol or basic procedure in addressing illegal mining (MGB MC 2016-03).</li> <li>Coordinates with various groups/authorities and other law enforcement agencies before, during and after in the conduct of actions against illegal mining activities.</li> <li>Handles cases involving apprehension, seizure/ confiscation, issuance of Cease and Desist Orders and/or filing of formal complaints</li> <li>Conducts trainings and orientation of various government and non-</li> </ol>	<ol style="list-style-type: none"> <li>Guides and ensures the safety of subordinates in the investigation of mining complaints/ activities.</li> <li>Gives technical and para-legal advises before, during and after the conduct of investigations.</li> <li>Engages in the coordination and seeks assistance with other law enforcement agencies.</li> <li>Develops communication links with other agencies concerned and strategies to streamline exchanges/ sharing of information relevant to the campaign against illegal mining and unauthorized hiring/ employment of foreign nationals in mining operations.</li> </ol>	<ol style="list-style-type: none"> <li>Justifies convincingly the introduction of modern technology and new innovations to address illegal mining.</li> <li>Remains open to suggestions and system changes based on experiences of others and from the results of the previous actions against illegal mining.</li> <li>Engages in various forums and actively pursues the continuing formulation of policies to effectively address illegal mining and illegal hiring/employment of foreign nationals in mining operations.</li> <li>Ensures up-to-date and reliable</li> </ol>

<p>5. Is familiar with the government policies involving the hiring or employment of foreign nationals, especially in mining operations.</p>	<p>government groups relative to the campaign on illegal mining.</p> <p>5. Evaluates applications for Authority to Hire Foreign national in mining operations.</p>	<p>5. Plans, directs and controls the investigation process for mining complaints.</p>	<p>database and information management system on illegal mining and inventory/tracking of hired/employed foreign nationals in mining operations.</p>
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## MET1 – PROVISION OF METALLURGICAL AND FIRE ASSAY TESTS

The ability to provide metallurgical and fire assay tests to the mining stakeholders/clientele, MGB regional offices and the general public.



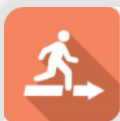
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the provision of metallurgical and fire assay tests	Undertakes metallurgical and fire assay tests	Supervises the conduct of metallurgical and fire assay tests	Formulates plans, programs, and policies on the provision of metallurgical and fire assay tests
<ol style="list-style-type: none"> <li>1. Prepares samples for metallurgical test works and chemical analysis in accordance with standard operating procedures.</li> <li>2. Undertakes simple laboratory works such as crushing, grinding, drying, screening and drying.</li> <li>3. Records tests results accurately</li> <li>4. Prepares simple chemical solutions and reagents required for metallurgical laboratory test works</li> <li>5. Understands and applies basic</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts various metallurgical tests and measurements; installation and set-up of laboratory equipment and apparatus.</li> <li>2. Applies the basic principles of fire assaying, mineral processing and extractive metallurgy.</li> <li>3. Applies the basic principles of applied chemistry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertakes metallurgical material balances and initial interpretation on tests conducted.</li> <li>2. Guides and coaches others on the various standard operating procedures on different metallurgical operations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews metallurgical/ material balances and initial interpretation on tests conducted for final report preparation</li> <li>2. Designs and modifies metallurgical equipment and machineries as needed..</li> </ol>

<p>mathematics and simple calculations</p> <p>6. Has knowledge on basic metallurgical operations.</p> <p>7. Knows basic principles of mathematics, natural, physical and applied sciences.</p> <p>8. Has knowledge and skills in the storage and inventory of chemicals, glass wares, and laboratory supplies.</p>			
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## MET2 – CONDUCT OF METALLURGICAL RESEARCH

The ability to develop/adopt various technologies that would increase usability of local ores and minerals both metallics and non-metallics.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of metallurgical research activities	Undertakes metallurgical research activities	Supervises metallurgical research activities	Formulates plans, programs, and policies on metallurgical research activities
<ol style="list-style-type: none"> <li>1. Prepares samples for metallurgical test works and chemical analysis in accordance with standard operating procedures.</li> <li>2. Undertakes simple laboratory works such as crushing, grinding, drying, screening and drying.</li> <li>3. Records tests results accurately</li> <li>4. Prepares simple chemical solutions and reagents required for metallurgical laboratory test works;</li> <li>5. Understands and applies basic</li> </ol>	<ol style="list-style-type: none"> <li>1. Possesses knowledge and skills in the preparation of research proposals.</li> <li>2. Conducts researches on mineral processing and extractive metallurgy.</li> <li>3. Installs and sets-up of laboratory equipment and apparatus.</li> <li>4. Possesses basic knowledge in statistical analysis in the interpretation of results of tests conducted.</li> <li>5. Applies the various principles and concepts of mineral processing</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and packages research proposals.</li> <li>2. Applies statistical analysis and data interpretation in the evaluation of metallurgical results and analysis.</li> <li>3. Guides and coaches others on the various standard operating procedures on different metallurgical operations and in the preparation of research proposals.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews/consolidates metallurgical research proposals and technical reports</li> <li>2. Knows funding sources (internal and external) for metallurgical researches.</li> <li>3. Formulate metallurgical research roadmaps/ directions.</li> </ol>



<p>mathematics and simple calculations;</p> <p>6. Has knowledge on basic metallurgical operations and methods of research.</p> <p>7. Knows basic principles of mathematics, natural, physical and applied sciences.</p> <p>8. Has knowledge and skills in the storage and inventory of chemicals, glasswares, and laboratory supplies.</p>	<p>and extractive metallurgy in the conduct of research.</p> <p>6. Applies principles of applied chemistry, mathematics, natural, physical and applied sciences in the conduct of metallurgical research.</p>		
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## MET3 – PROVISION OF CHEMICAL AND PHYSICAL TESTS

The ability to conduct chemical and physical tests on rocks, ores, soil, minerals, water and metallurgical products.



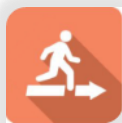
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the provisions of chemical and physical tests</p>	<p>Undertakes provisions of chemical and physical tests</p>	<p>Supervises the provision provisions of chemical and physical tests</p>	<p>Formulates plans, programs, and policies in the provision of chemical and physical tests</p>
<ol style="list-style-type: none"> <li>1. Performs the following activities in accordance with standard operating procedures :               <ul style="list-style-type: none"> <li>• Sample preparation for physical and chemical analysis</li> <li>• Operation of distilling apparatus.</li> <li>• Installation and dismantling acetylene and LPG gases.</li> <li>• Common analytical operation such as weighing, digesting and filtration of sample.</li> </ul> </li> <li>2. Preparation reagents and standard solutions.</li> <li>3. Knows the basic principles of general chemistry, qualitative and quantitative chemistry and</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the basic principles of general chemistry, qualitative and quantitative chemistry and principles of mathematics, natural, physical and applied sciences in performing the following with acceptable accuracy:               <ul style="list-style-type: none"> <li>• Volumetric and Gravimetric Analysis.</li> <li>• Instrumental Method of Analysis using various laboratory equipment and apparatus.</li> <li>• Laboratory and inventory management, planning, monitoring and report writing.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Guides and coaches others on the various analytical procedures .</li> <li>2. Develops/formulates good laboratory procedures/practices and good material management.</li> <li>3. Controls and evaluates the conduct of physical and chemical tests on minerals and metallurgical products.</li> <li>4. Evaluates results of analysis thoroughly.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews results of analysis.</li> <li>2. Evaluates laboratory performance in relation to capability of technical staff and availability of resources, i.e. supplies and equipment..</li> </ol>

<p>principles of mathematics, natural, physical and applied sciences.</p> <p>4. Has knowledge and skills in the storage and inventory of chemicals, glasswares, and laboratory supplies.</p>			
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## MET4 – PROVISION OF MECHANICAL-ELECTRICAL SERVICES

The ability to operate, maintain, repair equipment including the fabrication, design, plan costing, alteration, renovation, test runs of machinery and equipment.

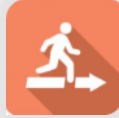


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assist in provision of mechanical-electrical services	Undertakes provision of mechanical-electrical services	Supervises provision of mechanical-electrical services	Formulates plans, programs, and policies on provision of mechanical-electrical services
<ol style="list-style-type: none"> <li>1. Knows how to use an Electrical Arc welding machine for the repair and fabrication of metal objects.</li> <li>2. Performs basic blacksmithing, electrical installation/repair and carpentry jobs.</li> <li>3. Knows the rules and regulation of the PEC and PSME.</li> <li>4. Has knowledge and skills in the storage and inventory of electrical and mechanical supplies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts performance tests of machineries and equipment.</li> <li>2. Investigates accidents involving machineries and equipment.</li> <li>3. Conducts safety inspection of electrical installation equipment and devices.</li> <li>4. Plans and installs electrical and mechanical machineries and equipment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends and oversees performance tests of all electrical equipment and machineries installed.</li> <li>2. Prepares working design for the fabrication and installation of projects mechanical/electrical equipment, machinery parts, and structures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/formulates policies and procedures for the evaluation of operating performance of electrical and mechanical machineries.</li> <li>2. Oversees the provision of mechanical and electrical services.</li> <li>3. Initiates the design/ modification of electrical and mechanical machineries as required..</li> </ol>



## MET5 – CONDUCT OF MINERAL PROCESSING PERMIT AUDIT

The ability to verify, validate and assess compliance with the terms and conditions of Mineral Processing Permits



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the audit of MPPs	Undertakes audit of MPPs	Reviews and evaluates the results of MPP audits	Formulates plans, programs, and policies on the conduct of MPP audits
<ol style="list-style-type: none"> <li>1. Has knowledge in technical audit procedure; gathering and processing relevant information/data and preparation of technical audit report.</li> <li>2. Knows simple techniques/tools in technical audit</li> <li>3. Determines compliance/ non-compliance of Contractors /Permittees with the terms and conditions of their Mining Contracts/ Permits, including the level of implementation of Work Programs and compliance with reporting and fiscal obligations.</li> <li>4. Has knowledge of the provisions of RA No. 7942 and DAO No. 96-40, as amended; legal issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate auditing tools and techniques.</li> <li>2. Identifies and analyzes issues and concerns that affect the implementation of approved Work Programs.</li> <li>3. Analyzes various interrelated data or activities/ projects/current issues to synthesize information and ideas.</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides implementors of the technical audit in verifying accomplishments and financial statements of Contractor s/Permittees and discovers material errors and irregularities.</li> <li>2. Recommends measures to improve the analyses of various interrelated data or activities/ projects/current issues to synthesize information and ideas.</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the conduct of technical audit of mineral processing plants.</li> <li>2. Formulates and recommends mining project technical auditing strategies/ procedures.</li> <li>3. Formulates and recommends policies based on the results and impacts of the technical audit.</li> <li>4. Recommends specific actions to address the negative findings during the technical audit</li> <li>5. Formulates policies to address issues/concerns arising from mining projects.</li> </ol>

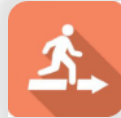
<p>related to mining, Local Government Code, Tax Code etc.; mining engineering, geology or metallurgical engineering; the Law on Obligations and Contracts.</p>			
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## CC1 - DISCIPLINE

The ability to:

- uphold the values and principles of Ethical Standards for Government Employees (RA 6713) taking into account the social and environmental impact of one's actions and decisions;
- exemplify high standards of professional behavior as DENR employees, adhering to ethical as well as moral principles, values and standards of the Agency; • be motivated by organizational rather than personal concerns;
- utilize time efficiently and productively to attain desired results;
- show fulfillment in work and achievements;
- exercise persistence when faced with difficult problems and challenges; and c
- communicate/observe DENR mission, quality policy, values, rules and regulations in the discharge of one's functions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices ethical and professional behaviors	Upholds the values of DENR in every action and decision	Serves as a good role model on DENR values and ethics to staff/peers	Sponsors/ initiates development of proactive programs promoting DENR values and ethics
<ol style="list-style-type: none"> <li>1. Abides by Ethical Standards for Government Employees (RA 6713) by practicing ethical and professional behaviors</li> <li>2. Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures, and honoring one's commitment to others or the organization</li> <li>3. Plans and organizes tasks and produces results</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains a professional image and can be depended upon</li> <li>2. Respects and supports management in its decision and is able to guard and build the Agency's reputation and image</li> <li>3. Acts with a sense of urgency and responsibility to meet the organization's needs and prioritizes tasks to attain results</li> </ol>	<ol style="list-style-type: none"> <li>1. Inspires confidence and respect from peers/ staff</li> <li>2. Serves as a good role model on professionalism to staff/ peers by coming to work on time and producing outputs before the deadline</li> <li>3. Engages consultation with peers, subordinates, partners, and stakeholders in decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences confidence and trust in the discharge of one's duties through personal example and DENR policies, procedures, products and services that deserve such appreciation, confidence and trust</li> <li>2. Demonstrates accountability, responsibility, ethical practice and conformity to the principles of natural justice in decision making</li> </ol>

<ul style="list-style-type: none"> <li>4. Comes to work on time and attends meetings on time</li> <li>5. Projects a positive outlook and attitude toward work</li> <li>6. Is knowledgeable about DENR goals and directions, services, culture, history, structure, basic systems and processes and key personnel</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes personal actions and behaviors congruent to that of the values and goals</li> <li>5. Makes personal sacrifices to meet organizational needs</li> <li>6. Maintains confidentiality and protects the privacy of employees, customers, and other stakeholders of DENR</li> </ul>	<ul style="list-style-type: none"> <li>4. Shows moral courage by doing the right thing or by expressing dissent on actions or pending decisions which would violate organizational values, laws, and regulations</li> <li>5. Aligns organizational and personal values and guides others on DENR/office goals and directions, services and culture</li> </ul>	<ul style="list-style-type: none"> <li>3. Calls attention of peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others</li> <li>4. Contributes to the development of the Agency's values and professionalism/ ethical standards and program</li> </ul>
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## CC2 - EXCELLENCE

The ability to provide proactive, responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Complies with DENR's standards of service deliver	Delivers and adds value to customers' expectations and requirements	Anticipates, identifies and manages stakeholders' standards and requirements towards excellent customer service through improving sense of responsibility and competence	Builds and shapes DENR service culture and strategy and provides leadership in service delivery through highest degree of responsibility and competence
<ol style="list-style-type: none"> <li>1. Complies with DENR's standards of service delivery</li> <li>2. Explains DENR's service standards and basic DENR rules and policies</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides relevant information to supervisor on matters referred for actions</li> <li>5. Shows sense of urgency in attending to customers' needs and requests</li> <li>6. Acts on simple queries/ concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains DENR's structure, processes, and time involved in the delivery of services to customers</li> <li>2. Articulates the vision, mission, programs, core values, and priority directions of the DENR</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides advice and guidance to subordinates with regard to concerns elevated to their level</li> <li>5. Takes the extra mile in customer service by consistently exceeding expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Anticipates and identifies stakeholders need and value based on programs and, policies and analyzes based on the parameters and condition of customer service satisfaction</li> <li>2. Mentors and coaches subordinates and peers on how to provide correct, adequate and prompt information to customers as may be necessary</li> <li>3. Anticipates and analyses stakeholders' needs and provides appropriate and immediate response</li> <li>4. Proactively comes up with solutions to manage stakeholders' expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistently exceeds stakeholders' needs and expectations by keeping abreast with local and global best practices in managing bureaucracy necessary to implement a successful change strategy</li> <li>2. Designs mechanisms in the provision of correct, adequate and prompt information to customers as may be necessary</li> <li>3. Directs the organization towards the achievement of the service excellence platform in the entire bureaucracy</li> </ol>

	<p>6. Initiates/recommends process improvements based on customers' feedback</p>	<p>5. Initiates improvements in service delivery based on stakeholder feedback</p> <p>6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely</p> <p>7. Seeks ways to improve one's knowledge and skills to perform requirements of present and future role in DENR</p> <p>8. Models excellence in assuming responsibility for dealing with problems, crises or issues. Does not blame others for mistakes and learns from them</p>	<p>4. Recommends to DENR management mechanisms for the institutionalization of a service culture</p> <p>5. Ensures compliance with established parameters of authority within DENR and empowers subordinates to manage DENR's culture of service excellence</p> <p>6. Formulates/Designs strategies in the scaling-up of service delivery as a result of analysis, appreciation and understanding of the customer's needs and concerns</p> <p>7. Promotes a culture of continuous learning to strengthen competency of people to raise the bar toward high quality service delivery</p> <p>8. Serves as champion in the sharing and applying new knowledge, skills and responsibility learned in one's field to stakeholders both internally and externally</p> <p>9. Gathers and analyzes feedbacks from subordinates and respond effectively to address concern</p>
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## CC3 - NOBILITY

The ability to exemplify the quality of being noble in character and mind by displaying virtue, goodness, honor, justice and decency. It also includes traits of purity, selflessness and worthiness as well as concern for justice, peace and genuine respect for people.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Demonstrates virtue, goodness, honor, justness and decency at all times	Demonstrates virtue, goodness, honor, justness and decency even in difficult situations	Influences others to observe virtue, goodness, honor, justness and decency in all situations	Inspires others to act in the highest level of virtue, goodness, honor, justness and decency
<ol style="list-style-type: none"> <li>1. Demonstrates trustworthiness and selfless concern for the well-being of others</li> <li>2. Manifests objectivity, impartiality and fairness in handling situations at work</li> <li>3. Adheres to right standard of conduct in dealing with stakeholders</li> <li>4. Shows respect for others</li> <li>5. Fulfills an obligation or keeps an agreement</li> <li>6. Demonstrates honesty and compassion in all situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Manifests equal treatment to people regardless of status</li> <li>2. Shows respect, sensitivity and diplomacy to people in the attainment of common objectives</li> <li>3. Is respected and regarded by superiors and peers</li> <li>4. Takes an objective and independent stance in handling difficult issues and situations</li> <li>5. Exhibits high level of discipline and self-control in keeping personal and sensitive information</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences high level of trustworthiness and determination to resist temptation of corruption</li> <li>2. Ensures accountability in handling Agency funds and complies with agency's internal financial controls and policies and COA regulations</li> <li>3. Discourages and reports to proper authorities any potential acts of dishonesty, misappropriation, malversation, connivance, or defrauding</li> <li>4. Upholds and promotes the highest standards of moral</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotes the culture of virtue, goodness, honor, justness and decency in the organization and manifests high level of purity, selflessness, and worthiness in every situation towards the achievement of common goals</li> <li>2. Pursues goals relentlessly and with dedication, towards achieving ambitious and excellent results and demonstrates persistence and strength of character when confronted with difficulties or challenges</li> </ol>

		values, practices, and ethics at all times  5. Complies with the disclosure policy of the agency	3. Remains calm and level-headed even in the most stressful situations.  4. Sets an example in demonstrating tact and diplomacy in handling difficult situations and people, accepts constructive criticism and uses it to improve performance
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## CC4 - RESPONSIBILITY

The ability to:

- take full responsibility in delivering what has been agreed;
- take care of entrusted human, material resources and information;
- disclose all transactions and welcome reviews, audits, assessments, comments and monitoring of one's actions; and
- avoid wasteful and personal use of agency's resources.



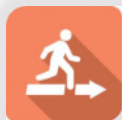
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Observes the principle of transparency and accountability in the workplace with supervision and guidance	Practices the principle of transparency and accountability in the workplace	Leads in the observance of the principle of transparency and accountability in the workplace	Champions the principle of transparency and accountability in the agency
<ol style="list-style-type: none"> <li>1. Understands the principle of transparency and accountability in organizations</li> <li>2. Implements the required tasks and produces the deliverables</li> <li>3. Makes information available in a manner appropriate to different stakeholders as instructed</li> <li>4. Observes proper use of office resources and applies the 5Rs in wastes segregation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the value of transparency and prudence in disclosing accurate material information in a timely manner</li> <li>2. Takes full responsibility for all business decisions, actions/inactions, and conduct</li> <li>3. Makes information available to permit timely analysis, and evaluation by relevant stakeholders</li> <li>4. Shows concern and serve excellently to the agency and its stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages information so that it is timely, accurate, and complete</li> <li>2. Coaches, mentors, and monitors to ensure others deliver their responsibilities as expected</li> <li>3. Models the behavior expected of the employees and the criteria by which they will be assessed</li> <li>4. Ensures that there is a process in which employees issues and concerns are heard and deliberated</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews employees/ unit's accountabilities and provides guidance to ensure attainment of targets</li> <li>2. Takes corrective action to address office problems in a timely and consultative manner</li> <li>3. Empowers employees to hold themselves accountable and responsible of their decisions</li> <li>4. Sets up systems and processes to ensure that the agency's stakeholders are served with transparency and accountability</li> </ol>



## CC5 – CARING FOR THE ENVIRONMENT AND NATURAL RESOURCES

The ability to demonstrate its concern for the preservation and conservation of the natural environment (not just as a job) but more as a way of life. It includes (but not limited to) the following behavioral manifestations:

- takes care of the environment by throwing their garbage in the proper place and turns off light, air conditioners, computers and other electrical appliances when not in use;
- uses less of the earth's resources and uses carefully those that they have to use;
- reuses stuff - bags, containers, etc. and recycles materials as much as possible; and
- plants/replants trees and joins/advocates environment related activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge of concepts and application of preservation and conservation of the environment	Applies knowledge and understanding of the environment to further the aims of sustainability	Serves as a good role model in conserving and preserving the environment to peers and staff	Sponsors development of proactive programs promoting the preservation and conservation of the environment
<ol style="list-style-type: none"> <li>1. Understands the wider environmental context/ importance of preserving and conserving the environment</li> <li>2. Complies with relevant agency codes of conduct and practices on preserving and conserving the environment without being told</li> <li>3. Demonstrates personal commitment to DENR mission and mandate, recognizing his/her obligations to society/ community</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates a critical awareness of current environmental problems and anticipates the impact of future environmental trends</li> <li>2. Addresses and resolves problems arising from questionable environmental practice</li> <li>3. Demonstrates self-direction and originality in tackling and addressing problems</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences others to promote behavioral and cultural changes to secure environmental improvements beyond Agency compliance</li> <li>2. Encourages others to promote and advance a sustainable and resilient approach by understanding their responsibility for environmental damage and improvement</li> <li>3. Critically evaluate actions, methods and results and their</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops good practices, by actively learning from results to improve future environmental solutions and approaches</li> <li>2. Advocates sustainability concerns and environmental issues, encourages others to actively contribute to environmental protection and sustainability</li> <li>3. Demonstrates self-direction and originality in developing strategies for sustainable development and environmental improvement</li> </ol>

		<p>short and long-term implications e.g. the impact and role of ecology and biodiversity in relation to new development/ construction</p> <p>4. Actively learns from results to improve environmental solutions and approaches, and build best practice</p>	<p>4. Analyzes and evaluates problems from an environmental perspective, develops practical sustainable solutions and anticipates environmental trends to develop practical solutions</p>
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## OC1 – WRITING EFFECTIVELY

The ability to write in a clear, concise and coherent manner using different tools to convey information or express ideas effectively.



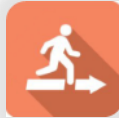
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Refers to and/or uses existing communication materials or templates to produce own written work</p>	<p>Edits existing or customizes available communication materials to produce an appropriate written work</p>	<p>Produces written work from scratch with some guidance while complying to agreed or prescribed standards of communicating with the bureaucracy</p>	<p>Designs and/or sets standards for a written material used within the bureaucracy while demonstrating independence producing written work</p>
<ol style="list-style-type: none"> <li>1. Knows and uses basic business writing rules such as sentence structure, rules in grammar and techniques in word use and spelling</li> <li>2. Seeks, identifies and is able to distinguish the appropriate template or reference material that will be used as basis for one's written document</li> <li>3. Writes simple pro-forma communications such as acknowledgement, transmittal letters and forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate vocabulary, formats, correct order in sentence formation to achieve cohesion in the composition of sentences</li> <li>2. Understands the advantages and limitations of email and designs written work to capitalize on such advantages and mitigate the limitations</li> <li>3. Solicits feedback from those able to judge the appropriateness of the written material for a given audience</li> <li>4. Replies to queries and prepares Memoranda, presentations, position papers, taking points and reports using references and research tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate content, clarity, logic and presentation of written communications</li> <li>2. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience</li> <li>3. Drafts resolutions, pleadings, terminal reports, and speeches in compliance with agreed or prescribed communication standards</li> <li>4. Utilizes variety of visual elements such as graphs, charts and illustrations to enhance understanding of the written content</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands and uses current trends in business writing styles and written marketing collaterals</li> <li>2. Identifies benchmark examples of effective written communication that can be used by the organization, and applies these best practices in developing communication standards for the organization</li> <li>3. Undertakes in-depth research to develop policy guidelines for written work and related products</li> <li>4. Keeps people informed about the changes and developments in organizational goals, strategies and performance through written documentation</li> </ol>





## OC2 – SPEAKING EFFECTIVELY

The ability to actively listen, understand and respond appropriately when interacting with individuals and groups



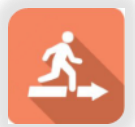
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Effectively delivers messages that simply focus on data, facts or information and requires minimal preparation or can be supported by available communication materials. Focus of communication is to relay information and/or data</p>	<p>Effectively delivers messages that require some planning for the Method used and the possible reception to the message (audience may be a controlled group, i.e., team/s, divisions) Focus of communication is to relay information and to build motivation</p>	<p>Effectively delivers messages that require careful planning for the method used and the possible impact of the message (audience may be a large group, i.e., office, organization) Focus of communication is to relay information and to build motivation</p>	<p>Facilitates and influences target audience such as the Heads of the Agency and External Partners/Clients. Focus of communication is to relay information, to build motivation and call for action</p>
<ol style="list-style-type: none"> <li>1. Effectively listens to and understands instructions and can understand the information needs of self and others</li> <li>2. Actively participates in discussions and is appropriately assertive in expressing own ideas</li> <li>3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarifies as well as summarizes discussions, providing insights on underlying issues not readily obvious to the audience</li> <li>2. Adjusts communication style according to the needs of the audience and/or situation</li> <li>3. Takes into account others' point of view, listening actively and asking questions to check for understanding of others' inputs, acting appropriately to nonverbal cues</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands common conventions of language and grammar appropriate to professional settings and audience</li> <li>2. Chooses and uses the appropriate medium for the message and adapts spoken language to that medium</li> <li>3. Presents and discusses suggestions and proposals in English to superiors for the improvement of processes and procedures fluently</li> </ol>	<ol style="list-style-type: none"> <li>1. States complex technical concepts in an understandable manner and uses appropriate supporting materials</li> <li>2. Advocates DENR goals effectively and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization</li> <li>3. Promotes an open line and ongoing communication to address issues and align efforts to organizational goals</li> </ol>

	<p>4. Disseminates information accurately, sharing information and using established methods or channels to keep appropriate parties informed</p>	<p>4. Anticipates possible questions, objections from the audience and prepares materials or means to address or attend to such</p> <p>5. Disseminates policy guidelines and resolutions to subordinates</p> <p>6. Confidently explains DENR laws, rules and programs to external partners/client</p> <p>7. Devises improvements to communication systems and practices within and across teams/ units/ offices in order to improve clarity and reception of messages</p>	<p>4. Presents to the Heads of Agency programs, projects and issues relative to their areas of responsibility for decision/resolution</p> <p>5. Responds appropriately, accurately, and with composure to challenging questions or comment</p>
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## OC3 – TECHNOLOGY LITERACY AND MANAGING INFORMATION

Makes effective use of technology to contribute to the improvement of the system’s performance. The ability to organize, process , distribute and manage information in order to support or facilitate the learning and data requirements of DENR



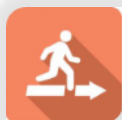
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies basic technology (office software and equipment) in the performance of the assigned tasks. Collects, organizes and maintains data</p>	<p>Demonstrates the use of available equipment and software/s and application/s that can be utilized in the performance of the assigned tasks. Works with data to generate relevant information</p>	<p>Analyzes appropriateness of office software and equipment in the performance of assigned tasks. Develops information assets to achieve organizational goals</p>	<p>Maximizes the use of equipment and office software/s and applications in the performance of the assigned tasks. Strategizes the method and use of information that adds value to the organization and the public sector</p>
<ol style="list-style-type: none"> <li>1. Uses basic technology with supervision in performing tasks</li> <li>2. Understands and complies with the set standards, policies and guidelines on the information management processes of the organization</li> <li>3. Describes and distinguishes data or information that is relevant to the job and the value this brings to one’s functional role, group or the organization</li> <li>4. Uses information channels and sources relevant to the job in order to identify data and transactions that need to be captured or recorded</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies advanced technology tools in performing tasks</li> <li>2. Knows and can articulate the importance of having accurate, readily available, timely and relevant information</li> <li>3. Analyzes and corrects discrepancies and assesses the accuracy, validity, and integrity of the information</li> <li>4. Evaluates information of distortions, personal bias or conflicts of interests using effective information management processes, tools and standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps abreast of technological changes to develop new skills and knowledge required to perform tasks</li> <li>2. Identifies and implements improvements to information management processes and techniques through observation of information management competence of others</li> <li>3. Facilitates the design, development or acquisition of information management tools based on the analyzed needs and gaps of an individual, group or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies gaps and recommends enhancement of office software/s and applications in performing tasks</li> <li>2. Fosters the development of appropriate information assets and protocol to effectively manage and capitalize on information</li> <li>3. Identifies, develops and articulates information management strategies and ensures that these are embedded within key organizational processes</li> <li>4. Ensures information management activities are coordinated across the organization</li> </ol>

<p>5. Uses available tools such as notebooks or computers to document, manage, retrieve and/or distribute data or information to appropriate individuals, groups or parties</p>	<p>5. Provides information on a timely basis and in a usable form ensuring the availability and accessibility of organizational information resources</p>	<p>4. Ensures that resources are available and effectively deployed to sustain service delivery and to address information needs of an individual, group or the organization</p>	<p>5. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general</p>
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## OC4 – PROJECT MANAGEMENT

The ability to plan, organize, implement, direct, monitor and assess projects/ work plans, outputs, effects and impacts.



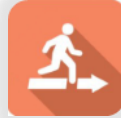
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assist in project management activities	Conducts project management activities	Leads in project management activities	Formulates plans, programs and policies on improvement of project management activities
<ol style="list-style-type: none"> <li>1. Applies the basic knowledge in gathering /collecting relevant data/materials under supervision</li> <li>2. Has basic knowledge in the preparation of research/project proposal</li> <li>3. Has basic knowledge in the monitoring and evaluation process</li> <li>4. Knows simple statistical tools needed in program evaluation</li> <li>5. Has basic knowledge in the technical standard and specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and packages research/project proposal</li> <li>2. Organizes staff assignments given the requirements of the special project</li> <li>3. Identifies priorities of the project and the outputs given specific time period in consultation with superior/s</li> <li>4. Devises a monitoring chart to track project activities</li> <li>5. Assists in the conduct of project monitoring and evaluation using prescribed instrument</li> <li>6. Develops and prepares project/research briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops feasibility studies</li> <li>2. Develops plans and proposals and negotiates for resources and support</li> <li>3. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>4. Identifies and analyzes project issues and concerns that affect project's implementation</li> <li>5. Formulates performance indicators and standards</li> <li>6. Develops monitoring and evaluation tools and instruments to assess the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approaches and strategies to address gaps for the improvement of project</li> <li>2. Formulates and recommends policies based on the results and impacts of the project</li> <li>3. Supervises overall activities of the project</li> </ol>

		<ol style="list-style-type: none"><li>7. Monitors and evaluates the development and progress of the project and prepares</li><li>8. Provides technical assistance in project management to stakeholders</li><li>9. Guides others in monitoring and evaluation of program processes</li><li>10. Prepares project terminal report</li></ol>	
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## OC5 – COMPLETED STAFF WORK (CSW)

The ability to provide comprehensive, accurate, factual, and timely information to ensure well-informed decisions



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Practices basic knowledge of CSW to generate complete, accurate, relevant and timely output</p>	<p>Demonstrates advanced knowledge in CSW by applying appropriate tools and techniques</p>	<p>Leads the practice of CSW in his/her office/unit</p>	<p>Institutionalizes and sustains the practice of CSW in the organization</p>
<ol style="list-style-type: none"> <li>1. Provides the appropriate data needed for the action to be taken</li> <li>2. Strives to achieve job objectives and to meet targets based on CSW standard</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes validated data through the use of appropriate statistical tools and other techniques</li> <li>2. Determines the reliability, dependability and integrity of data and/or information gathered</li> <li>3. Explores effective processes and methods in generating action plans from a complex source</li> <li>4. Prepares reports containing the necessary and relevant information in CSW format</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the best source of action or proposal in the context of CSW</li> <li>2. Defines metrics in the effective use of processes and methods in the context of CSW</li> <li>3. Coaches and mentors subordinates and peers on CSW process</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops strategies and mechanisms to enhance the application of CSW</li> <li>2. Provides avenue to generate feedbacks to identify challenges affecting the application of CSW and corresponding solutions to address the issues</li> </ol>



## LC1 – STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)

The ability to “see the big picture”, think multi-dimensionally, craft innovative strategies/solutions; and envision a preferred future for one’s unit/office and functions in the context of the DENR’s Vision and Mission. It includes skills needed to establish and to communicate organizational objectives and to monitor progress toward accomplishment of such objectives; to initiate action; and to provide structure and systems to achieve goals and ensure long-term success



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops office/ service’s strategies and plans based on the DENR’s mission/vision	Ensures that others support the DENR’s mission, goals, agenda, climate and policy	Ensures that the DENR’s strategy is able to address the needs of different stakeholders	Exemplifies to and leads others to support the DENR’s vision, mission, values, goals and objectives
<ol style="list-style-type: none"> <li>1. Understands the role of his/her office in achieving organizational goals and aligns day-to-day actions and resources with the team’s organizational issues and opportunities</li> <li>2. Develops and articulates concise, comprehensive office strategies that incorporate a System/ organization-wide perspective</li> <li>3. Motivates staff into action to support the DENR’s strategies</li> <li>4. Ensures that others support leader’s mission, goals, agenda, climate, and policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one’s department or functional area.</li> <li>2. Establishes and implements longterm objectives, goals, or projects that support the strategy.</li> <li>3. Considers the alignment of present assets, processes, and methods with the DENR’s strategy and identifies actions and changes needed to meet the strategy.</li> <li>4. Develops and contributes to the creation of the DENR’s strategies</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the agency and secures the proper implementation of these strategies.</li> <li>2. Redesigns processes or services to better meet the DENR’s longterm goals.</li> <li>3. Develops Contingency Strategy and Plans Based on DENR Strategies.</li> <li>4. Strategically prepares, modifies and reviews contingency strategy; anticipates obstacles that could arise.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets the complex and volatile nature of the environment to the agency and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.</li> <li>2. Communicates a clear vision that generates enthusiasm, passion and commitment to the organization mission.</li> <li>3. Influences and persuades through effective will power.</li> <li>4. Takes on a pivotal role in promoting the development of an inspiring, relevant vision for the</li> </ol>



		<ul style="list-style-type: none"> <li>5. Examines radical strategic options and dramatic alternatives that drive the DENR's culture and results</li> <li>6. Pushes oneself and strongly influences/ encourages others to "think outside the box" in setting the future direction of the DENR.</li> <li>7. Coaches/guides other officers on how the DENR's vision/mission /goals could be achieved</li> </ul>	<p>organization and influences others to share ownership of office goals.</p> <ul style="list-style-type: none"> <li>5. Takes initiative to collaborate with leadership team and other line agencies to shape the strategic direction of DENR</li> </ul>
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## LC2 – LEADING CHANGE

The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes the ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to advance and sustain change within the organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Influences and guides team in understanding, accepting and supporting any change efforts/ programs of the DENR</p>	<p>Ensures the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process</p>	<p>Addresses the interests and objections of all the stakeholders involved in the change process</p>	<p>Formulates a change management framework and change management implementation plan to guide all the stakeholders involved in the change process</p>
<ol style="list-style-type: none"> <li>1. Recognizes and communicates the change that is introduced in the unit/organization and its effect to DENR</li> <li>2. Communicates the work cooperatively with others to produce innovative solutions</li> <li>3. Supports various change management activities; e.g. communications, education, team development, coaching</li> <li>4. Prepares team/unit for the change by defining management strategy and preparing change management team</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change</li> <li>2. Forwards personal, professional and work unit needs and interests in an issue</li> <li>3. Develops change management plans and takes action and implements plans</li> <li>4. Diagnoses gaps and manages resistance n any change efforts effectively</li> </ol>	<ol style="list-style-type: none"> <li>1. Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant</li> <li>2. Guides groups or teams through the transition process leading to the development and implementation of new approaches, systems, structures and methods</li> <li>3. Helps employees to develop a clear understanding of what they will need to do differently, as result of changes in the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, defines and exhibits buy-in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness</li> <li>2. Develops change management sponsorship model</li> <li>3. Establishes structures and processes to plan and manage the orderly implementation of change that will be beneficial to the DENR</li> <li>4. Reinforces the change effort in a dynamic manner</li> <li>5. Provides strategic insight on change management</li> </ol>

	<ul style="list-style-type: none"> <li>5. Recognizes right away the effect of a certain change in the organization and if such change can be beneficial to the DENR</li> <li>6. . Implements corrective actions and recognizes team/unit success</li> </ul>	<ul style="list-style-type: none"> <li>4. Challenges the status quo by comparing it to an ideal or a vision for change</li> <li>5. Builds broad based support for ideas, initiatives and directives</li> </ul>	<ul style="list-style-type: none"> <li>6. Acts as mentor/coach to change management teams and provides guidance</li> <li>7. Leads in setting new organization's directions, partnerships, policies and procedures</li> </ul>
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## LC3 – PEOPLE DEVELOPMENT (CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)

The ability to develop subordinates' competencies and enhance their performance by planning effective development activities related to current and future jobs. It includes the ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented. It also includes the ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts



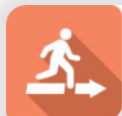
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Applies the basic principle of motivating and coaching people in the workplace	Motivates, trains, coaches and mentors people towards achieving quality results	Creates a work environment that encourages individuals to strive and reach their full potential	Ensures that work processes, procedure and resources provide for on-going growth
<ol style="list-style-type: none"> <li>1. Knows the basic principles of motivating and coaching people</li> <li>2. Gives directions or demonstrations for the purpose of a training strategy (i.e., volunteers additional resources, tools, information, expert advice, etc.)</li> <li>3. Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions</li> <li>4. Gives specific feedback for developmental purposes</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds a shared sense of destiny among individuals with seemingly disparate views, concerns and aspirations; creates team cohesion and improves individual and team performance</li> <li>2. Motivates people towards achieving quality results</li> <li>3. Actively participates in the longterm learning or development of staff with an appropriate level of needs analysis and other relevant approaches</li> <li>4. Creates new programs or materials to meet identified training needs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates a culture where team work and independence is nurtured by facilitating collaboration across organizations</li> <li>2. Creates a work environment that encourages individuals to seek challenges and to strive in reaching their full potential</li> <li>3. Recognizes individuals' needs and wants and where possible incorporates it into work assignments consistent with their personal strengths</li> <li>4. Does long-term coaching or training by arranging appropriate</li> </ol>	<ol style="list-style-type: none"> <li>1. Fosters and cultivates a shared sense or commitment between and/or among groups, departments and clients despite differences and /or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development</li> <li>2. Cultivates a learning environment by structuring interactive experience such as looking for future opportunities that are in support of achieving an individual's career goals to gain their full potential</li> </ol>

<ul style="list-style-type: none"> <li>5. Facilitates workforce effectiveness through motivating and developing people within a work environment that promotes mutual trust and respect</li> <li>6. Provides staff with opportunities to attend training sessions which cater to their professional development needs</li> <li>7. Reassures others after a setback</li> <li>8. Gives negative feedback in behavioral rather than personal terms, and expresses positive expectations for future performance and/or gives suggestions for improvement</li> <li>9. Establishes and maintains effective one-on-one relations with a variety of people, customers, individuals, and institutions</li> </ul>	<ul style="list-style-type: none"> <li>5. Involves staff in project tasks, resources and responsibilities and provides opportunities for them to clarify aspects of particular tasks or seek further directions</li> <li>6. Explores opportunities to mentor/coach individual members of the workforce.</li> <li>7. Encourages staff to participate in development opportunities (for example cross posting, accepting higher duties) to enhance career opportunities</li> <li>8. Encourages team members to discuss concerns and conflicts openly rather than covering them up or overlooking them.</li> <li>9. Takes appropriate action to achieve resolution after assessing the issue.</li> </ul>	<ul style="list-style-type: none"> <li>and helpful assignments, formal training, or other experiences for the purpose of supporting a person's learning and development</li> <li>5. Moves people to work out answers to issues themselves so they really know how, rather than simply giving them the answer</li> <li>6. Empowers staff to improve their work performance through reflecting and acting on workplace experiences</li> <li>7. Manifests an in-depth understanding of the ongoing reasons for a person's behavior or responses</li> </ul>	<ul style="list-style-type: none"> <li>3. Improves the skills and effectiveness of individuals through employing a range of development strategies</li> <li>4. Establishes systems and implements it to ensure that regular constructive feedback is given to each staff members through both formal and informal situations</li> <li>5. Promotes and rewards achievements in a way which openly acknowledges the contribution of individuals</li> </ul>
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## LC4 – PEOPLE PERFORMANCE MANAGEMENT (MANAGING PERFORMANCE AND COACHING FOR RESULTS)

The ability to create an enabling environment which will nurture and sustain a performance based coaching culture. It includes the ability to take responsibility for employees' performance, by setting clear goals and expectations, tracking progress against goals, ensuring feedback and addressing performance problems and issues promptly. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting value of continuous learning and improvement.



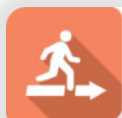
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Explains performance management principles	Monitors employee performance regularly to help employee improve his/her performance the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process	Guides others on the performance management system process and coaches staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Sets performance standards and measures progress of employees</li> <li>2. Describes the job in terms of outputs and how it contributes to the organizational objectives</li> <li>3. States performance expectations clearly and ensures that they are understood</li> <li>4. Sets agreement with the staff/ employees on standards and measures of performance including the needed support, resources and skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors employee performance regularly to help employee improve his/her performance</li> <li>2. Addresses performance problems in a timely way by assessing performance against standards and acting in a way to change performance for the better</li> <li>3. Provides feedback or conducts performance assessment, discussion and action planning</li> <li>4. Creates tools and/or applies new methods in correcting and</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the strategic imperatives of the organization and orchestrates teams. Work and organizations culture around this through advanced skills in coaching to achieve performance standard</li> <li>2. Acts to ensure others perform in accordance with clear expectations and goals</li> <li>3. Administers corrective discipline or performance improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the organization by example and through coaching towards a performance-based culture and the achievement of public service performance standards</li> <li>2. Makes specific changes in the performance management system, or in own work methods to improve performance (e.g. does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale, revenues)</li> </ol>

<p>5. Checks understanding and commitment</p> <p>6. Evaluates performance against clear standards or expectations</p>	<p>improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching to enable them to self-initiate solutions for their growth and development</p> <p>5. Coaches employees about their performance problems</p>		
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## LC5 – PARTNERSHIP AND NETWORKING (BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIPS)

The ability to build, and maintain a network of reciprocal, high trust, synergetic working relationships within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders. It also seeks to develop and utilize collaborative relationships with local and international partners to facilitate the accomplishment of Agency goals through mobilization of resources and as aid in policy formulation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains existing local partnership and networks and capitalizes on these to deliver or enhance work outcomes	Monitors employee performance regularly to help employee improve his/her performance the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process	Guides others on the performance management system process and coaches staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Understands and articulates the nature of businesses, systems, and vision, mission and core values of partners or networks to facilitate collaboration</li> <li>2. Shows and encourages mutual respect in one's dealings with partners/ networks, providing assistance (e.g. sharing of information or resources) to maintain a good working relationships with people whose cooperation and support are important</li> <li>3. Maintains contacts with people in different organizations who can</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies opportunities for collaboration by building productive and supportive relationships with partners/ network to maintain existing relationships and establish new ones</li> <li>3. Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthens and deepens partnerships and networks to deliver or enhance work outcomes</li> <li>2. Recognizes ways to reinforce and expand successful partnerships</li> <li>3. Practices win-win approach in resolving differences</li> <li>4. Resolves conflict by anticipating concerns, constraints, or resistance from partners/ network</li> <li>5. Stays alert and informed of political, cultural and religious</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds and the leverages on collaborative partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies, develops, leverages relationships with a diverse group of people across sectors, culture and race</li> <li>3. Forges agreements/ understandings (MOA/MOU) with private and public sector partners to achieve common goals</li> <li>4. Seeks opportunities for collaboration with local and foreign partners by participating in</li> </ol>



<p>be useful sources of information or resources and capitalizes on these to deliver or enhance work outcomes</p> <p>4. Monitors and acts on partnership arrangements to ensure that the objectives of the partnership remain on target</p>	<p>4. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments</p> <p>5. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions</p> <p>6. Gathers and responds to feedback to resolve specific problem</p> <p>7. Conforms to local and international protocol, etiquette and procedures</p>	<p>issues in order to anticipate and respond appropriately to potential problems affecting the partnership</p> <p>6. Establishes relationships with a broad range of individuals and groups, in various organizations and cultures</p> <p>7. Guides others build and maintain positive interpersonal relationships and networks</p>	<p>international conventions/ conferences/ gathering</p> <p>5. Renders technical assistance to local and international partners in the development of policies and programs</p> <p>6. Participates in effective joint problem-solving endeavors with local and international partners</p> <p>7. Represents agency in international organizations to work together in meeting mutual goals</p>
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# POSITIONS PROFILE

## I. ADMINISTRATIVE AND FINANCE

POSITION TITLE	SG	FUNCTIONAL																	
		FM 1	FM 2	FM 3	AD1	AD2	AD3	AD4	AD5	AD6	AD7	AD8	AD9	AD10	AD11	AD12	AD13	AD14	AD15
CHIEF AO		S	S	S	S	S	S	S	S	S	S	S	S		S	S	S	S	
SUPVG AO		A	A	A	A	A	A	A	A	A	A	A	A		A	A	A	A	
AO V				A		A	A	A	A	A	A	A	A		A	A	A	A	
AO IV				I		I	I	I	I	I	I	I	I		I	I	I	I	
AO III				I		I	I	I	I	I	I	I	I		I	I	I	I	
AO II				I		I	I	I	I	I	I	I	I		I	I	I	I	
AO II (GSS)													I		I	I			
ADA IV (DRIVER)													I	I					
ACCT III		A	A		A								A						
ACCT II		I	I		I								I						
ACCT I		I	I		I								I						
ADAS III												B	B	B					
ADAS III												B	B	B					
AA III/IV/VI												B	B	B					
MACHINIST													B						B

POSITION TITLE	SG	CORE					ORGANIZATIONAL					LEADERSHIP				
		CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO		S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVGV AO		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO III		I	I	I	I	I	I	I	I	I	I					
AO II		I	I	I	I	I	I	I	I	I	I					
AO II (GSS)		I	I	I	I	I	I	I	I	I	I					
ADA IV (DRIVER)		I	I	I	I	I	I	I	I	I	I					
ACCT III		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ACCT II		I	I	I	I	I	I	I	I	I	I					
ACCT I		I	I	I	I	I	I	I	I	I	I					
ADAS III/ AA III/IV/VI MACHINIST		B	B	B	B	B	B	B	B	B	B					

## II. TECHNICAL POSITIONS

### LEGAL SERVICE DIVISION

POSITION TITLE	SG	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
		MP1	MP2	MP3	MP4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ATTY V		S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ATTY IV		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY III		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
LEGAL ASST		B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS III						B	B	B	B	B	B	B	B	B	B					

**POLICY, PLANNING AND INTERNATIONAL AFFAIRS DIVISION**

POSITION TITLE	SG	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP				
		MP1	MP2	MP3	MP4	MP5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
PO V		S	S	S			S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
PO IV		A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PO III/PDO III/PEO III		A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PO II/PDO II/PEO II		I	I	I			I	I	I	I	I	I	I	I	I	I					
PO I/PDO I		I	I	I			I	I	I	I	I	I	I	I	I	I					
ITO I					A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CP II					I	I	I	I	I	I	I	I	I	I	I	I					
ISA II					I	I	I	I	I	I	I	I	I	I	I	I					

**MINERAL ECONOMICS INFORMATION AND PUBLICATION DIVISION**

POSITION TITLE	SG	FUNCTIONAL														
		ME1	ME2	ME3	ME4	ME5	ME6	ME7	ME8	ME9	ME10	ME11	ME12	ME13	ME14	ME15
DMO V	24	S	S	S	S	S	S	S	S	S	S	S				
DMO IV	22	A	A	A	A			B			I					
DMO II	18	A	I	I	A			B			I					
ENGR IV	22	A	A	A		A	A	A	A	A	A	A				
ENGR III	19	A	A	A	A	I					A					
STAT IV	22	A			A			B			I					
STAT III	18	A			A			B			I					
ITO I	19				B			A					A	A	A	A
DMO II	15	I		B	I			B			I					
ISA II	16	I			I			I					A	I	I	I
LIBRARIAN II	15							B		B	B	I				
CP II	15												I	I	I	I
AA III	9	B			B											
AA II	8							B		B	B	B				
AA I	7															

POSITION TITLE	SG	CORE					ORGANIZATIONAL					LEADERSHIP				
		CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
DMO V	24	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	22	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	18	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR IV	22	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B

ENGR III	19	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
STAT IV	22	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
STAT III	18	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ITO I	19	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	15	I	I	I	I	I	I	I	I	I	I	I					
ISA II	16	I	I	I	I	I	I	I	I	I	I	I					
LIBRARIAN II	15	I	I	I	I	I	I	I	I	I	I	I					
CP II	15	I	I	I	I	I	I	I	I	I	I	I					
AA III	9	B	B	B	B	B	B	B	B	B	B	B					
AA II	8	B	B	B	B	B	B	B	B	B	B	B					
AA I	7	B	B	B	B	B	B	B	B	B	B	B					

**MINE SAFETY, ENVIRONMENT AND SOCIAL DEVELOPMENT DIVISION**

POSITION TITLE	SG	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
		MS1	MS2	MS3	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF SRS		S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG SRS		A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS		A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CDO III/CAO III		I	A	I	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR EMS		I	I	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B



**MINING TENEMENTS MANAGEMENT DIVISION**

POSITION TITLE	SG	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP				
		MT1	MT2	MT3	MT4	MT5	CC 1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ENGR V		S	S	S	I	B	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ENGR V/ SUPVG SRS		A	A	A	I	B	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III/ SR SRS/ R EMS		A	A	A	I	B	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR GEOLOGI ST		A	A	A	I	B	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ITO I		A	A	A	A	B	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ECON II		I	I	I	B	NA	I	I	I	I	I	I	I	I	I	I					
CAO II		I	I	I	NA	NA	I	I	I	I	I	I	I	I	I	I					
CARTO V		I	I	I	B	I	I	I	I	I	I	I	I	I	I	I					

**MARINE GEOLOGICAL SURVEY DIVISION**

POSITION TITLE	SG	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
		MM1	MM2	MM3	MP4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF GEOLOGIST		S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG GEOLOGIST/ ENGR IV		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR GEO		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
GEO II / ENGR II		I	I	NA	I	I	I	I	I	I	I	I	I	I	I					
ECET III		B	B	B	I	B	B	B	B	B	B	B	B	B	B					
CARTOG II		B	B	B	NA	B	B	B	B	B	B	B	B	B	B					

**LANDS GEOLOGICAL SURVEY DIVISION (MG)**

POSITION TITLE	SG	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
		MG1	MG2	MG3	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF GEOLOGIST		S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG GEO		A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SUPVG SRS		A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS		A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR GEO		A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SEMS		A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ITO I		A	A	NA	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II		I	I	I	I	I	I	I	I	I	I	I	I	I					
GEO II		I	I	I	I	I	I	I	I	I	I	I	I	I					
ENGR II		I	I	NA	I	I	I	I	I	I	I	I	I	I					
AA VI		B	B	B	B	B	B	B	B	B	B	B	B	B					
AA III		B	B	B	B	B	B	B	B	B	B	B	B	B					
CARTOG III		B	B	B	B	B	B	B	B	B	B	B	B	B					
ECET I		B	B	B	B	B	B	B	B	B	B	B	B	B					
LAB TECH II		B	NA	B	B	B	B	B	B	B	B	B	B	B					
LAB TECH I		B	NA	B	B	B	B	B	B	B	B	B	B	B					
GEOLOGIC AIDE		B	B	B	B	B	B	B	B	B	B	B	B	B					
MECHANICAL III		B	NA	B	B	B	B	B	B	B	B	B	B	B					
CORE DRILLER I		B	NA	B	B	B	B	B	B	B	B	B	B	B					
CORE DRILLER II		B	NA	B	B	B	B	B	B	B	B	B	B	B					

**MINING TECHNOLOGY DIVISION (MH)**

POSITION TITLE	SG	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
		MH1	MH2	MH3	MH4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ENGR V		S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ENGR IV		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II		I	I	I	I	I	I	I	I	I	I	I	I	I	I					
MECH III						I	I	I	I	I	I	I	I	I	I					
CORE DRILLER II						I	I	I	I	I	I	I	I	I	I					

**METALLURGICAL TECHNOLOGY DIVISION (MET)**

POSITION TITLE	S G	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
		MET 1	MET 2	MET 3	MET 4	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
ENGR V		S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ENGR IV		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SUPVG SRS		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS		A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II/ SRS II		I	I	I	NA	I	I	I	I	I	I	I	I	I	I					
AA VI		B	B	B	B	B	B	B	B	B	B	B	B	B	B					
LAB TECH II		B	B	B	NA	B	B	B	B	B	B	B	B	B	B					



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Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

20  
21

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## TABLE OF CONTENTS

## I. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS

<b>L1</b>	Surveying	<b>1</b>	<b>LIS1</b>	Information Systems and Application Software Development and Maintenance	<b>16</b>
<b>L2</b>	Mapping	<b>2</b>	<b>LIS2</b>	Network Infrastructure and System Management	<b>18</b>
<b>L3</b>	Survey Verification	<b>3</b>	<b>LIS3</b>	Information and Communication Technologies (ICT) Resource Management	<b>20</b>
<b>L4</b>	Land Management	<b>4</b>	<b>LIS4</b>	Cyber Security and Information Security	<b>21</b>
<b>L5</b>	Land Disposition	<b>5</b>	<b>LIS5</b>	Statistical and Spatial Analyses and Data Management	<b>22</b>
<b>L6</b>	Investigation and Resolution of Land Claims and Conflicts Cases and Administrative Complaints	<b>6</b>			
<b>L7</b>	Land Records and Knowledge Management	<b>8</b>			
<b>L8</b>	Land Administration and Management System	<b>9</b>			
<b>L9</b>	Litigation	<b>10</b>			
<b>LPP1</b>	Planning and Programming	<b>11</b>			
<b>LPP2</b>	Policy Analysis	<b>13</b>			
<b>LPP3</b>	Monitoring and Evaluation of Lands Programs, Projects and Activities	<b>14</b>			



## TABLE OF CONTENTS

## II. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>LFM1</b>	General Accounting	<b>24</b>	<b>LHR2</b>	Compensation, Benefits, and Welfare Administration	<b>43</b>
<b>LFM2</b>	Budget Preparation	<b>26</b>	<b>LHR3</b>	Processing of Personnel Actions	<b>45</b>
<b>LFM3</b>	Budget Administration and Control	<b>27</b>	<b>LHR4</b>	Grievance Handling	<b>46</b>
<b>LA1</b>	Procurement Management	<b>29</b>	<b>LHR5</b>	HR Planning	<b>47</b>
<b>LA2</b>	Property Management	<b>30</b>	<b>LHR6</b>	Learning Needs Assessment (LNA)	<b>49</b>
<b>LA3</b>	Courier, Postal, and Messengerial Services	<b>32</b>	<b>LHR7</b>	Preparation of Learning Design	<b>51</b>
<b>LA4</b>	Building Maintenance System Administration	<b>33</b>	<b>LHR8</b>	Learning Program Management	<b>53</b>
<b>LA5</b>	Repair and Fabrication	<b>34</b>	<b>LHR9</b>	Learning Event Facilitation	<b>54</b>
<b>LA6</b>	Motor Pool Services Management	<b>35</b>	<b>LHR10</b>	Networking and Linkaging with HR Partners	<b>55</b>
<b>LA7</b>	Cash Management	<b>37</b>	<b>LHR11</b>	Monitoring and Evaluation (M&E) of L&D Programs	<b>56</b>
<b>LA8</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>38</b>	<b>LHR12</b>	Scholarship Administration	<b>57</b>
<b>LA9</b>	Customer Assistance and Request Handling	<b>40</b>	<b>LHR13</b>	Career Development	<b>59</b>
<b>LHR1</b>	Recruitment, Selection and Placement	<b>41</b>			

**TABLE OF CONTENTS**

**III. CORE COMPETENCIES**

**CC1** Discipline **61**  
**CC2** Excellence **63**  
**CC3** Nobility **65**  
**CC4** Responsibility **67**  
**CC5** Caring for the Environment and Natural Resources **68**

**IV. ORGANIZATIONAL COMPETENCIES**

**OC1** Writing Effectively **70**  
**OC2** Speaking Effectively **71**  
**OC3** Technology Literacy and Managing Information **73**  
**OC4** Project Management **75**  
**OC5** Completed Staff Work (CSW) **77**

**V. LEADERSHIP COMPETENCIES**

**LC1** Strategic Leadership (Thinking Strategically and Creatively) **78**

**LC2** Leading Change **80**  
**LC3** People Development (Creating and Nurturing a High Performing Organization) **82**  
**LC4** People Performance Management (Managing Performance and Coaching for Results) **84**  
**LC5** Partnership and Networking (Building Collaborative and Inclusive Working Relationships) **86**

**VI. POSITION PROFILE **88****

The DENR Competency-Based System Manual, which was adopted in 18 January 2018 through DENR Memorandum Circular No. 2018-01 entitled Adoption of the Competency-Based System Manual for Support and Technical Positions in the Central Office, Regional Offices and Bureaus signed by Secretary Roy A. Cimatu, is considered a living document. It includes the list of functional, core, organizational and leadership competency clusters; competency indicators per proficiency level (Basic, Intermediate, Advanced and Superior); and position profiles. It also covers all Offices of the DENR at the Central and Regional, and Bureaus for 1st and 2nd level positions.

Since its adoption, the Manual has been used Department-wide as a tool in the implementation of various HR systems: recruitment, selection and placement; learning and development; performance management; rewards and recognition; career development; and succession planning. In support to its continuous improvement and to ensure responsiveness to the needs of the organization, it was revisited this year.

For the Land Management Bureau, the enhancements are as follows:

1.Updating of the following competencies:

- a) L1 - Surveying
- b) L2 - Mapping
- c) L3 - Survey Verification
- d) L4 - Land Management
- e) L5 - Land Disposition
- f) L6 - Investigation and Resolution of Land Claims and Conflicts Cases and Administrative Complaints
- g) L7 - Land Records and Knowledge Management
- h) L8 - Land Administration and Management System
- i) BA6 - Clerical/Secretarial/ Executive Assistance Skills
- j) BA14 - Customer Assistance and Request Handling

2.Borrowed and modified certain following functional competencies:

Technical positions:

- a) BL3 - Litigation
- b) PP1 - Planning and Programming
- c) PP2 - Policy Analysis
- d) PP3 - Monitoring and Evaluation of Lands Programs, Projects and Activities
- e) IS1 - Information Systems and Application Software Development and Maintenance

- g) IS3 - Information and Communication Technologies (ICT) Resource Management
- i) IS4 - Cyber Security and Information Security
- j) IS5 - Statistical and Spatial Analyses and Data Management

Support positions:

- a) BA5 - Courier, Postal and Messengerial Services
- b) BA7 - Building Maintenance System Administration
- c) BA8 - Repair and Fabrication
- d) BA10 - Motor Pool Services Management

3.The position profile was improved. The functional competencies of technical positions were classified per Division. All positions, both technical and support positions, were required to have L4 and L5 competencies.

These enhancements used the “borrow and modify” approach, and underwent a series of review, validation by the position holders and subject matter experts, and approval of office heads, following the competency profiling process.



## L1 - SURVEYING

The ability to conduct measurement of the earth's surface by determining the coordinates/position of its corners, setting corner markers or monuments and obtaining the boundary technical description and area information and making there from the scaled representation of the area surveyed by means of plans or maps, for registration, legal or development purposes.

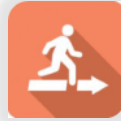


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land surveying activities	Conducts land surveying activities	Supervises land surveying activities	Formulates plans, programs and policies on land surveying activities
<ol style="list-style-type: none"> <li>1. Recalls the basic principle of land surveying including basic rules and regulations.</li> <li>2. Describes how to properly operate and handle conventional surveying instruments and equipment.</li> <li>3. Interprets maps and survey plans</li> <li>4. Assists in the preliminary activities necessary before the conduct of actual survey.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the principle of land surveying in preparation of technical reports.</li> <li>2. Operates and handles surveying instruments and equipment and performs computerized processing of survey field data.</li> <li>3. Assists in the conduct of land investigation.</li> <li>4. Prepares Verification Survey Reports.</li> <li>5. Directs preliminary activities necessary in the conduct of actual survey.</li> <li>6. Assists in the conduct of training on Land Survey.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts policies, plans and programs in relation to surveying activities.</li> <li>2. Has advance knowledge in land surveying activities including laws, rules and regulations</li> <li>3. Has advance knowledge in operating and proper handling of surveying instruments and equipment.</li> <li>4. Monitors and evaluates the implementation of survey, programs and projects</li> <li>5. Analyzes the results of survey, detects errors, overlaps/gaps, and recommends solution.</li> <li>6. Reviews various supporting technical documents necessary in the conduct of land surveys.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assesses implementation of survey programs/projects.</li> <li>2. Formulates and recommends policy, plans and programs related on surveying matters</li> <li>3. Evaluates and recommends technical and survey reports to the Head of the Agency</li> </ol>



## L2 - MAPPING

The ability required to draw or plot data either manually or digitally, from actual survey or existing records in order to represent the whole parcel of land or a portion thereof, for identification, depicting the lengths and directions of boundaries of a parcel of lands as well as the relative horizontal positions of any existing structures therein or in its vicinity.

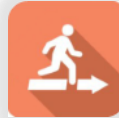


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land mapping activities	Conducts land mapping activities	Supervises land mapping activities	Formulates plans, programs and policies on land mapping activities
<ol style="list-style-type: none"> <li>1. States the basic principle of survey plans and map making</li> <li>2. Interprets maps and plans</li> <li>3. Plots and digitizes survey data using GIS software and computer aided drafting operations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the principle of survey plans and map making in preparation of the technical attachments for reports.</li> <li>2. Prepares maps and plans using GIS software</li> <li>3. Demonstrates efficient and proper use of Projection System.</li> <li>4. Has advance/skills knowledge in geographic information system (GIS) and computer aided drafting operations</li> <li>5. Has advance knowledge in plotting field survey data.</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervises reproduction, editing and compilation of maps and plans.</li> <li>2. Validates maps, plans and other survey data and prepares technical reports therein</li> <li>3. Distinguishes the different types of map projections.</li> <li>4. Has advance knowledge/skills on geographic information system (GIS)</li> <li>5. Constructs geo-referencing and digital projection using GIS software</li> <li>6. Drafts policies, guidelines, and design concepts for the enhancement of maps and plans.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assesses the implementation of mapping plans, programs and projects.</li> <li>2. Formulates and recommends policies, guidelines, plans and programs for mapping matters</li> <li>3. Reviews previously approved/ issued maps and plans from survey and other technical data references and recommend revisions.</li> </ol>



## L3 – SURVEY VERIFICATION

The ability required to perform computations, to determine the latitude, longitude, elevation, angles, areas, transformations from one projection system to another, and other information for the purpose of plotting and mapping, wherein the data, is either from field notes as observed by engineering survey party or from existing survey records on file, using GIS software and computer aided drafting computers.

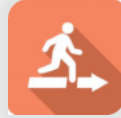


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in survey verification activities	Conducts survey verification activities	Supervises survey verification activities	Formulates plans, programs and policies on survey verification activities
<ol style="list-style-type: none"> <li>1. Recalls basic principle of land surveying including basic rules and regulations.</li> <li>2. Uses scientific and programmable calculators.</li> <li>3. Prepares traverse and lot data computation from field notes.</li> <li>4. Has basic knowledge on computer aided drafting operations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies requirements to be included as references in the Verification Survey.</li> <li>2. Performs computerized processing of survey field data.</li> <li>3. Computes traverse and lot data from ground verification survey; geographic position; and geo-referencing.</li> <li>4. Plots and projects lot parcels in determining overlaps or gaps.</li> <li>5. Assists in the conduct of Land Investigation and preparation of technical reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates various supporting technical documents necessary for inclusion in the preparation of Verification Survey Reports.</li> <li>2. Analyzes and proposes rectification of Survey maps and Plans for inclusion in the Verification Survey Reports.</li> <li>3. Analyzes the results of survey, detect errors, overlaps/gaps, and recommends solution.</li> <li>4. Has advance knowledge in the geo-referencing and overlaying of maps and plans on the satellite ground image.</li> <li>5. Drafts policy on survey verification process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assesses the implementation of survey verification matters</li> <li>2. Formulates and recommends policy on survey verification process.</li> <li>3. Recommends rectification of Survey Verification Map.</li> <li>4. Evaluates and recommends Verification Survey Reports.</li> </ol>



## L4 – LAND MANAGEMENT

The ability required to effectively manage alienable and disposable lands and other government lands as defined in the Public Land Act through formulation of land policies and programs.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land management activities	Conducts land management activities	Supervises land management activities	Formulates plans, program and policies on land management activities
<ol style="list-style-type: none"> <li>1. Infers the pertinent laws, rules and regulations on land resources management</li> <li>2. Recalls the different types of lands, such as foreshore, salvage zone/legal easement and titled properties belonging to national government and other lands not placed under the control of other government agencies, and proclaimed lands subject for disposition</li> <li>3. Has basic skill in researching information related to land policy formulation</li> <li>4. Recognizes land classification and uses</li> <li>5. Assists plans and programs in the management of lands.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and evaluates different types, kinds, and classification of lands for land management</li> <li>2. Analyzes researched data, for the formulation of land policy</li> <li>3. Conducts inventory and assessment/appraisal of lands and improvements for various uses</li> <li>4. Prepares plans and programs pertaining to land management.</li> <li>5. Assists in the Monitoring and evaluation of land programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews plans and programs pertaining to land management.</li> <li>2. Monitors and evaluates land programs</li> <li>3. Supervises the conduct of studies on land management based on a classification system that is consonant with established environmental principle as well as socio-economic policies</li> <li>4. Assists in the management the land assets of government</li> <li>5. Recommends innovations on the management of lands</li> <li>6. Recommends policies to address policy gaps and updates outdated policies on land management matters.</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations on the management of lands</li> <li>2. Recommends/approves actions, plans, programs pertaining to land management</li> <li>3. Initiates and recommends policies on land management matters</li> <li>4. Supervises all activities on land management matters</li> <li>5. Manages the land assets of government</li> </ol>





## L5 – LAND DISPOSITION

The ability required in administering the land disposition activities which involves the issuance of patents and other modes of disposition in accordance with existing laws, rules and regulations.

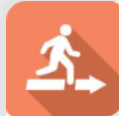


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assist in land disposition activities	Conducts land disposition activities	Supervises land disposition activities	Formulates plans, program and policies on land disposition activities
<ol style="list-style-type: none"> <li>1. Interprets information indicated in Survey Plans.</li> <li>2. Assists in the examination and processing of public land applications.</li> <li>3. Infers the pertinent laws and regulations on land disposition</li> <li>4. Has basic knowledge in land investigation/inspection</li> <li>5. Updates and maintains land information system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Examines and processes public land application</li> <li>2. Drafts orders on land disposition</li> <li>3. Analyzes issues and provides recommendation pertaining to land matters</li> <li>4. Reviews patents, deeds, agreements and other documents on land disposition</li> <li>5. Conducts and prepares investigation report related public land application</li> <li>6. Conducts appraisal and valuation of land and improvements</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates actions taken on public land applications</li> <li>2. Evaluates appraisal and valuation of land and improvements</li> <li>3. Recommends policies to address policy gaps and updates outdated policies on land disposition.</li> <li>4. Manages the processing of land disposition</li> <li>5. Recommends the approval and issuance of land patents, agreements and deeds of sale/conveyance</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and recommends final action on all public land applications</li> <li>2. Reviews and recommends action, plans and programs pertaining to land disposition</li> <li>3. Initiates and recommends policies on land disposition</li> <li>4. Reviews and recommends final action on land patents, agreements and deeds of sale/conveyance</li> <li>5. Supervises all processing of land disposition</li> </ol>



## L6– INVESTIGATION AND RESOLUTION OF LAND CLAIMS AND CONFLICTS CASES AND ADMINISTRATIVE COMPLAINTS

The ability required to effectively research laws, rules and regulations, policies and jurisprudence, investigate, conduct hearings, prepare legal opinions/comments, settle disputes amicably, and draft Orders, Resolutions, and Decisions on land claims and conflicts cases and administrative complaints.



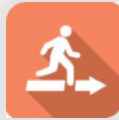
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Possesses knowledge in the conduct of Alternative Dispute Resolution (ADR), investigation and resolution of land claims and conflicts cases and administrative complaints</p>	<p>Conducts Alternative Dispute Resolution (ADR) proceedings, investigation and resolution of land claims and conflicts cases, and administrative complaints</p>	<p>Leads the conduct of ADR proceedings, investigation &amp; resolution of land claims &amp; conflicts cases and administrative complaints</p>	<p>Formulate plans, programs, and policies on the effective conduct of ADR proceedings, investigation and resolution of land claims and conflicts cases and administrative complaints</p>
<ol style="list-style-type: none"> <li>1. Infers the basic laws, rules and regulations, policies, and jurisprudence on land matters and administrative proceedings and the use of academic referencing</li> <li>2. Describes the process on the conduct of investigation of land claims and conflicts cases and administrative complaints</li> <li>3. Identifies the relevant Civil Service Commission (CSC) laws, rules and regulations, and other allied laws</li> <li>4. Recalls the process on preparation of comments/legal opinions, investigation reports, pleadings, orders, resolutions and decisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Researches laws, rules and regulations, policies, and jurisprudence on land matters and administrative proceedings</li> <li>2. Investigates on land claims and conflicts cases and administrative complaints and prepares investigation report</li> <li>3. Prepares comments/legal opinions, pleadings, Pre-Charge Memorandum/Formal Charge, Resolutions, Orders, and Decisions on land claims and conflicts cases and administrative complaints</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and controls the activities of a unit involved in the investigation and resolution of land claims and conflicts cases and administrative complaints</li> <li>2. Reviews comments/legal opinions pleadings, Pre-Charge Memorandum/Formal Charge, Resolutions, Orders, and Decisions, on land claims and conflicts cases and administrative complaints</li> <li>3. Conducts hearings on land claims and conflicts cases and administrative complaints</li> <li>4. Leads ADR proceedings</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends revision and/or approval of comments/legal opinions, pleadings, Pre-Charge Memorandum/Formal Charge, Orders, Resolutions, Decisions and investigation reports pertaining to land claims and conflicts cases and administrative complaints</li> <li>2. Finalizes comments/legal opinions, pleadings, Pre-Charge Memorandum/Formal Charge, Orders, Resolutions, Decisions and investigation reports pertaining to land claims and conflicts cases and administrative complaints</li> </ol>

<ul style="list-style-type: none"> <li>5. Describes rules of procedure in the conduct of hearings on land claims and conflicts cases and administrative complaints</li> <li>6. Prepares minutes of hearings/meetings</li> <li>7. Understands concept and modes of alternative dispute settlement</li> </ul>	<ul style="list-style-type: none"> <li>4. Has advance knowledge of the rules and procedure in quasi-judicial and administrative proceedings</li> <li>5. Conducts hearings on land claims and conflicts cases and administrative complaints</li> <li>6. Administers ADR proceedings</li> </ul>		<ul style="list-style-type: none"> <li>3. Recommends and formulates policies on the effective investigation and resolution of land claims and conflicts cases and administrative complaints</li> <li>4. Participates in meetings and hearings on proposed bills involving land matters</li> </ul>
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## L7 – LAND RECORDS AND KNOWLEDGE MANAGEMENT

The ability required for systematic and administrative control of land records to ensure its efficiency and economy in the creation, control and maintenance, and disposition for administrative records.

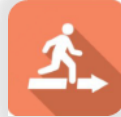


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land records management activities	Maintains an orderly filing, retrieval and control system for paper land records and LAMS for electronic records	Supervises land records and knowledge management activities	Formulates plans, programs and policies on land records and knowledge management
<ol style="list-style-type: none"> <li>Identifies the basic policies, rules, and regulations on land records management</li> <li>Demonstrates basic creation, filing, appraisal, inventory, retrieval, control and maintenance of land records</li> <li>Describes the different kinds and classifications of land records</li> <li>Researches and retrieves land records</li> <li>Employs basic operation of Land Administration Management System (LAMS) - Philippines</li> </ol>	<ol style="list-style-type: none"> <li>Identifies information on land records</li> <li>Maintains and updates the creation, use, handling, and control of land records including electronic records</li> <li>Prepares certification, letters, endorsement, and memoranda pertaining to status of land records</li> <li>Manages physical and digital records</li> <li>Relates the legal restrictions and provisions of laws in the management, disclosure and maintenance of records</li> <li>Operates LMB online land records services and data tracking system.</li> </ol>	<ol style="list-style-type: none"> <li>Has advanced knowledge on the categories and classification of land records</li> <li>Evaluates the system of filing, inventory, retrieval, maintenance, disposition, and decentralization of land records in physical and digital format.</li> <li>Prepares plans, program, and policies pertaining to land records and knowledge management</li> <li>Synthesizes data analytics on survey of customer feedback</li> <li>Reviews certification, letters, endorsement, and memoranda pertaining to actions taken by the Division</li> </ol>	<ol style="list-style-type: none"> <li>Assesses all activities on land records and knowledge management</li> <li>Formulates and recommends plans, programs, policies, and innovations on land records and knowledge management</li> <li>Generates relevant data and information related to land records for reference of the Director in decision-making</li> <li>Issues certification, letters, endorsement and memoranda pertaining to status of land records</li> </ol>



## L8 – LAND ADMINISTRATION AND MANAGEMENT SYSTEM

Ability to effectively manage land records and deliver land transactions and information services to the public with the use of the Land Administration and Management System

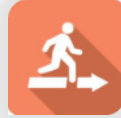


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land administration and management system activities	Implements land administration and management system activities	Supervises land administration and management system activities	Formulates plans, programs and policies on land administration and management system activities
<ol style="list-style-type: none"> <li>Identifies policies and standards on land administration and management system</li> <li>Identifies survey documents</li> <li>Describes the process of data capture</li> </ol>	<ol style="list-style-type: none"> <li>Conducts monitoring and evaluation</li> <li>Recalls basic principles, laws and guidelines on surveying, titling, and records management</li> <li>Explains the process of inspection, verification, and approval of survey (IVAS) and public land application (PLA)</li> </ol>	<ol style="list-style-type: none"> <li>Prepares plans and policies on LAMS implementation</li> <li>Proposes enhancement on the land administration and management system</li> <li>Has knowledge on LAMS framework, database schema, system process flow, and LAMS system architecture</li> </ol>	<ol style="list-style-type: none"> <li>Formulates and recommends plans and policies on LAMS implementation</li> <li>Initiates project proposals and innovations for continuity of LAMS</li> </ol>



## L9 - LITIGATION

The ability and expertise required to handle cases before judicial and quasi-judicial bodies



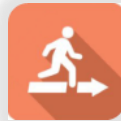
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Knowledge in handling cases before judicial and quasi-judicial bodies</p>	<p>Handles cases before judicial and quasi-judicial bodies</p>	<p>Leads the handling of cases before judicial and quasi-judicial bodies</p>	<p>Plans and organizes the handling cases before judicial and quasi-judicial bodies</p>
<ol style="list-style-type: none"> <li>1. Gathers data and/or ascertain facts of the case and other concerns including interviews with parties and witnesses</li> <li>2. Identifies and analyzes relevant facts, issues, arguments, and defenses, relative to cases filed before judicial and quasi-judicial bodies</li> <li>3. Prepares pleadings and other legal documents in accordance with the judicial and quasi-judicial rules of procedure</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the relevance of the documents and evidence to be presented in the prosecution and/or defense of the case before judicial and quasi-judicial bodies</li> <li>2. Initiates and develops viable theory of the case and strategies for the expeditious prosecution and / or defense of the case before judicial and quasi- judicial bodies</li> <li>3. Coordinates with the Office of the Solicitor General (OSG) for proper deputation in civil cases and the Department of Justice (DOJ) in criminal cases</li> <li>4. Identifies the objectionable questions interposed during the hearing and objectionable evidence filed and offered by the opposing party</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with the OSG for proper deputation in civil cases and the DOJ in criminal cases</li> <li>2. Reviews draft pleadings and other legal documents required by judicial and quasi-judicial bodies</li> <li>3. Endorses and utilizes the viable theory of the case and oversees the strategy for the expeditious prosecution and/or defense of the case before judicial or quasi-judicial bodies</li> <li>4. Identifies the legal options/strategies and its advantages and disadvantages</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes the strategy in the expeditious prosecution and/ or defense of the case before judicial or quasi- judicial bodies</li> <li>2. Develops a plan that implements the office's/management's preferred legal option and assigns responsibilities for action</li> <li>3. Recommends the applicable options/strategies in the prosecution/defense of the case before the judicial or quasi-judicial bodies</li> </ol>



## LPP1 – PLANNING AND PROGRAMMING

The ability required to:

- Determine/ scheme/strategy to come up with specific projects/activities that will be implemented in a given period in accordance with the Department's thrust priorities, and budget appropriation;
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the LMB and DENR;
- formulate criteria for determining priorities for proposed projects and selects the appropriate programs/projects/activities for funding and evaluation;
- determine the selected programs which are in consonance with national plans (PDP/PIP) to be integrated for recommending to NEDA the short, medium and long-term plans (PIP);
- harmonize and integrate sector plans and translate to action plans as input to PDP;
- review and analyze programs for funding support using the outcome/output indicators and its relevance to LMB mandate; and prepare the Medium-term Expenditure Program as input to PIP.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of planning and programming activities in LMB	Consolidates and reviews and analyzes the agency's Work and Financial Plans (WFPs) and determines output/outcome indicators	Leads the preparation of the agency operational plans	Direct the preparation of agency strategic and operational plans.
<ol style="list-style-type: none"> <li>1. Explains the LMB mandate, mission, vision, and programs, activities and projects (PAPs)</li> <li>2. Discuss the basic planning and programming concepts and processes – targeting scheduling, budgeting etc.</li> <li>3. Gathers/collects relevant planning inputs from policy issuances of oversight agencies and information</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts proposal and planning guidelines for the preparation of annual WFPs based on approved budget, management directives, and national priorities</li> <li>2. Reviews and consolidates the offices' WFPs in accordance with the guidelines</li> <li>3. Prepares budget submissions, justifications, and presentations</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and edits draft planning guidelines</li> <li>2. Communicates and harmonizes with the different operating departments in identifying and formulating the priority PAPs of the agency</li> <li>3. Reviews and edits the draft budget submissions, justifications, and presentations</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of strategic planning workshop</li> <li>2. Finalizes the proposal and planning guidelines for approval of the Director</li> <li>3. Directs/coaches the regional operations in the preparation of budget proposal relative to lands taking into consideration the budget priorities framework vis a</li> </ol>

<p>on the programs of other government agencies</p> <ol style="list-style-type: none"> <li>4. Develops database on the divisions and regional targets taking into account the universe and baseline information</li> <li>5. Updates and maintains planning records regularly</li> </ol>	<ol style="list-style-type: none"> <li>4. Assists in the formulation and design of PAP monitoring and evaluation schemes</li> <li>5. Understands and discerns the unit of work measurement used in every output indicator</li> <li>6. Analyzes information/data for funding request based for planning standards</li> </ol>	<ol style="list-style-type: none"> <li>4. Consolidates and give inputs in the preparation of DENR MTEP taking into consideration the high, medium and low</li> <li>5. Reviews and analyzes reports of operating units and makes recommendations for the effective PAP implementation</li> </ol>	<p>vis the directions of the management</p> <ol style="list-style-type: none"> <li>4. Leads the conduct of an annual planning workshop review</li> <li>5. Discusses with management and offices/units technical and administrative issues relating to PAP planning and implementation</li> <li>6. Develops and recommends enhancements in the planning procedures</li> </ol>
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## LPP2 – POLICY ANALYSIS

The ability to conduct policy studies affecting the ENR Sector

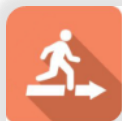


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of policy studies and formulation	Conducts policy studies and prepares reports	Supervises in the conduct of policy studies and formulation	Leads the formulation implementation of agency strategic and operational frameworks
<ol style="list-style-type: none"> <li>1. Applies basic principles/ concepts on policy formulation</li> <li>2. Identifies the DENR and LMB’s mandate, vision, mission, priorities, and trust</li> <li>3. Conducts research on new policy issuances</li> <li>4. Updates and maintains LMB database on ENR laws and policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Recognizes policy implications of specific issuances or events</li> <li>2. Identifies relevant materials/ references for specific policy studies</li> <li>3. Conducts initial assessment/ study of policy issues</li> <li>4. Evaluates and interprets policy directives and recommends measures for implementation / compliance</li> <li>5. Explains agency systems and procedures on PAP planning, implementation, and M&amp;E</li> <li>6. Conducts operational studies and prepares policy reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the policy implications of a particular research result</li> <li>2. Identifies policy gaps</li> <li>3. Reviews and edits policy reports</li> <li>4. Develops policies and procedures on planning, implementation, and M&amp;E</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of consultation workshops to formulate policy frameworks</li> <li>2. Oversees the formulation of priority policies in accordance with the framework</li> <li>3. Finalizes the policy reports for submission to the Secretary</li> </ol>



## LPP3- MONITORING AND EVALUATION OF LANDS PROGRAMS, PROJECTS AND ACTIVITIES

The ability to coordinate with field offices on the progress of Lands priority programs, projects and activities in accordance with approved priority areas; to formulate standards and criteria on monitoring, evaluation and validation; to evaluate and assess periodically performance reports and programs/projects' outputs/results/outcomes; to prepare periodically monitoring and evaluation reports of the Lands programs and projects



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of monitoring and evaluation of Lands priority programs, projects and activities and LMB's performance review and assessment	Conducts monitoring and evaluation of all Lands priority programs, projects and activities and LMB's performance review and assessment	Leads the preparation of monitoring and evaluation reports of all Lands priority programs, and LMB's performance review and assessment	Leads the overall monitoring, evaluation and assessment of all Lands priority programs, projects and activities and LMB's performance review and assessment
<ol style="list-style-type: none"> <li>1. Identifies LMB's priority areas, programs projects, and activities</li> <li>2. Explains basic M &amp; E principles and processes</li> <li>3. Communicates with the divisions and regional offices regarding the progress of LMB's and Lands priority programs and projects</li> <li>4. Consolidates and reviews performance reports based on targets and commitments</li> <li>5. Assists in the conduct of field validation</li> <li>6. Collects, gathers and processes data for evaluation of accomplishments</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge on planning, monitoring and evaluation</li> <li>2. Monitors and evaluates/assesses the accomplishment reports based on targets</li> <li>3. Analyzes data, information and issues collected</li> <li>4. Discusses with regional offices regarding the progress of Lands priority programs and projects</li> <li>5. Reviews the performance reports and determines the hindering and facilitating factors contributing/affecting the desired performance outputs/results</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates the status of Lands priority programs and projects</li> <li>2. Initiates the communications of feedback of evaluation findings relevant to the operations and strategic planning</li> <li>3. Leads in the development standards and criteria in the monitoring, evaluation and validation of Lands priority programs and projects</li> <li>4. Assists in the identification of issues and provides recommendations as a result of programs/projects evaluation for management's actions or considerations</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides guidance in the development and implementation of standards and criteria in monitoring, evaluation and validation of Lands priority programs and projects</li> <li>2. Provides feedback reports on the status of programs /projects performance</li> <li>3. Provides recommendations relative to the identified operational and policy issues for management's decision making</li> <li>4. Contributes to the development and review of policies, guidance, systems, procedures and tools related to monitoring and evaluation/assessment</li> </ol>

<ul style="list-style-type: none"> <li>7. Prepares, consolidates accomplishment reports for submission to management</li> <li>8. Assists in the review and assessment of LMB and Regional Offices performance</li> </ul>	<ul style="list-style-type: none"> <li>6. Reviews and assesses the LMB and Regional Offices performance</li> </ul>	<ul style="list-style-type: none"> <li>5. Guides and coach staff in data collection and analysis, and in crafting appropriate recommendations that would address evaluation issues</li> <li>6. Leads the review and assessment of LMB and Regional Offices performance</li> <li>7. Articulates and communicates relevant information necessary for operation and strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>5. Presents evaluation results and findings including recommendations and lessons learned to the management</li> <li>6. Plans, organized and leads the conduct of review and assessment of LMB and Regional Offices performance</li> </ul>
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## LIS1 - INFORMATION SYSTEMS AND APPLICATION SOFTWARE DEVELOPMENT AND MAINTENANCE

The ability to develop information technology solutions that will help improve office productivity and maintain existing information systems and application software including the databases of the Bureau.



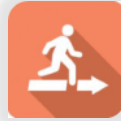
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Able to develop simple information systems & application software and assist in the system analysis, design, planning, implementation and maintenance activities	Able to develop medium to complex information systems and application software and conduct activities in system planning, analysis, design, implementation and maintenance	Able to lead and provide direction to programmers and review/verifies results of system development, planning, design, implementation and maintenance	Able to validates and approves results of system planning, analysis, design, implementation and maintenance.
<ol style="list-style-type: none"> <li>1. Demonstrates familiarity in operating and utilizing software development tools</li> <li>2. Knows software compatibility which can operate together on different environment such as SQL and Windows Server</li> <li>3. Develops simple information systems and applications software (web-based, client-based, mobile application, etc.) per end-user's requirements</li> <li>4. Knows the basic concept of system analysis and designing</li> <li>5. Maintains systems and software documentation</li> <li>6. Assists in the implementation and maintenance of information</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates proficiency in operating and utilizing software development tools</li> <li>2. Develops medium to complex information systems and application software per end-user's requirements</li> <li>3. Prepares and executes information systems and application software development, implementation and maintenance plan</li> <li>4. Fixes reported / encountered information systems or application software errors and bugs</li> <li>5. Maintains software library and periodically monitors memory management</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates mastery in operating and utilizing software development tools</li> <li>2. Implements system integration of modules developed efficiently</li> <li>3. Proficient in system and database management</li> <li>4. Prepares specific proposals of new information technology solutions as well as modifications, replacements systems and testing schedule</li> <li>5. Identifies options for potential solutions and assesses them for both technical and business suitability</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and organizes the overall activities on implementation, coordination and management of systems development projects as well as the existing information systems and application software</li> <li>2. Manages phases on the systems development life cycle namely analysis and requirements, design and development, testing, implementation and maintenance cycles including possible report and deliverables for every phase</li> <li>3. Develops / innovates policies and procedures regarding the implementation and maintenance of develop information systems and application software and computer information processing as well as the LMB website</li> </ol>

<p>systems and application software of the Bureau</p> <p>7. Explains basic modules of LAMS Philippines including its installation</p>	<p>6. Defines control procedures relative to system modifications, backup and recovery plans required within a system</p> <p>7. Provides technical details in troubleshooting complex configuration or system problems on LAMS - Philippines such as its integration with DENR Regional Offices and its PENROs and CENROs</p> <p>8. Executes project proposal on new information technology solutions</p> <p>9. Demonstrates proficiency in database management</p>	<p>6. Manages implementation of new information systems and application software</p> <p>7. Draws up and prepares cost specifications for possible improvements and produces outline design of new IT system for others to develop and build</p> <p>8. Assesses proposed projects and reviews request for additional data processing services and applies cost-benefit analysis methods to current and proposed project</p>	<p>4. Leads in the data and system linkage between the Bureau, DENR Regional Offices including its PENROs and CENROs and other government agencies related to LAMS Philippines</p>
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## LIS2 - NETWORK INFRASTRUCTURE AND SYSTEM MANAGEMENT

The ability to manage network infrastructure and systems as well as its security. It also includes the ability to install, maintain, and modify operating systems; database management systems, utilities, and related software. It includes ensuring the availability, integrity and reliability of assigned systems; primary responsible for large-scale operating systems and data management systems that typically serve the entire organization.



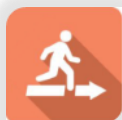
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic network infrastructure troubleshooting and maintenance	Undertakes more complex network infrastructure troubleshooting and maintenance	Lead the conduct of computer networking, installation, troubleshooting and maintenance works	Plans, organizes and reviews the conduct of network architecture management, troubleshooting and maintenance works.
<ol style="list-style-type: none"> <li>1. Infers basic concepts computer hardware and configuration, network management and maintenance including server and storage hardware</li> <li>2. Describes procedures on IT Service Help Desk</li> <li>3. Assists in the monitoring, troubleshooting, maintenance and administration of computer network, servers, and storages</li> <li>4. Conducts basic training to users in server and storage operations and responds to routine user questions</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of the different concepts of computer hardware and configuration, network management and maintenance</li> <li>2. Monitors, troubleshoots and maintains the condition of servers, computer and peripherals and network installation in work areas including network performance and usage</li> <li>3. Evaluates and tests vendor-supplied hardware/software packages to determine suitability to organization's needs and requirements</li> <li>4. Assists in the design, development and maintenance of network system</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs, develops and maintains network (voice/data/video) systems and recommend implementation based on existing hardware requirement</li> <li>2. Installs and monitors the performance of the network system</li> <li>3. Secures the network infrastructure from external / internal risks</li> <li>4. Assists in designing and planning a comprehensive and integrated network infrastructure including future growth, expansion and development of systems infrastructure</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs and directs comprehensive, integrated network infrastructures, creates policies and procedures in conjunction with ICT groups, vendors and emerging technologies</li> <li>2. Develops/innovates policies and procedures regarding performance and usage of the information system infrastructure of the Bureau</li> <li>3. Develops Business Continuity Plan for all information systems of the Bureau</li> </ol>

	<ol style="list-style-type: none"> <li>5. Institutes, implements and monitors compliance with ICT network security guidelines and procedures including system access privileges and security</li> <li>6. Undertakes management, troubleshooting, maintenance and security of network systems (voice/data/video) and application systems including its software and web-based electronic services</li> <li>7. Monitors and evaluates network infrastructure hardware and software compatibility and interoperability</li> </ol>	<ol style="list-style-type: none"> <li>5. Leads in the management, planning and operation of servers and storages</li> <li>6. Leads in setting up, maintenance and administration of connectivity and ensures they meet Service Level Agreement and uptime standards</li> <li>7. Performs periodic disaster recovering testing and planning</li> </ol>	
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## LIS3 - INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) RESOURCE MANAGEMENT

The ability to formulate, recommend and monitor the implementation of ICT and Information Management (IM) policies, strategies and standards



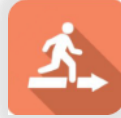
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs basic computer hardware, software and network configuration and maintenance</p>	<p>Monitors and maintains the condition of hardware, software, network and peripherals</p>	<p>Leads in planning, design, installation and maintenance of ICT resources and leads support to ICT research and development</p>	<p>Plans, organizes and reviews ICT resources, projects and activities</p>
<ol style="list-style-type: none"> <li>1. Explains the basic IT policies, standards and strategies for improved ICT management</li> <li>2. Reviews and evaluates proposals on ICT-related projects and programs of the Bureau</li> </ol>	<ol style="list-style-type: none"> <li>1. Produces relevant research studies to improve the information and technology management of the Bureau</li> <li>2. Rationalizes the procurement and distribution of ICT resources</li> <li>3. Administers computer literacy and ICT retooling programs</li> <li>4. Prepares ICT information campaign, promotion and advocacy</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on ICT-related projects and programs of the Bureau</li> <li>2. Coordinates the formulation, implementation, monitoring and evaluation of the Bureau Information System Strategic Plan (ISSP)</li> <li>3. Formulates and recommends HRM strategy to acquire, develop, retool and retain ICT skills and capabilities</li> <li>4. Monitors, evaluates and audits implementation of major ICT programs, projects and significant activities, in coordination with concerned offices</li> <li>5. Ensures the integration of information management in all operations of the Bureau</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies, and procedures relating to ICT and IM</li> <li>2. Conducts systems audit to ensure compliance with latest ICT standards</li> <li>3. Conducts periodic review and promotes ICT policies and standards</li> </ol>





## LIS4 – CYBER SECURITY AND INFORMATION SECURITY

1. Ability to mitigate information security threats and cybersecurity risks
2. Ability to formulate plans and strategies to secure and protect cyber or digital infrastructure as well as compliance to Data Privacy Act

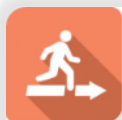


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Perform basic cybersecurity incident response	Perform complex cybersecurity incident response	Leads the conducts regular network monitoring security testing, source code analysis, vulnerability and risk management	Develop well-structured process for handling and managing cybersecurity event
<ol style="list-style-type: none"> <li>1. Infers basic concept of cybersecurity and information security</li> <li>2. Handles simple cybersecurity and information system incident detected and reported</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides technical details and analysis of discovered vulnerabilities and criticality to systems owner</li> <li>2. Collects and analyzes data from publicly available sources and feeds regarding cyber threats and attacks</li> <li>3. Describes Data Privacy Act</li> <li>4. Conducts cybersecurity and information security awareness</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the monitoring of system for possible network and system attacks and injects countermeasures and remedy.</li> <li>2. Examines and evaluates web and network assets to identify security deficiencies.</li> <li>3. Proficient understanding on Data Privacy Act</li> <li>4. Designs and prepares cybersecurity and information security awareness plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts thorough review of the Bureau's adherence to regulation guidelines set by DICT and other international standards on cybersecurity such as ISO 270001, 20000 and COBIT as well as on Data Privacy Act</li> <li>2. Develops plans and strategies on responding Cybersecurity attack</li> <li>3. Develops plans and strategies in compliance to Data Privacy Act</li> </ol>



## LIS5 - STATISTICAL AND SPATIAL ANALYSES AND DATA MANAGEMENT

The ability to manage the database of lands vital information and program activities, statistical and spatial analyses.



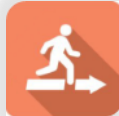
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of statistical analysis and data management	Conducts statistical and spatial analyses and data management	Leads the conducts of statistical and spatial analyses and data management	Formulates and recommends strategies, policies, and procedures on spatial analysis and integration of statistical and spatial data.
<ol style="list-style-type: none"> <li>1. Recalls fundamentals of basic statistics (e.g. measures of central value; projection and forecasting techniques)</li> <li>2. Organizes Lands data/statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>3. Provides assistance on queries of internal and external clients</li> <li>4. Updates and consolidates sectoral data information of Lands programs/projects and activities</li> <li>5. Assists in verification and consolidates plans and programs activities, statistical reports, etc; submitted by Regions, PENROs and CENROs</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes Lands data/statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>2. Analyzes and validates statistical data for conversation to knowledge products</li> <li>3. Maintains and updates Lands statistical database using SSIS and other statistical software</li> <li>4. Monitoring statistical reporting system (SSIS) in the regions, PENROs and CENROs</li> <li>5. Establishes and maintains close linkages with statistical systems on statistical requirements particularly the Philippine Statistics Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes appropriate statistical program/project/activities to be undertaken in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on integration of land statistical and spatial data for local and foreign funding and implement project</li> <li>3. Reviews and assesses development plans and programs on integration of statistical and spatial data submitted by Regional Offices, PENROs and CENROs</li> <li>4. Reviews guidelines/ procedures for statistical and spatial analyses and data management</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads statistical analysis, data management, integration of statistical and spatial data</li> <li>2. Initiates and recommends learning and development activities /programs to enhance capabilities of personnel</li> </ol>

<ul style="list-style-type: none"> <li>6. Prepares required materials/ documents for statistical assessment workshops and committee meetings</li> <li>7. Packages knowledge products for dissemination</li> </ul>	<ul style="list-style-type: none"> <li>6. Uses GIS software in the conversion of statistical data to spatial data</li> <li>7. Analyzes and validates spatial data for integration and conversion</li> <li>8. Maintains and Updates Lands Statistical spatial data using GIS software</li> <li>9. Verifies and consolidates plans and programs, activities, statistical reports, etc. submitted by Regional Offices, PENROs and CENROs</li> <li>10. Recommends guidelines/ procedures for statistical analysis and data management</li> <li>11. Applies Lands law, regulations and practices pertaining to statistical, spatial and data management</li> </ul>	<ul style="list-style-type: none"> <li>5. Recommends revisions of statistical plans based on the performance or accomplishments of Regional Offices and field offices vis-à-vis on their respective plans</li> <li>6. Trains others on statistical and spatial analyses and data management</li> </ul>	
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## LFM1 – GENERAL ACCOUNTING

The ability to record classify and summarize Bureau’s financial transactions in accordance with the latest generally accepted accounting standard and principle; and interpret the results thereof through various reports and analysis which services as a basic tool for management in making decisions toward achieving the Bureau’s goals and objectives.



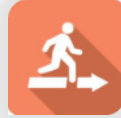
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Records, classifies and summarizes Bureau’s financial transactions in accordance with the latest generally accepted accounting standard and principle.	Analyzes and interprets Bureau’s financial transactions including prior period errors and adjustments.	Reviews schedules, plans, and work procedures and organizes processes in gathering financial information needed for the completion of reports	Evaluates LMB’s financial reports as well as accounting procedures and methods
<ol style="list-style-type: none"> <li>1. Understands the guidelines and issuances issued by the oversight agencies that provides information on accounting cycle.</li> <li>2. Understands the basic accounting forms, accounting entries and accounting principles needed to record and summarize financial transactions.</li> <li>3. Processes disbursement vouchers, payrolls and other claims to verify accuracy, completeness and validity of claims.</li> <li>4. Records, classifies and summarizes financial transactions and events in accordance with generally accepted accounting principles.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and posts all transactions in the books per eNGAS accurately.</li> <li>2. Evaluates, verifies and analyzes account balances.</li> <li>3. Verify and analyzes the current and prior period adjustment and its effect in the financial statements</li> <li>4. Prepares schedule of accounts per trial balance.</li> <li>5. Maintain inter-agency accounts, reconciles and makes necessary adjustments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and signs disbursement vouchers, payrolls and other claims</li> <li>2. Leads the review of schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports</li> <li>3. Leads to review all the current and prior period adjustment in the financial statement/transaction</li> <li>4. Administers the implementation of eNGAS</li> <li>5. Evaluates the compilation, preparation and presentation of annual financial reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Works with technical team of accounting systems in designing and implementing changes in the system and reports</li> <li>2. Analyzes financial transactions/statements as inputs for management policy formulation and decision making</li> <li>3. Evaluates accounting procedures and methods and recommends changes in internal procedures as needed</li> <li>4. Communicates with other government agencies and banking institutions regarding financial matters.</li> </ol>

<ul style="list-style-type: none"> <li>5. Prepares distribution for remittances to other concerned offices.</li> <li>6. Records accounting transactions to eNGAS.</li> <li>7. Applies working knowledge of applicable laws and regulations.</li> <li>8. Prepares bank reconciliation statements</li> </ul>	<ul style="list-style-type: none"> <li>6. Generates financial reports from eNGAS for financial analysis</li> <li>7. Verifies accuracy and completeness of reports in compliance with the existing accounting and auditing rules and regulation</li> <li>8. Reconciles accounts in the trial balance with the prepared schedules of accounts.</li> </ul>	<ul style="list-style-type: none"> <li>6. Updates and maintains accounting reports on financial system and operations</li> <li>7. Communicates with other governments agencies and banking institutions regarding financial matters</li> </ul>	
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## LFM2 – BUDGET PREPARATION

The ability to determine the financial requirement to implement programs and projects of the Bureau.

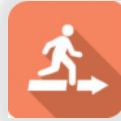


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in budget preparation activities to determine the Bureau's financial requirement	Prepares/consolidates the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations	Leads in the preparation/ consolidation of the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations	Facilitates the preparation/ consolidation of the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations
<ol style="list-style-type: none"> <li>Understands the guidelines and issuances issued by the oversight agencies that provides information on budgetary cycle</li> <li>Addresses basic questions/ clarifications regarding budget preparation guidelines and procedures to the concerned offices/divisions</li> </ol>	<ol style="list-style-type: none"> <li>Prepares budget proposals based on the formulated guidelines.</li> <li>Reviews and consolidates budget proposals submitted by offices/divisions</li> <li>Analyzes and consolidates the data contained in the budgetary forms</li> <li>Conducts comparative analysis of current budget proposals vis-à-vis prior years' budget.</li> <li>Prepares and computes special budget request</li> <li>Enter budget data and adjustment into financial report and reconcile the differences</li> </ol>	<ol style="list-style-type: none"> <li>Prepares budget proposals over and above the budget ceiling</li> <li>Evaluates and justifies increase and/or decrease on the budget proposals vis-à-vis prior years' budget</li> <li>Evaluates /refines justifications for budget proposals</li> <li>Implements needed budget revisions</li> <li>Supervises and resolve the issues and reconcile, payroll &amp; vouchers &amp; other financial transactions and over draft report</li> </ol>	<ol style="list-style-type: none"> <li>Provides strategic directions, factors and considerations in the preparation of the budget plan in line with the major thrust of the Administration</li> <li>Facilitates the preparation of the budget proposals of the entire Bureau and other concerned office/divisions</li> <li>Recommends and approve adjustment and revision in the financial report.</li> </ol>



## LFM3 – BUDGET ADMINISTRATION AND CONTROL

The ability to allocate government funds by program/project/activities. It presents the plan of the Bureau's financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the bureau's operations



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of budget allocation of office/divisions	Performs budget administration and control activities	Leads in the conduct of budget administration and control activities	Prepares plans and programs and formulates policy recommendations for budget administration and control
<ol style="list-style-type: none"> <li>1. Prepares work and financial plans (WFP) based on the set guidelines in coordination with policy and planning office</li> <li>2. Identifies budget allocations based on the WFP</li> <li>3. Knows basic operations of the offices/projects handled in accordance to their budget allocations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the completeness and accuracy of the supporting documents of all claims for funding</li> <li>2. Identifies appropriate allotment for charging of claims</li> <li>3. Informs the division concerned relative to budgetary control</li> <li>4. Prepares obligation request and status based on allotment</li> <li>5. Reconciles monthly statement of allotment, obligation and balances with concerned division</li> <li>6. Prepares sub-allotment advice and fund transfers to other operating units</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budgetary impositions on the BMB's budget.</li> <li>2. Prepares balances and charges of the division handled regularly</li> <li>3. Reviews and signs ORS for funding purposes</li> <li>4. Reviews PSIPOP in coordination with the Human Resources Development Unit</li> <li>5. Prepares Budget Financial Accountability Report for submission to oversight agencies.</li> <li>6. Evaluates the impact in the operations if overspending occurred and recommends possible interventions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates financial performance with physical performance in accordance with the approved WFP</li> <li>2. Discusses with the counterpart comptroller of the office concerned re: findings in the control system</li> <li>3. Evaluates statement of allotment, obligation and balances for decision making</li> <li>4. Assesses budgetary expenditures of the offices concerned</li> <li>5. Analyzes Summary of Financial Report of Operations for submission to various agencies</li> </ol>

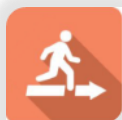
	<p>7. Evaluates /analyzes special budget requests</p>	<p>8. Reviews and signs special budget requests for submission to DENR Budget Division.</p>	<p>6. Advises offices concerned on policies and procedures in the disbursement of allotment</p> <p>7. Evaluates and analyzes Financial Report of Operations related to cash utilizations and approved annual cash program for submission to DENR</p> <p>8. Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance vs, plans and targets as basis for sound policy decision</p>
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## LA1 – PROCUREMENT MANAGEMENT

The ability to procure goods and services in accordance with specification/s and delivery schedule.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic knowledge on RA 9184 (Procurement Act) and e-procurement (PhilGEPS); and requires assistance to apply technical skills; and displays limited knowledge of technologies.</p>	<p>Has intermediate working knowledge on RA 9184 and e-procurement; and applies limited technical skills and demonstrates limited knowledge of emerging technology on procurement management related activities.</p>	<p>Has extensive knowledge on RA 9184 and e-procurement; and consistently applies technical skills and adapts to emerging technology on procurement management related activities.</p>	<p>Has subject matter expertise on RA 9184 an e-procurement; and consistently synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities.</p>
<ol style="list-style-type: none"> <li>Understands/ knows the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>Consolidates all PPMP into Annual Procurement Plan with supervision</li> <li>Provides secretariat services to the Bids and Awards Committee (BAC)</li> <li>Reviews purchase requisitions as to completeness of supporting documents</li> </ol>	<ol style="list-style-type: none"> <li>Prepares abstract of quotations</li> <li>Reviews thoroughly documents in BAC meetings</li> <li>Prepares bidding documents</li> <li>Evaluates bidder's credentials based on existing standards</li> <li>Prepares notice of award and notice to proceed</li> <li>Posts awards and contract documents in the PhilGEPS and agency website</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates and determines that procurement/ purchases made are in accordance with the approved APP</li> <li>Provides inputs in BAC meetings</li> <li>Conducts cost/price analysis and applies accounting and auditing rules and regulations on procurement</li> <li>Evaluates submitted PPMP coming from the various units/ section/ divisions as to conformance with existing standards and policies</li> </ol>	<ol style="list-style-type: none"> <li>Formulates and champions strategies and policies on procurement management related activities</li> <li>Plans and implements cost cutting and internal control measures on the general principles and standards of procurement management</li> <li>Reviews supplier's performance and drives for continuous improvement</li> <li>Monitors implementation of programs and projects on procurement as part of asset management and recommends appropriate action</li> </ol>



## LA2 – PROPERTY MANAGEMENT

The ability to account, secure, manage inventories of supplies, materials and dispose as mandated by law.



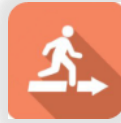
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has basic skills on property inventory and disposal management activities	Has intermediate skills in property inventory and disposal management and demonstrates basic knowledge on emerging technology on procurement management	Has extensive skills on property inventory and disposal management activities and consistently applies technical skills on procurement management related activities	Has expertise on property inventory and disposal management activities and formulates program and policy recommendations for property management
<ol style="list-style-type: none"> <li>1. Accepts and counterchecks deliveries of supplies/ materials/ equipment</li> <li>2. Prepares receiving report and updates inventory monitoring system</li> <li>3. Stocks and stores goods based on warehousing principles</li> <li>4. Issues goods as per request by end users</li> <li>5. Updates monitoring tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements the following storage activities to ensure adherence to procedures, processes and policies in the performance of activities on property management:               <ol style="list-style-type: none"> <li>a. Receiving - the actual receiving of goods and counterchecking against delivery receipts in accordance with specification.</li> <li>b. Storing - the safekeeping of goods and updating warehousing records.</li> <li>c. Issuance- the</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Makes use of storage reports and triggers improvements in terms of inventory turns and inventory level</li> <li>2. Conducts property inventory and disposal</li> <li>3. Recommends materials/ equipment for disposal</li> <li>4. Processes documents necessary for disposal of properties</li> <li>5. Acts as a resource person for property management training.</li> <li>6. Formulates and champions strategies and policies on property management</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and reviews existing storage procedures to eliminate variances</li> <li>2. Formulates policies and procedures on property inventory and disposal management</li> <li>3. Recommends new programs on how storage processes can be improved, e.g. use of software, etc.</li> <li>4. Implements all necessary measures to ensure accuracy of inventory report</li> <li>5. Reviews inventory turns performance and drives for continuous improvement</li> </ol>

<p>6. Implements physical inventory and cycle count</p> <p>7. Understands and implements various measures to ensure inventory accuracy and eliminate pilferage.</p>	<p>withdrawal of goods from warehouse and updating its record.</p> <p>2. Physical Inventory taking - the checking of actual inventory versus records.</p> <p>3. Performs inventory reconciliation and identifies root causes of inventory variances.</p> <p>4. Prepares inventory reports of PPE and Supplies.</p>		
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## LA3 – COURIER, POSTAL AND MESSENGERIAL SERVICES

The ability to speedily dispatch, pick-up and deliver official documents to the postal office, government and private offices and individuals



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs routine courier, postal and messengerial services	Performs more complex courier, postal and messengerial services	Leads the conduct of courier, postal and messengerial services	Oversees the conduct of courier, postal and messengerial services
<ol style="list-style-type: none"> <li>1. Knows how to read road map</li> <li>2. Sorts and records materials and documents for delivery</li> <li>3. Delivers routine documents and materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains accurate records sent thru Courier, Postal Office or Messenger, including the costs for postage and courier services</li> <li>2. Adopts a systematic schedule and efficient way of delivery taking into consideration the urgency of the document</li> </ol>	<ol style="list-style-type: none"> <li>1. Responds proactively to circumstances arising from delivery problems</li> <li>2. Responds promptly to queries/ complaints/ problems on status of documents with tact and diplomacy</li> <li>3. Maintains a mailing list with proper addresses, telephones and fax numbers, and directions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides options to act on critical messengerial requirements</li> <li>2. Demonstrates considerable expertise on this competency</li> </ol>



## LA4 – BUILDING MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop, and implement effective system of maintenance of office buildings and other facilities.

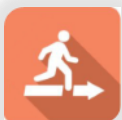


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Carries basic maintenance activities of buildings and other facilities.	Implements building maintenance activities	Leads the implementation of building maintenance activities	Formulates plans, programs and policies on building maintenance
<ol style="list-style-type: none"> <li>Has basic knowledge on the proper care and maintenance of office building and its premises, equipment, furniture and fixtures</li> <li>Attends to employees call, complaints, concerns and documents on account of service request forms</li> <li>Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services</li> <li>Prepares vouchers for payment of office utility bills</li> <li>Prepares cost estimates of materials of needed maintenance cost</li> </ol>	<ol style="list-style-type: none"> <li>Maintains and updates the inventory of real property, buildings and other facilities</li> <li>Monitors water and electricity consumption to ensure that cost reduction measures are observed</li> <li>Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> <li>Inspects building equipment, facilities and surrounding areas and determines and notes maintenance work needed</li> </ol>	<ol style="list-style-type: none"> <li>Monitors the status of equipment being maintained by the office and implements preventive maintenance system</li> <li>Prepares designs and estimates the proper maintenance of office buildings in accordance with existing building code</li> <li>Implements programs and schedule of maintenance work</li> <li>Reviews and assesses works of maintenance service providers</li> </ol>	<ol style="list-style-type: none"> <li>Initiates and recommends programs and schedule of maintenance operations of office equipment building fixture and utilities, such as changing of electric lights and other maintenance and housekeeping tasks</li> <li>Conducts periodic reviews and pushes for continuous / continual improvement.</li> <li>Prepares periodic report on the regular maintenance works undertaken.</li> </ol>



## LA8 – REPAIR AND FABRICATION

The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.

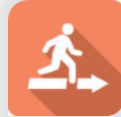


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs minor repairs and simple fabrication of equipment, furniture and fixtures</p>	<p>Performs more complex repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>	<p>Leads in the implementation of repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>	<p>Plans and organizes the delivery of repairs and fabrication of damaged portion of buildings, furniture and fixtures</p>
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to repair and fabricate damaged portion of the buildings, including furniture and fixtures, based on the following fields:               <ol style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning,</li> <li>paintin ,</li> <li>masonry, and</li> <li>carpentry</li> </ol> </li> <li>Familiar with the use of basictools and equipment for their respective work</li> <li>Estimates dimensions, specifications and other proportions of the project and selects the materials to be used</li> </ol>	<ol style="list-style-type: none"> <li>Performs installation, repair and fabrication of furniture, fixtures, electrical equipment, masonry structures, commissioning of plumbing and sanitary equipment and facilities</li> <li>Has the knowledge and ability to use special tools, mechanical and/or electrical equipment (power tools)</li> <li>Maintains/updates regular records of electrical and mechanical equipment.</li> <li>Identifies repair, maintenance and improvement requirements of structures, equipment and facility within the office</li> </ol>	<ol style="list-style-type: none"> <li>Reads, interprets and implements electrical, architectural, sanitary and structural designs, sketches, diagrams and blue/white prints</li> <li>Inspects building equipment, facilities and surrounding areas and determines/assesses the extent of repair work needed</li> <li>Trains colleagues and identifies training needs to reinforce section's technical competencies</li> <li>Plans, assigns and directs workload among colleagues with respect to their fields of expertise</li> <li>Inspects equipment, facilities and facilities after repair to ensure high quality of work</li> </ol>	<ol style="list-style-type: none"> <li>Has the expertise in installation, repair and fabrication on the following fields:               <ul style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning,</li> <li>painting,</li> <li>masonry, and</li> <li>carpentry</li> </ul> </li> <li>Conceptualizes designs and prepares estimates and bill of materials on various projects</li> <li>Recommends improvements, modifications and schedules of works</li> <li>Has familiarity on the provisions of the Building Code of the Philippines</li> </ol>



## LA5 – MOTOR POOL SERVICES MANAGEMENT

The ability to design, develop and implement an effective system of fleet management, including dispatch, trip ticket, registration, parking and traffic administration.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Conveys passengers from point of origin to destination	Schedules trips and provides the safest, fastest and most economical route	Inspects and monitors status of conveyance, fuel consumption, registration and insurance	Prepares plans, implement programs and review motor pool services, including parking and traffic administration
<ol style="list-style-type: none"> <li>Has the knowledge on traffic rules and regulations, as well as the policies on the use of motor vehicles of the bureau i.e. issuance of trip tickets, purchase of fuel, etc.</li> <li>Performs pre and post driving checks on vehicle, tools and equipment, and properly maintains cleanliness of the motor vehicles.</li> <li>Familiar with the routes and geographical location of the assigned area and destination of passengers.</li> </ol>	<ol style="list-style-type: none"> <li>Performs pre and post driving checks on motor vehicles as well as the physical, emotional and mental condition of drivers</li> <li>Knows the names and geographical locations of cities and towns within and outside Metro Manila.</li> <li>Schedules and assigns drivers according to their accomplished vehicle request slip</li> <li>Reminds drivers on proper decorum and all standard operating procedures (SOP) in Driving</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates, monitors and assesses the performance of drivers and recommends training for improvement of technical skills and attitude towards their work</li> <li>Reviews the fuel consumption, distance travelled and fuel efficiency of motor vehicle</li> <li>Monitor condition of all vehicles and refers those needing repair to the immediate supervisor</li> <li>Reviews the monthly report of fuel consumption based on the monthly report of official travels</li> <li>Has knowledge with the normal procedure and documentation needed in case of accidents</li> </ol>	<ol style="list-style-type: none"> <li>Makes recommendations on improving motor pool operations, including parking and traffic administration</li> <li>Adapts measures to improve operational efficiency and dependability of the service</li> <li>Maintains an inventory of all motor vehicles, including type of vehicle, specification, date of purchase, and other relevant information</li> <li>Evaluate and recommends purchase or rental of additional vehicle, taking into consideration its applicability, intended use, cost and quality</li> </ol>

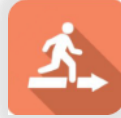
<p>4. Displays proper decorum with passengers and practices defensive driving strategies.</p> <p>5. Prepare monthly report of official travels.</p>	<p>5. Prepares monthly report of fuel consumption</p> <p>6. Monitors the timely renewal of motor vehicle insurances and registration.</p> <p>7. Monitors parking area for safety and cleanliness.</p>		<p>5. Recommends for disposal vehicle no longer economical to repair and maintain and submits same to Management</p> <p>6. Prepare periodic report on the regular maintenance works undertaken.</p>
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## LA6- CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money, and accountable forms with face value. It includes counting of cash and keeping of financial records of cash and accountable forms with face value transactions for accounting and auditing purposes.



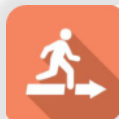
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the discharge of cash management activities	Performs cash management activities	Leads in the discharge of cash management activities	Prepares plans and programs and formulates recommendations on cash management
<ol style="list-style-type: none"> <li>1. Collects payments from creditors</li> <li>2. Prepares and issues checks/LDDAP creditors</li> <li>3. Prepares daily collection and weekly disbursement reports</li> <li>4. Facilitates routing of checks to signatories for all transactions</li> </ol>	<ol style="list-style-type: none"> <li>1. Issues official receipts upon collection</li> <li>2. Prepares, processes and ensures accuracy and propriety of checks for issuance</li> <li>3. Answers creditors queries and follow-ups regarding checks/LDDAP</li> <li>4. Maintains and records cash control</li> <li>5. Review and check LDDAPs</li> <li>6. Prepares monthly reports of accountability of cheques and official receipts</li> </ol>	<ol style="list-style-type: none"> <li>1. Records and maintains cash registry book from all types of collection</li> <li>2. Reviews collection and disbursement report</li> <li>3. Handles cash advances and petty cash fund</li> <li>4. Prepares liquidation report accurately as per approved cycle time</li> <li>5. Reviews and signs the monthly report of reports of accountability of cheques and official receipts</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors, reviews and assesses monthly collection and disbursement</li> <li>2. Reports and recommends, if needed, appropriate actions</li> <li>3. Transacts with banks re agency accounts</li> <li>4. Proposes recommendations to improve cash management activities</li> </ol>



## LA7 – CLERICAL / SECRETARIAL/ EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- Effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- Gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring, coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



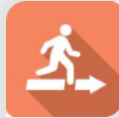
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in discharging complete staff work</p> <ol style="list-style-type: none"> <li>1. Screens, classifies, prioritizes and reviews all incoming documents for action/ signature of official concerned</li> <li>2. Assists in arranging meetings and maintains events calendar</li> <li>3. Creates, maintains and enters information into databases</li> <li>4. Operates office equipment and telephone</li> </ol>	<p>Implements complete staff work</p> <ol style="list-style-type: none"> <li>1. Coordinates with different units/ offices and agencies programs and activities for specific end-users and purpose.</li> <li>2. Gathers data and other information required by the official concerned in relation to his/ her duties and assignments</li> <li>3. Composes routine business correspondence for review of superior</li> <li>4. Assists in meetings and prepares minutes of the meeting</li> <li>5. Implements record management processes for the executives</li> </ol>	<p>Supervises complete staff work</p> <ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred, and referred activities with the use of some system e.g., calendar/ holding filing method</li> <li>2. Reviews all types of business correspondence (letters, memo, fax, email)</li> <li>3. Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns of the executives.</li> <li>4. Recommends alternatives on solving a problem based on well-researched and analyze data.</li> </ol>	<p>Ensures proper implementation of complete staff work</p> <ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>2. Designs and integrates data ad process flow to facilitate interoffice coordination</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>4. Obtains decision maker approval</li> <li>5. Strictly observes communication procedures</li> </ol>

			6. Prepares plans and programs for the improvement of office's records management
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## LA8 – CUSTOMER ASSISTANCE AND REQUEST HANDLING

The ability to attend to requests, complaints, observations and suggestion, including the ability to monitor work progress, file records, consolidate and prepare periodic reports.

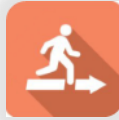


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Receives requests, complaints, observations and suggestions, and informs concerned personnel and offices</p>	<p>Monitors the work progress of the requests, complaints, observations and suggestions</p>	<p>Records and consolidates data</p>	<p>Interprets data, generates information and prepares reports</p>
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on the proper handling of requests, complaints, observations and suggestions according to the Code of Conduct and ethical standards for Public Officials and Employees (RA 6173)</li> <li>2. Demonstrates proficiency on the use of the Data Tracking System (DTS) / Enhanced Electronic Document Action Tracking Slip (E-DATS)</li> <li>3. Recalls basic procedure of records maintenance: sorting according to importance, and filing and record keeping according to subject</li> </ol>	<ol style="list-style-type: none"> <li>1. Describes operations and work flow of the Bureau, as well as the job description of colleagues</li> <li>2. Identifies and determines the kind of work to be performed and monitors the progress of the request</li> <li>3. Explains the basic procedure of records maintenance: sorting according to importance, and filing and record keeping according to subject</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains an electronic record and files copy of all memoranda, letters and communications</li> <li>2. Prepares periodic reports based on the data gathered and information generated from the requests, complaints, suggestions, observations and the client satisfaction forms</li> <li>3. Collects, reviews and consolidates data gathered from received requests, complaints, observations and suggestions</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes periodic reports based on the data gathered and information generated from the requests, complaints, suggestions, observations and the client satisfaction forms</li> <li>2. Initiates and recommends strategies on improving customer assistance and request handling</li> </ol>



## LHR1 – RECRUITMENT, SELECTION AND PLACEMENT

The ability to effectively determine and recruit qualified candidates to meet the requirements of the DENR.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the recruitment, selection and placement processes	Implements recruitment, selection and placement processes	Leads the recruitment, selection and placement processes in the Bureau	Plans programs and recommends policies on recruitment, selection and placement
<ol style="list-style-type: none"> <li>1. Knows the recruitment process: classification of applicants, qualification standards, assessment methodologies</li> <li>2. Knows how to determine the completeness of the applicant's documents</li> <li>3. Knows the procedure in screening applicants for the preparation of matrix</li> <li>4. Knows how to collate applicants' documents</li> <li>5. Conducts initial evaluation of applicant's documents based on job specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end-users</li> <li>2. Processes appointments and other documents in the placement of personnel</li> <li>3. Reviews and evaluates credentials/qualifications of the applicants, employees and officials for possible employment or promotion/ advancement</li> <li>4. Analyzes and computes ratings of applicants given by the PSB</li> <li>5. Prepares short list of qualified applicants for final selection of Head of Office</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates improvement in the DENR's recruitment, selection and promotion processes based on the merit and fitness principle</li> <li>2. Assists the Board in the review and evaluation of documents of all qualified applicants for employment/promotion</li> <li>3. Designs and conducts employee orientation for newly hired employees</li> <li>4. Interprets provisions of the DENR Merit Selection and Promotion Plan and CSC rules on appointment/ placement</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides key strategic advice and/or participates in decisions regarding recruitment, selection and placement of key management and technical people</li> <li>2. Designs an organization-wide recruitment, selection and placement system in accordance with pertinent DENR laws, rules and regulations</li> <li>3. Recommends improvement in the Merit Selection and Promotion Plan, System of Ranking Positions and other systems and procedures in implementing personnel actions</li> <li>4. Evaluates existing personnel selection processes/policies and recommend, amendments/ changes thereto which shall</li> </ol>

<ul style="list-style-type: none"> <li>6. Prepares the matrix of applicants for evaluation by the DENR Selection and Promotion Board (SPB)</li> <li>7. Administers job knowledge assessment tools to applicant</li> <li>8. Documents and prepares minutes of meetings of the SPB</li> <li>9. Knows the DENR Merit Selection and Promotion Plan (MSPP) and relevant CSC rules on appointment</li> </ul>	<ul style="list-style-type: none"> <li>6. Prepares the needed information / data of all applicants for promotion to be used by the members of the Personnel Selection Board</li> <li>7. Identifies policies applicable to specific appointment / placement actions</li> </ul>		<p>include criteria in the selection and other related policies on personnel</p>
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## LHR2 – COMPENSATION, BENEFITS AND WELFARE ADMINISTRATION

The ability to administer compensation, benefits and welfare programs and systems in accordance with existing statutory (e.g. DBM, CSC, GSIS, PAG-IBIG, PHILHEALTH) and DENR laws, rules, and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in compensation, benefits and welfare administration	Implements compensation, benefits and welfare administration policies	Leads the implementation of compensation, benefits and welfare administration	Plans and programs and formulates or enhance policies on compensation, benefits and welfare administration
<ol style="list-style-type: none"> <li>1. Knows the national government's compensation policies as per Salary Standardization Law</li> <li>2. Knows the government salary/wage schedule</li> <li>3. Knows the different policies and other issuances of other concerned agencies like CSC, GSIS, PAG-IBIG, DBM, COA, PhilHealth, on employees' compensation and benefits, including step increment and salary adjustment</li> <li>4. Knows the statutory and DENR benefits program and its implementing guidelines</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits</li> <li>2. Computes salary adjustments and step increments</li> <li>3. Arranges with different government agencies/ partners such as GSIS, PAG-IBIG, PHILHEALTH, and other institutions on loan applications, loan payments, and premium payments of personnel, etc.</li> <li>4. Facilitates the implementation of compensation decisions: salary increases/ adjustments and pay-out</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval the availment of benefits according to prescribed policies, rules and regulations</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other personnel committees</li> <li>3. Conducts specific studies and assists in developing or enhancing compensation programs and practices to achieve better effectiveness &amp; efficiency in program delivery e.g., job analysis and job evaluation</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to R.A 6713.</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims</li> <li>3. Establishes an employee assistance program that will help identify issues and concerns that affect employee performance and productivity</li> </ol>

<ul style="list-style-type: none"> <li>5. Knows how to process leave applications including computation of earned leave credits</li> <li>6. Communicates the requirements for personnel benefits</li> <li>7. Evaluates requirements and other supporting documents</li> <li>8. Prepares reports on attendance of personnel relative to compensation</li> </ul>	<ul style="list-style-type: none"> <li>5. Prepares, generates, validates and maintains compensation information and other related documents / statistics needed for management decision</li> <li>6. Identifies gaps and areas for improvement in the existing compensation programs and practices</li> </ul>	<ul style="list-style-type: none"> <li>4. Interprets effectively and communicates the philosophy, rationale, concept and guidelines governing the DENR's rewards and recognition mechanisms</li> <li>5. Interprets benefits policies and defines implementing guidelines for exceptional cases</li> <li>6. Serves as a resource person on this competency</li> </ul>	
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## LHR3 – PROCESSING OF PERSONNEL ACTIONS

The ability to apply DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions.

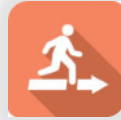


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support/assists in processing of personnel actions</p>	<p>Implements applicable DENR, CSC, DBM and CESB laws, rules and regulations in the processing of personnel actions</p>	<p>Leads in the processing of personnel actions</p>	<p>Plans and programs and formulates or enhance policies in the processing of personnel actions</p>
<ol style="list-style-type: none"> <li>1. Knows the pertinent provisions of the DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions</li> <li>2. Knows how to prepare the necessary documentation of personnel actions</li> <li>3. Knows the systematic filing system/safe keeping of personnel records</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate DENR, CSC/ CESB, DBM principles, practices and policies in preparing actions on appointments, promotions, transfers, resignations, separations, reinstatements and other personnel actions</li> <li>2. Maintains complete and updated personnel records of all officials and employees</li> <li>3. Prepares, maintains and updates plantilla accurately</li> <li>4. Prepares report of statistics on manpower strengths</li> <li>5. Creates and maintains data base for all employees</li> </ol>	<ol style="list-style-type: none"> <li>1. Disseminates issuances on personnel actions</li> <li>2. Prepares a report on personnel actions to the CSC</li> <li>3. Provides advice to various units/divisions on qualifications for recruitment, promotions and examinations and other personnel administration aspects</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and guidelines relative to qualification standards for appointments, position classification, personnel research, job audit, human resource surveys, etc.</li> <li>2. Plans, organizes and monitors the preparation and updating of plantilla</li> <li>3. Advises officials on personnel matters including those of contested appointments</li> <li>4. Facilitates and evaluates effectiveness of existing programs and recommends improvement to meet changing needs in human resources management</li> <li>5. Reviews implementation of the DENR's Strategic Performance Management System (SPMS) and its continued review and enhancement</li> </ol>



## LHR4 – GRIEVANCE HANDLING

The ability to assist the grievance committees in handling employees' conflicts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in grievance handling and administrative discipline activities/cases	Implements grievance handling guidelines in resolving administrative cases	Supervises the effective implementation of grievance handling guidelines and the administrative disciplinary process	Prepares plans and programs and formulates or enhances policies on grievance handling
<ol style="list-style-type: none"> <li>Understands the procedures in applying the grievance machinery program in the Department</li> <li>Knows the pertinent provisions of RA 6713, Revised Rules on Administrative Cases in the Civil Service, and other related CSC issuances</li> <li>Assists in resolving personnel issues and concerns such as complaints/grievances of employees on personnel matters such as policies/procedures on appointment, promotion, tenure, transfer, reassignment, separation and other personnel actions</li> </ol>	<ol style="list-style-type: none"> <li>Applies knowledge of CSC/ CESB, DBM principles, practices and policies</li> <li>Monitors consistency in implementing DENR/CSC policies and guidelines on recruitment, compensation, performance management, and other personnel matters</li> <li>Conducts preliminary assessment of personnel issues</li> <li>Recommends possible actions/strategies/solutions to be taken by the Management</li> </ol>	<ol style="list-style-type: none"> <li>Monitors and interprets CSC/CESB and DBM rules, laws and regulations; and provides management with advice on the best way to operate under these conditions</li> <li>Facilitates/leads in resolving personnel issues i.e., grievance dialogues</li> <li>Develops and implements personnel programs/ decisions to promote harmonious long-term relations between employees and management</li> </ol>	<ol style="list-style-type: none"> <li>Institutionalizes grievance machinery to help build a good management-employee relation and to resolve issues and concerns immediately</li> <li>Recommends improvement in grievance procedures and other personnel related issues in the DENR</li> </ol>



## LHR5 – HR PLANNING

The ability to determine long-term HR needs, assess current resources, identify areas of need including a plan to replace competence lost. It also includes the numbers and types of human resources that will be needed to achieve DENR’s goals e.g., number of human resources, the required competencies and when the resources will be needed.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in HR planning activities	Conducts HR planning activities	Leads the conduct of HR planning activities	Prepares plans and programs and formulates or enhances policies on HR planning
<ol style="list-style-type: none"> <li>1. Compiles gathered data on current human resources and the required competencies</li> <li>2. Prepares the documents needed in the conduct of research on HR Planning tools, templates and processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers data on current human resources and the required competencies</li> <li>2. Compares data correctly on current human resources against the required number of human resources in the organization</li> <li>3. Assesses the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization</li> <li>4. Identifies internal factors in the organization that may affect HR capacity to meet organizational goals</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes the conduct of HR planning activities</li> <li>2. Develops HR planning tools, templates and processes to incorporate DENR’s competency-based standards</li> <li>3. Develops and implements targeted human resource strategies, plans and programs to address gaps (e.g., learning; career development;; etc.) based on the organization’s priorities, and HR performance related data</li> <li>4. Oversees the monitoring and improvement of processes, tools and systems to support HR Planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans and policies that will support HR planning</li> <li>2. Gives key strategic advice and participates in decision-making regarding short term and long term HR planning</li> </ol>

	<ul style="list-style-type: none"><li>5. Determines the environmental factors expected to affect workforce capacity, given known operational and HR priorities and emerging issues</li><li>6. Conducts workforce analysis and HR supply forecasting methods</li></ul>	<ul style="list-style-type: none"><li>5. Trains managers and/or facilitates HR planning process</li></ul>	
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## LHR6 – LEARNING NEEDS ASSESSMENT (LNA)

The ability to:

- conduct LNA studies to identify the learning needs (gap between desired and actual job performance that results from the lack of appropriate KSA) of individuals in various positions in the Bureau that can be addressed by training; and
- identify and recommend learning and development interventions based on the LNA.



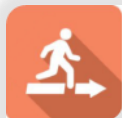
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct if LNA activities	Implements LNA activities	Leads the conduct of LNA activities	Plans, organizes and reviews conduct of LNA activities
<ol style="list-style-type: none"> <li>1. Knows the rationale for conducting LNA with the DENR's/Bureau's vision/mission/ values and goals</li> <li>2. Knows the basic methods/techniques of LNA</li> <li>3. Knows the various data sources for organizational, groups and individual learning needs</li> <li>4. Assist in the identification of task requirements of a job and KSA required for successful job performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines appropriateness of each LNA method by assessing the advantages and disadvantages of each e.g. problem-solving approach, task or competency-based</li> <li>2. Drafts LNA instruments</li> <li>3. Identifies/outlines the steps in the LNA process</li> <li>4. Identifies the task requirements of a job and KSA required for successful job performance</li> <li>5. Administers LNA instruments</li> <li>6. Validates LNA data thru interviews, FGD (focus group discussion)</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes gap by identifying discrepancies, pinpointing their causes and then comparing actual with desired performance</li> <li>2. Review draft LNA instruments</li> <li>3. Analyzes data and other organizational by identifying the causes related to lack of knowledge, skills and attitude in coordination with concerned unit heads</li> <li>4. Identifies and recommends learning and development interventions to address capability needs/gaps for a particular job or role</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes LNA reports and recommends HRD policies and training priorities as a result of the LNA study</li> <li>2. Recommends approval of the LNA instruments</li> <li>3. Addresses potential problems from recommendation/s and plans for contingent actions</li> <li>4. Serves/acts as a resource person on the subject</li> </ol>

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|  | <ol style="list-style-type: none"><li>7. Coordinates with the concerned unit heads on their specific learning needs</li><li>8. Prepares LNA report</li></ol> |  |  |
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## LHR7 – PREPARATION OF LEARNING DESIGN

The ability to develop and formulate a responsive program or activity design which includes the Bureau’s vision, mission, and goals; knowledge on the Department’s development thrust; new trends and developments in the subject field; and package the program to suit end-user requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of learning design	Implements the preparation of learning design	Leads the preparation of learning design	Plans, organizes and reviews learning design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts, phases and steps in learning design and development</li> <li>2. Knows the development thrust, trends and needs of the Department and their impact on the design of the learning program.</li> <li>3. Knows the relevance of the vision, mission and program thrust on the learning design</li> <li>4. Gathers information regarding a topic/session to fit desired outcome</li> <li>5. Prepares schedule of activities that will effectively address the participants’ need</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies approaches or instructional delivery methods as well as the materials needed to facilitate learning</li> <li>2. Prepares test items for measuring the level of knowledge gained.</li> <li>3. Develops presentation materials based on end-user requirements</li> <li>4. Communicates with the stakeholders (internal and external) of the program to ensure attainment of the program goals/objectives</li> <li>5. Formulates learning objectives based from LNA results</li> <li>6. Drafts learning design based on the learning and development plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes the adult learning process to be able to monitor the flow of learning in the actual conduct of learning.</li> <li>2. Matches resource persons’ qualifications with the learning program requirements and Department’s standards on accreditation of learning service providers</li> <li>3. Provides technical assistance in the preparation of learning design and development</li> <li>4. Serves as a resource person on this competency</li> <li>5. Reviews the learning design</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates new trends and developments on subject matter/field.</li> <li>2. Recommends approaches and strategies to implement learning program successfully</li> <li>3. Introduces ways on how to minimize programs cost, e.g. cost sharing, networking, etc.</li> <li>4. Advocates learning program at the system-wide level</li> <li>5. Justifies and presents the learning design to top management/end-users</li> </ol>

	6. Prepares session guides by choosing and sequencing topics and content		
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# LHR8 – LEARNING PROGRAM MANAGEMENT

The ability to effectively and efficiently manage a learning event during all its phases from planning to implementation and post-implementation



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists conduct of learning program management activities</p> <ol style="list-style-type: none"> <li>1. Knows the roles of the learning event team as to; training coordinator, facilitator, evaluator and documenter</li> <li>2. Knows the process of conducting a learning event</li> <li>3. Knows the physical requirements, equipment, transportation service and all other activities related to the conduct of the learning event</li> <li>4. Knows how to operate and take care of basic audio-visual equipment</li> <li>5. Prepares a learning event checklist</li> <li>6. Knows how to coordinate venue arrangements</li> </ol>	<p>Implements learning management activities</p> <ol style="list-style-type: none"> <li>1. Administers and explains pre/post evaluation questionnaires</li> <li>2. Prepares basic communication such as invitation letters, confirmation of learners and subject matter experts, office order, etc.</li> <li>3. Documents the highlights of learning event</li> <li>4. Develops operational plans, e.g. schedules, budget, participants and subject matter experts' directory, etc. in managing a learning event</li> <li>5. Conducts post-learning evaluation</li> <li>6. Conducts cliniquing of the day's sessions among the members of the learning event teams</li> </ol>	<p>Leads the conduct of learning management activities</p> <ol style="list-style-type: none"> <li>1. Implements contingency plans to address critical situations during a learning event</li> <li>2. Employs the process documentation technique</li> <li>3. Prepares post-learning completion report</li> <li>4. Monitors the overall conduct and management of a learning event</li> </ol>	<p>Plans, organizes and reviews learning management activities</p> <ol style="list-style-type: none"> <li>1. Introduces innovations and techniques in learning program management</li> <li>2. Formulates and recommends learning standards and policies for implementing learning programs</li> <li>3. Strategically plans contingencies and recommends accordingly</li> <li>4. Leads others in the effective management of a learning event</li> </ol>



## LHR9 – LEARNING EVENT FACILITATION

The ability to facilitate learning through exchange of information and ideas in an interactive session designed to meet defined objectives. It includes the ability to effectively use platform skills when presenting to an audience.

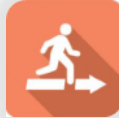


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning event facilitation activities	Implements learning event facilitation activities	Leads the conduct of learning event facilitation activities	Plans, organizes and reviews learning event facilitation activities
<ol style="list-style-type: none"> <li>1. Knows the key skills of a facilitator</li> <li>2. Knows the different facilitation techniques and learning methodology</li> <li>3. Understands facilitation skills and its uses</li> <li>4. Knows how to use time management techniques in the conduct of training</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates workshop, training and other similar activities</li> <li>2. Demonstrates key facilitation and presentation skills</li> <li>3. Guides an individual, group or team using facilitation techniques in meeting desired result or outcome</li> <li>4. Initiates discussion and directs group thought and feelings</li> <li>5. Encourages active participation to elicit ideas/opinions regarding a topic/session to fit desired outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. Moderates discussions</li> <li>2. Provides linking/bridging statements to and from one session to the other</li> <li>3. Integrates with the program objectives the issues and concerns arising from interactions/discussion</li> <li>4. Synthesizes ideas in discussions to meet the desired outcome/group outputs</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/strategy</li> <li>2. Serves as a subject matter expert in dealing with relevant issues</li> <li>3. Facilitates conduct of SLEs (structured learning experiences) using the 4As in learning (activity, analysis abstraction and application) to prepare the learning environment and as priming for the topic</li> </ol>



## LHR10 – NETWORKING AND LINKAGING WITH HR PARTNERS

The ability to establish and utilize networking with external partners, provide technical assistance in building stakeholders/partners on capacity building and activities and capabilities in ENR management, develop proposals for possible external funding for HR activities, and serve as resource center for tools and materials on HR practices and training equipment

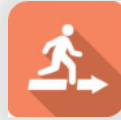


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Communicates and coordinates with stakeholders/partners</p>	<p>Maintains partnership and networks to deliver and enhance work outcomes</p>	<p>Leads in the conduct of networking and linking activities</p>	<p>Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on linking and networking</li> <li>2. Prepares invitations to participate in trainings and activities conducted by partner institutions</li> <li>3. Has knowledge on maintaining and updating database of partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides information, guidance and assistance on the processes and requirements</li> <li>2. Arranges with partner institutions on course offerings</li> <li>3. Has knowledge on linking and networking activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilizes information from various sources to support the agency's objectives</li> <li>2. Broadens network of relationships to promote the image of BMB</li> <li>3. Evaluates the conduct of HR linking and networking activities</li> <li>4. Prescribes specific learning intervention and programs offered by partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>2. Adheres to national protocol, etiquette and procedures</li> <li>3. Engages subject matter experts in enhancement and conduct of learning and development programs</li> <li>4. Offers assistance to national partners in the development of policies and programs</li> <li>5. Serves as Subject Matter Expert on this competency</li> </ol>



## LHR11 – MONITORING AND EVALUATION (M&E) OF L&D PROGRAMS

The ability to regularly gather the L&D program accomplishment against measures of expected performance and assess the performance and the achievement of learning & development programs/project objectives, its effects and impact



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning and development M&E activities	Implements learning and development M&E activities	Leads the conduct of learning and development M&E activities	Plans, organizes and reviews learning and development M&E activities
<ol style="list-style-type: none"> <li>1. Knows the concept of monitoring and the different levels of L&amp;D evaluation, e.g., reaction, learning, behavior and results</li> <li>2. Knows the application of various statistical tolls needed in L&amp;D program evaluation</li> <li>3. Prepares database on pre and post evaluation</li> <li>4. Monitors implementation of target VS accomplishments</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies L&amp;D program performance indicators and standards</li> <li>2. Evaluates L&amp;D program on their ability to meet the program objectives</li> <li>3. Analyzes project issues and concerns that affect program's implementation</li> <li>4. Prepares L&amp;D program monitoring and evaluation report</li> <li>5. Conducts impact evaluation as to changes in behavior/outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors L&amp;D program performance and documents outcome</li> <li>2. Supervises all program implementation in accordance with approved plans, specifications and timeframe</li> <li>3. Develops evaluation instruments to determine behavioral changes on job performance</li> <li>4. Makes recommendations to address any discrepancies/gaps in the program implementation</li> <li>5. Implements M&amp;E tools to see to it that the objective/s of the learning activities were met</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations or new techniques in L&amp;D program monitoring and evaluation</li> <li>2. Recommends new policies based on the results of the L&amp;D program monitoring and evaluation</li> <li>3. Oversees all program implementation in accordance with approved plans, specifications and timeframe</li> <li>4. Approves evaluation instrument/s to determine the impact of the learners' behavioral changes on the organization</li> </ol>



## LHR12 – SCHOLARSHIP ADMINISTRATION

The ability to manage the implementation of the DENR's Scholarships and Financial Assistance Program including establishing networks for sourcing of scholarship funds from both local and foreign institutions.



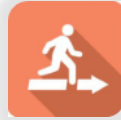
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the implementation of scholarship administration activities	Implements scholarship administration activities	Leads the implementation of scholarship administration activities	Plans, organizes and reviews scholarship administration activities
<ol style="list-style-type: none"> <li>1. Prepares list of BMB recipients and disseminates list of scholarship programs for availment</li> <li>2. Gathers and organizes relevant materials for purposes of networking for sourcing of funds and scholarship programs from local and foreign institutions</li> <li>3. Collates and submits to the BMB scholarship committee documents pertinent to scholarship program application</li> <li>4. Generates data of BMB scholars from local and foreign scholarship programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains and implements DENR policies and decisions on scholarship programs</li> <li>2. Conducts pre-screening of applicants for local and foreign scholarship programs</li> <li>3. Facilitates processing of documents for nomination on fellowship/scholarship grantees both local and abroad</li> <li>4. Prepares materials in connection with appeals and committee meetings on scholarship programs</li> <li>5. Maintains an established network of contacts within the DENR, NGAs, NGOs, POs, and international funding institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets and implements policies, rules and regulations governing scholarship programs</li> <li>2. Reviews appeals and recommends action on meritorious cases to the DENR Scholarship Committee</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and coordinates the administration of the DENR Scholarship Program</li> <li>2. Recommends policies, rules and regulations governing scholarship programs</li> <li>3. Develops long term network of clients, service providers and institutions</li> <li>4. Evaluates scholarships and financial assistance program proposals and initiates steps for improvement and expansion</li> </ol>

	6. Coordinates with the different units/offices in the monitoring and evaluation of scholarship programs		
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## LHR13 – CAREER DEVELOPMENT

The ability to initiate and implement career development strategies based on individual and organizational needs and requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in career development activities	Conducts career development activities	Leads the conduct of career development activities	Prepares plans and programs and formulates or enhances policies on career development
<ol style="list-style-type: none"> <li>1. Knows a range of decision making and career development theories and models</li> <li>2. Prepares the documents needed in the execution of the career development activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Defines and outlines career development process and succession management</li> <li>2. Administers self-assessment or multi-source assessment to establish the current competency profile</li> <li>3. Conducts competency profile matching that compares employee competencies against targeted role/job requirements in order to identify the competency gaps</li> <li>4. Examines the competency gaps and formulates the L&amp;D interventions needed to address these gaps</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes the conduct of all career development activities</li> <li>2. Designs career assessment instruments and methods</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans for long-term career development guidance as appropriate</li> <li>2. Proposes policies for career development system improvement</li> <li>3. Acts as subject matter expert on career development and succession management</li> </ol>

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|  | <ul style="list-style-type: none"><li>5. Establishes the career paths of employees based on the competency profile matching</li><li>6. Devises career development plans of employees that include the L&amp;D interventions</li></ul> |  |  |
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## CC1 - DISCIPLINE

The ability to:

- uphold the values and principles of Ethical Standards for Government Employees (RA 6713) taking into account the social and environmental impact of one's actions and decisions;
- exemplify high standards of professional behavior as DENR employees, adhering to ethical as well as moral principles, values and standards of the Agency;
- be motivated by organizational rather than personal concerns;
- utilize time efficiently and productively to attain desired results;
- show fulfillment in work and achievements;
- exercise persistence when faced with difficult problems and challenges; and
- communicate/observe DENR mission, quality policy, values, rules and regulations in the discharge of one's functions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices ethical and professional behaviors	Upholds the values of DENR in every action and decision	Serves as a good role model on DENR values and ethics to staff/peers	Sponsors/ initiates development of proactive programs promoting DENR values and ethics
<ol style="list-style-type: none"> <li>1. Abides by Ethical Standards for Government Employees (RA 6713) by practicing ethical and professional behaviors</li> <li>2. Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures, and honoring one's commitment to others or the organization</li> <li>3. Plans and organizes tasks and produces results</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains a professional image and can be depended upon</li> <li>2. Respects and supports management in its decision and is able to guard and build the Agency's reputation and image</li> <li>3. Acts with a sense of urgency and responsibility to meet the organization's needs and prioritizes tasks to attain results</li> </ol>	<ol style="list-style-type: none"> <li>1. Inspires confidence and respect from peers/ staff</li> <li>2. Serves as a good role model on professionalism to staff/ peers by coming to work on time and producing outputs before the deadline</li> <li>3. Engages consultation with peers, subordinates, partners, and stakeholders in decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences confidence and trust in the discharge of one's duties through personal example and DENR policies, procedures, products and services that deserve such appreciation, confidence and trust</li> <li>2. Demonstrates accountability, responsibility, ethical practice and conformity to the principles of natural justice in decision making</li> </ol>

<ul style="list-style-type: none"> <li>4. Comes to work on time and attends meetings on time</li> <li>5. Projects a positive outlook and attitude toward work</li> <li>6. Is knowledgeable about DENR goals and directions, services, culture, history, structure, basic systems and processes and key personnel</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes personal actions and behaviors congruent to that of the values and goals</li> <li>5. Makes personal sacrifices to meet organizational needs</li> <li>6. Maintains confidentiality and protects the privacy of employees, customers, and other stakeholders of DENR</li> </ul>	<ul style="list-style-type: none"> <li>4. Shows moral courage by doing the right thing or by expressing dissent on actions or pending decisions which would violate organizational values, laws, and regulations</li> <li>5. Aligns organizational and personal values and guides others on DENR/office goals and directions, services and culture</li> </ul>	<ul style="list-style-type: none"> <li>3. Calls attention of peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others</li> <li>4. Contributes to the development of the Agency's values and professionalism/ ethical standards and program</li> </ul>
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## CC2 - EXCELLENCE

The ability to provide proactive, responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Complies with DENR's standards of service deliver</p>	<p>Delivers and adds value to customers' expectations and requirements</p>	<p>Anticipates, identifies and manages stakeholders' standards and requirements towards excellent customer service through improving sense of responsibility and competence</p>	<p>Builds and shapes DENR service culture and strategy and provides leadership in service delivery through highest degree of responsibility and competence</p>
<ol style="list-style-type: none"> <li>1. Complies with DENR's standards of service delivery</li> <li>2. Explains DENR's service standards and basic DENR rules and policies</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides relevant information to supervisor on matters referred for actions</li> <li>5. Shows sense of urgency in attending to customers' needs and requests</li> <li>6. Acts on simple queries/ concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains DENR's structure, processes, and time involved in the delivery of services to customers</li> <li>2. Articulates the vision, mission, programs, core values, and priority directions of the DENR</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides advice and guidance to subordinates with regard to concerns elevated to their level</li> <li>5. Takes the extra mile in customer service by consistently exceeding expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Anticipates and identifies stakeholders need and value based on programs and, policies and analyzes based on the parameters and condition of customer service satisfaction</li> <li>2. Mentors and coaches subordinates and peers on how to provide correct, adequate and prompt information to customers as may be necessary</li> <li>3. Anticipates and analyses stakeholders' needs and provides appropriate and immediate response</li> <li>4. Proactively comes up with solutions to manage stakeholders' expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistently exceeds stakeholders' needs and expectations by keeping abreast with local and global best practices in managing bureaucracy necessary to implement a successful change strategy</li> <li>2. Designs mechanisms in the provision of correct, adequate and prompt information to customers as may be necessary</li> <li>3. Directs the organization towards the achievement of the service excellence platform in the entire bureaucracy</li> </ol>

	<p>6. Initiates/recommends process improvements based on customers' feedback</p>	<p>5. Initiates improvements in service delivery based on stakeholder feedback</p> <p>6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely</p> <p>7. Seeks ways to improve one's knowledge and skills to perform requirements of present and future role in DENR</p> <p>8. Models excellence in assuming responsibility for dealing with problems, crises or issues. Does not blame others for mistakes and learns from them</p>	<p>4. Recommends to DENR management mechanisms for the institutionalization of a service culture</p> <p>5. Ensures compliance with established parameters of authority within DENR and empowers subordinates to manage DENR's culture of service excellence</p> <p>6. Formulates/Designs strategies in the scaling-up of service delivery as a result of analysis, appreciation and understanding of the customer's needs and concerns</p> <p>7. Promotes a culture of continuous learning to strengthen competency of people to raise the bar toward high quality service delivery</p> <p>8. Serves as champion in the sharing and applying new knowledge, skills and responsibility learned in one's field to stakeholders both internally and externally</p> <p>9. Gathers and analyzes feedbacks from subordinates and respond effectively to address concern</p>
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## CC3 - NOBILITY

The ability to exemplify the quality of being noble in character and mind by displaying virtue, goodness, honor, justice and decency. It also includes traits of purity, selflessness and worthiness as well as concern for justice, peace and genuine respect for people.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Demonstrates virtue, goodness, honor, justness and decency at all times	Demonstrates virtue, goodness, honor, justness and decency even in difficult situations	Influences others to observe virtue, goodness, honor, justness and decency in all situations	Inspires others to act in the highest level of virtue, goodness, honor, justness and decency
<ol style="list-style-type: none"> <li>1. Demonstrates trustworthiness and selfless concern for the well-being of others</li> <li>2. Manifests objectivity, impartiality and fairness in handling situations at work</li> <li>3. Adheres to right standard of conduct in dealing with stakeholders</li> <li>4. Shows respect for others</li> <li>5. Fulfills an obligation or keeps an agreement</li> <li>6. Demonstrates honesty and compassion in all situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Manifests equal treatment to people regardless of status</li> <li>2. Shows respect, sensitivity and diplomacy to people in the attainment of common objectives</li> <li>3. Is respected and regarded by superiors and peers</li> <li>4. Takes an objective and independent stance in handling difficult issues and situations</li> <li>5. Exhibits high level of discipline and self-control in keeping personal and sensitive information</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences high level of trustworthiness and determination to resist temptation of corruption</li> <li>2. Ensures accountability in handling Agency funds and complies with agency's internal financial controls and policies and COA regulations</li> <li>3. Discourages and reports to proper authorities any potential acts of dishonesty, misappropriation, malversation, connivance, or defrauding</li> <li>4. Upholds and promotes the highest standards of moral values, practices, and ethics at all times</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotes the culture of virtue, goodness, honor, justness and decency in the organization and manifests high level of purity, selflessness, and worthiness in every situation towards the achievement of common goals</li> <li>2. Pursues goals relentlessly and with dedication, towards achieving ambitious and excellent results and demonstrates persistence and strength of character when confronted with difficulties or challenges</li> <li>3. Remains calm and level-headed even in the most stressful situations.</li> </ol>

		5. Complies with the disclosure policy of the agency	4. Sets an example in demonstrating tact and diplomacy in handling difficult situations and people, accepts constructive criticism and uses it to improve performance
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## CC4 - RESPONSIBILITY

The ability to:

- take full responsibility in delivering what has been agreed;
- take care of entrusted human, material resources and information;
- disclose all transactions and welcome reviews, audits, assessments, comments and monitoring of one's actions; and
- avoid wasteful and personal use of agency's resources.



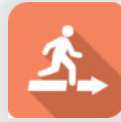
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Observes the principle of transparency and accountability in the workplace with supervision and guidance	Practices the principle of transparency and accountability in the workplace	Leads in the observance of the principle of transparency and accountability in the workplace	Champions the principle of transparency and accountability in the agency
<ol style="list-style-type: none"> <li>1. Understands the principle of transparency and accountability in organizations</li> <li>2. Implements the required tasks and produces the deliverables</li> <li>3. Makes information available in a manner appropriate to different stakeholders as instructed</li> <li>4. Observes proper use of office resources and applies the 5Rs in wastes segregation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the value of transparency and prudence in disclosing accurate material information in a timely manner</li> <li>2. Takes full responsibility for all business decisions, actions/inactions, and conduct</li> <li>3. Makes information available to permit timely analysis, and evaluation by relevant stakeholders</li> <li>4. Shows concern and serve excellently to the agency and its stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages information so that it is timely, accurate, and complete</li> <li>2. Coaches, mentors, and monitors to ensure others deliver their responsibilities as expected</li> <li>3. Models the behavior expected of the employees and the criteria by which they will be assessed</li> <li>4. Ensures that there is a process in which employees issues and concerns are heard and deliberated</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews employees/ unit's accountabilities and provides guidance to ensure attainment of targets</li> <li>2. Takes corrective action to address office problems in a timely and consultative manner</li> <li>3. Empowers employees to hold themselves accountable and responsible of their decisions</li> <li>4. Sets up systems and processes to ensure that the agency's stakeholders are served with transparency and accountability</li> </ol>



## CC5 – CARING FOR THE ENVIRONMENT AND NATURAL RESOURCES

The ability to demonstrate its concern for the preservation and conservation of the natural environment (not just as a job) but more as a way of life. It includes (but not limited to) the following behavioral manifestations:

- takes care of the environment by throwing their garbage in the proper place and turns off light, air conditioners, computers and other electrical appliances when not in use;
- uses less of the earth's resources and uses carefully those that they have to use;
- reuses stuff - bags, containers, etc. and recycles materials as much as possible; and
- plants/replants trees and joins/advocates environment related activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge of concepts and application of preservation and conservation of the environment	Applies knowledge and understanding of the environment to further the aims of sustainability	Serves as a good role model in conserving and preserving the environment to peers and staff	Sponsors development of proactive programs promoting the preservation and conservation of the environment
<ol style="list-style-type: none"> <li>1. Understands the wider environmental context/ importance of preserving and conserving the environment</li> <li>2. Complies with relevant agency codes of conduct and practices on preserving and conserving the environment without being told</li> <li>3. Demonstrates personal commitment to DENR mission and mandate, recognizing his/her obligations to society/ community</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates a critical awareness of current environmental problems and anticipates the impact of future environmental trends</li> <li>2. Addresses and resolves problems arising from questionable environmental practice</li> <li>3. Demonstrates self-direction and originality in tackling and addressing problems</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences others to promote behavioral and cultural changes to secure environmental improvements beyond Agency compliance</li> <li>2. Encourages others to promote and advance a sustainable and resilient approach by understanding their responsibility for environmental damage and improvement</li> <li>3. Critically evaluate actions, methods and results and their short and long-term implications e.g. the impact and role of ecology and biodiversity in</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops good practices, by actively learning from results to improve future environmental solutions and approaches</li> <li>2. Advocates sustainability concerns and environmental issues, encourages others to actively contribute to environmental protection and sustainability</li> <li>3. Demonstrates self-direction and originality in developing strategies for sustainable development and environmental improvement</li> </ol>



		<p>relation to new development/ construction</p> <p>4. Actively learns from results to improve environmental solutions and approaches, and build best practice</p>	<p>4. Analyzes and evaluates problems from an environmental perspective, develops practical sustainable solutions and anticipates environmental trends to develop practical solutions</p>
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## OC1 – WRITING EFFECTIVELY

The ability to write in a clear, concise and coherent manner using different tools to convey information or express ideas effectively.

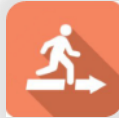


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Refers to and/or uses existing communication materials or templates to produce own written work</p>	<p>Edits existing or customizes available communication materials to produce an appropriate written work</p>	<p>Produces written work from scratch with some guidance while complying to agreed or prescribed standards of communicating with the bureaucracy</p>	<p>Designs and/or sets standards for a written material used within the bureaucracy while demonstrating independence producing written work</p>
<ul style="list-style-type: none"> <li>7. Knows and uses basic business writing rules such as sentence structure, rules in grammar and techniques in word use and spelling</li> <li>8. Seeks, identifies and is able to distinguish the appropriate template or reference material that will be used as basis for one's written document</li> <li>9. Writes simple pro-forma communications such as acknowledgement, transmittal letters and forms</li> </ul>	<ul style="list-style-type: none"> <li>7. Knows and uses appropriate vocabulary, formats, correct order in sentence formation to achieve cohesion in the composition of sentences</li> <li>8. Understands the advantages and limitations of email and designs written work to capitalize on such advantages and mitigate the limitations</li> <li>9. Solicits feedback from those able to judge the appropriateness of the written material for a given audience</li> <li>10. Replies to queries and prepares Memoranda, presentations, position papers, taking points and reports using references and research tools</li> </ul>	<ul style="list-style-type: none"> <li>6. Knows and uses appropriate content, clarity, logic and presentation of written communications</li> <li>7. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience</li> <li>8. Drafts resolutions, pleadings, terminal reports, and speeches in compliance with agreed or prescribed communication standards</li> <li>9. Utilizes variety of visual elements such as graphs, charts and illustrations to enhance understanding of the written content</li> </ul>	<ul style="list-style-type: none"> <li>5. Understands and uses current trends in business writing styles and written marketing collaterals</li> <li>6. Identifies benchmark examples of effective written communication that can be used by the organization, and applies these best practices in developing communication standards for the organization</li> <li>7. Undertakes in-depth research to develop policy guidelines for written work and related products</li> <li>8. Keeps people informed about the changes and developments in organizational goals, strategies and performance through written documentation</li> </ul>



## OC2 – SPEAKING EFFECTIVELY

The ability to actively listen, understand and respond appropriately when interacting with individuals and groups



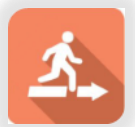
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Effectively delivers messages that simply focus on data, facts or information and requires minimal preparation or can be supported by available communication materials. Focus of communication is to relay information and/or data</p>	<p>Effectively delivers messages that require some planning for the Method used and the possible reception to the message (audience may be a controlled group, i.e., team/s, divisions) Focus of communication is to relay information and to build motivation</p>	<p>Effectively delivers messages that require careful planning for the method used and the possible impact of the message (audience may be a large group, i.e., office, organization) Focus of communication is to relay information and to build motivation</p>	<p>Facilitates and influences target audience such as the Heads of the Agency and External Partners/Clients. Focus of communication is to relay information, to build motivation and call for action</p>
<ol style="list-style-type: none"> <li>1. Effectively listens to and understands instructions and can understand the information needs of self and others</li> <li>2. Actively participates in discussions and is appropriately assertive in expressing own ideas</li> <li>3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarifies as well as summarizes discussions, providing insights on underlying issues not readily obvious to the audience</li> <li>2. Adjusts communication style according to the needs of the audience and/or situation</li> <li>3. Takes into account others' point of view, listening actively and asking questions to check for understanding of others' inputs, acting appropriately to nonverbal cues</li> <li>4. Disseminates information accurately, sharing information and using established methods or</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands common conventions of language and grammar appropriate to professional settings and audience</li> <li>2. Chooses and uses the appropriate medium for the message and adapts spoken language to that medium</li> <li>3. Presents and discusses suggestions and proposals in English to superiors for the improvement of processes and procedures fluently</li> </ol>	<ol style="list-style-type: none"> <li>1. States complex technical concepts in an understandable manner and uses appropriate supporting materials</li> <li>2. Advocates DENR goals effectively and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization</li> <li>3. Promotes an open line and ongoing communication to address issues and align efforts to organizational goals</li> </ol>

	<p>channels to keep appropriate parties informed</p>	<ol style="list-style-type: none"> <li>4. Anticipates possible questions, objections from the audience and prepares materials or means to address or attend to such</li> <li>5. Disseminates policy guidelines and resolutions to subordinates</li> <li>6. Confidently explains DENR laws, rules and programs to external partners/client</li> <li>7. Devises improvements to communication systems and practices within and across teams/ units/ offices in order to improve clarity and reception of messages</li> </ol>	<ol style="list-style-type: none"> <li>4. Presents to the Heads of Agency programs, projects and issues relative to their areas of responsibility for decision/resolution</li> <li>5. Responds appropriately, accurately, and with composure to challenging questions or comment</li> </ol>
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## OC3 – TECHNOLOGY LITERACY AND MANAGING INFORMATION

Makes effective use of technology to contribute to the improvement of the system’s performance. The ability to organize, process , distribute and manage information in order to support or facilitate the learning and data requirements of DENR



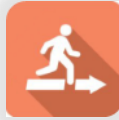
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies basic technology (office software and equipment) in the performance of the assigned tasks. Collects, organizes and maintains data</p>	<p>Demonstrates the use of available equipment and software/s and application/s that can be utilized in the performance of the assigned tasks. Works with data to generate relevant information</p>	<p>Analyzes appropriateness of office software and equipment in the performance of assigned tasks. Develops information assets to achieve organizational goals</p>	<p>Maximizes the use of equipment and office software/s and applications in the performance of the assigned tasks. Strategizes the method and use of information that adds value to the organization and the public sector</p>
<ol style="list-style-type: none"> <li>1. Uses basic technology with supervision in performing tasks</li> <li>2. Understands and complies with the set standards, policies and guidelines on the information management processes of the organization</li> <li>3. Describes and distinguishes data or information that is relevant to the job and the value this brings to one’s functional role, group or the organization</li> <li>4. Uses information channels and sources relevant to the job in order to identify data and transactions that need to be captured or recorded</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies advanced technology tools in performing tasks</li> <li>2. Knows and can articulate the importance of having accurate, readily available, timely and relevant information</li> <li>3. Analyzes and corrects discrepancies and assesses the accuracy, validity, and integrity of the information</li> <li>4. Evaluates information of distortions, personal bias or conflicts of interests using effective information management processes, tools and standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps abreast of technological changes to develop new skills and knowledge required to perform tasks</li> <li>2. Identifies and implements improvements to information management processes and techniques through observation of information management competence of others</li> <li>3. Facilitates the design, development or acquisition of information management tools based on the analyzed needs and gaps of an individual, group or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies gaps and recommends enhancement of office software/s and applications in performing tasks</li> <li>2. Fosters the development of appropriate information assets and protocol to effectively manage and capitalize on information</li> <li>3. Identifies, develops and articulates information management strategies and ensures that these are embedded within key organizational processes</li> <li>4. Ensures information management activities are coordinated across the organization</li> </ol>

<p>5. Uses available tools such as notebooks or computers to document, manage, retrieve and/or distribute data or information to appropriate individuals, groups or parties</p>	<p>5. Provides information on a timely basis and in a usable form ensuring the availability and accessibility of organizational information resources</p>	<p>4. Ensures that resources are available and effectively deployed to sustain service delivery and to address information needs of an individual, group or the organization</p>	<p>5. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general</p>
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## OC4 – PROJECT MANAGEMENT

The ability to plan, organize, implement, direct, monitor and assess projects/ work plans, outputs, effects and impacts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assist in project management activities	Conducts project management activities	Leads in project management activities	Formulates plans, programs and policies on improvement of project management activities
<ol style="list-style-type: none"> <li>1. Applies the basic knowledge in gathering /collecting relevant data/materials under supervision</li> <li>2. Has basic knowledge in the preparation of research/project proposal</li> <li>3. Has basic knowledge in the monitoring and evaluation process</li> <li>4. Knows simple statistical tools needed in program evaluation</li> <li>5. Has basic knowledge in the technical standard and specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and packages research/project proposal</li> <li>2. Organizes staff assignments given the requirements of the special project</li> <li>3. Identifies priorities of the project and the outputs given specific time period in consultation with superior/s</li> <li>4. Devises a monitoring chart to track project activities</li> <li>5. Assists in the conduct of project monitoring and evaluation using prescribed instrument</li> <li>6. Develops and prepares project/research briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops feasibility studies</li> <li>2. Develops plans and proposals and negotiates for resources and support</li> <li>3. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>4. Identifies and analyzes project issues and concerns that affect project's implementation</li> <li>5. Formulates performance indicators and standards</li> <li>6. Develops monitoring and evaluation tools and instruments to assess the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approaches and strategies to address gaps for the improvement of project</li> <li>2. Formulates and recommends policies based on the results and impacts of the project</li> <li>3. Supervises overall activities of the project</li> </ol>

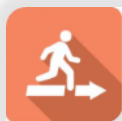
		<ol style="list-style-type: none"><li>7. Monitors and evaluates the development and progress of the project and prepares</li><li>8. Provides technical assistance in project management to stakeholders</li><li>9. Guides others in monitoring and evaluation of program processes</li><li>10. Prepares project terminal report</li></ol>	
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## OC5 – COMPLETED STAFF WORK (CSW)

The ability to provide comprehensive, accurate, factual, and timely information to ensure well-informed decisions



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Practices basic knowledge of CSW to generate complete, accurate, relevant and timely output</p>	<p>Demonstrates advanced knowledge in CSW by applying appropriate tools and techniques</p>	<p>Leads the practice of CSW in his/her office/unit</p>	<p>Institutionalizes and sustains the practice of CSW in the organization</p>
<ol style="list-style-type: none"> <li>1. Provides the appropriate data needed for the action to be taken</li> <li>2. Strives to achieve job objectives and to meet targets based on CSW standard</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes validated data through the use of appropriate statistical tools and other techniques</li> <li>2. Determines the reliability, dependability and integrity of data and/or information gathered</li> <li>3. Explores effective processes and methods in generating action plans from a complex source</li> <li>4. Prepares reports containing the necessary and relevant information in CSW format</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the best source of action or proposal in the context of CSW</li> <li>2. Defines metrics in the effective use of processes and methods in the context of CSW</li> <li>3. Coaches and mentors subordinates and peers on CSW process</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops strategies and mechanisms to enhance the application of CSW</li> <li>2. Provides avenue to generate feedbacks to identify challenges affecting the application of CSW and corresponding solutions to address the issues</li> </ol>



## LC1 – STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)

The ability to “see the big picture”, think multi-dimensionally, craft innovative strategies/solutions; and envision a preferred future for one’s unit/office and functions in the context of the DENR’s Vision and Mission. It includes skills needed to establish and to communicate organizational objectives and to monitor progress toward accomplishment of such objectives; to initiate action; and to provide structure and systems to achieve goals and ensure long-term success



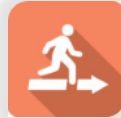
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops office/ service’s strategies and plans based on the DENR’s mission/vision	Ensures that others support the DENR’s mission, goals, agenda, climate and policy	Ensures that the DENR’s strategy is able to address the needs of different stakeholders	Exemplifies to and leads others to support the DENR’s vision, mission, values, goals and objectives
<ol style="list-style-type: none"> <li>1. Understands the role of his/her office in achieving organizational goals and aligns day-to-day actions and resources with the team’s organizational issues and opportunities</li> <li>2. Develops and articulates concise, comprehensive office strategies that incorporate a System/ organization-wide perspective</li> <li>3. Motivates staff into action to support the DENR’s strategies</li> <li>4. Ensures that others support leader’s mission, goals, agenda, climate, and policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one’s department or functional area.</li> <li>2. Establishes and implements longterm objectives, goals, or projects that support the strategy.</li> <li>3. Considers the alignment of present assets, processes, and methods with the DENR’s strategy and identifies actions and changes needed to meet the strategy.</li> <li>4. Develops and contributes to the creation of the DENR’s strategies</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the agency and secures the proper implementation of these strategies.</li> <li>2. Redesigns processes or services to better meet the DENR’s longterm goals.</li> <li>3. Develops Contingency Strategy and Plans Based on DENR Strategies.</li> <li>4. Strategically prepares, modifies and reviews contingency strategy; anticipates obstacles that could arise.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets the complex and volatile nature of the environment to the agency and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.</li> <li>2. Communicates a clear vision that generates enthusiasm, passion and commitment to the organization mission.</li> <li>3. Influences and persuades through effective will power.</li> <li>4. Takes on a pivotal role in promoting the development of an inspiring, relevant vision for the</li> </ol>

		<ul style="list-style-type: none"> <li>5. Examines radical strategic options and dramatic alternatives that drive the DENR's culture and results</li> <li>6. Pushes oneself and strongly influences/ encourages others to "think outside the box" in setting the future direction of the DENR.</li> <li>7. Coaches/guides other officers on how the DENR's vision/mission /goals could be achieved</li> </ul>	<p>organization and influences others to share ownership of office goals.</p> <ul style="list-style-type: none"> <li>5. Takes initiative to collaborate with leadership team and other line agencies to shape the strategic direction of DENR</li> </ul>
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## LC2 – LEADING CHANGE

The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes the ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to advance and sustain change within the organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Influences and guides team in understanding, accepting and supporting any change efforts/ programs of the DENR	Ensures the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process	Addresses the interests and objections of all the stakeholders involved in the change process	Formulates a change management framework and change management implementation plan to guide all the stakeholders involved in the change process
<ol style="list-style-type: none"> <li>1. Recognizes and communicates the change that is introduced in the unit/organization and its effect to DENR</li> <li>2. Communicates the work cooperatively with others to produce innovative solutions</li> <li>3. Supports various change management activities; e.g. communications, education, team development, coaching</li> <li>4. Prepares team/unit for the change by defining management strategy and preparing change management team</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change</li> <li>2. Forwards personal, professional and work unit needs and interests in an issue</li> <li>3. Develops change management plans and takes action and implements plans</li> <li>4. Diagnoses gaps and manages resistance n any change efforts effectively</li> </ol>	<ol style="list-style-type: none"> <li>1. Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant</li> <li>2. Guides groups or teams through the transition process leading to the development and implementation of new approaches, systems, structures and methods</li> <li>3. Helps employees to develop a clear understanding of what they will need to do differently, as result of changes in the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, defines and exhibits buy-in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness</li> <li>2. Develops change management sponsorship model</li> <li>3. Establishes structures and processes to plan and manage the orderly implementation of change that will be beneficial to the DENR</li> <li>4. Reinforces the change effort in a dynamic manner</li> <li>5. Provides strategic insight on change management</li> </ol>

	<ul style="list-style-type: none"> <li>5. Recognizes right away the effect of a certain change in the organization and if such change can be beneficial to the DENR</li> <li>6. . Implements corrective actions and recognizes team/unit success</li> </ul>	<ul style="list-style-type: none"> <li>4. Challenges the status quo by comparing it to an ideal or a vision for change</li> <li>5. Builds broad based support for ideas, initiatives and directives</li> </ul>	<ul style="list-style-type: none"> <li>6. Acts as mentor/coach to change management teams and provides guidance</li> <li>7. Leads in setting new organization's directions, partnerships, policies and procedures</li> </ul>
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## LC3 – PEOPLE DEVELOPMENT (CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)

The ability to develop subordinates' competencies and enhance their performance by planning effective development activities related to current and future jobs. It includes the ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented. It also includes the ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Applies the basic principle of motivating and coaching people in the workplace	Motivates, trains, coaches and mentors people towards achieving quality results	Creates a work environment that encourages individuals to strive and reach their full potential	Ensures that work processes, procedure and resources provide for on-going growth
<ol style="list-style-type: none"> <li>1. Knows the basic principles of motivating and coaching people</li> <li>2. Gives directions or demonstrations for the purpose of a training strategy (i.e., volunteers additional resources, tools, information, expert advice, etc.)</li> <li>3. Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions</li> <li>4. Gives specific feedback for developmental purposes</li> <li>5. Facilitates workforce effectiveness through motivating and developing people within a</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds a shared sense of destiny among individuals with seemingly disparate views, concerns and aspirations; creates team cohesion and improves individual and team performance</li> <li>2. Motivates people towards achieving quality results</li> <li>3. Actively participates in the longterm learning or development of staff with an appropriate level of needs analysis and other relevant approaches</li> <li>4. Creates new programs or materials to meet identified training needs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates a culture where team work and independence is nurtures by facilitating collaboration across organizations</li> <li>2. Creates a work environment that encourages individuals to seek challenges and to strive in reaching their full potential</li> <li>3. Recognizes individuals' needs and wants and where possible incorporates it into work assignments consistent with their personal strengths</li> <li>4. Does long-term coaching or training by arranging appropriate and helpful assignments, formal training, or other experiences for</li> </ol>	<ol style="list-style-type: none"> <li>1. Fosters and cultivates a shared sense or commitment between and/or among groups, departments and clients despite differences and /or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development</li> <li>2. Cultivates a learning environment by structuring interactive experience such as looking for future opportunities that are in support of achieving an individual's career goals to gain their full potential</li> </ol>

<p>work environment that promotes mutual trust and respect</p> <ol style="list-style-type: none"> <li>6. Provides staff with opportunities to attend training sessions which cater to their professional development needs</li> <li>7. Reassures others after a setback</li> <li>8. Gives negative feedback in behavioral rather than personal terms, and expresses positive expectations for future performance and/or gives suggestions for improvement</li> <li>9. Establishes and maintains effective one-on-one relations with a variety of people, customers, individuals, and institutions</li> </ol>	<ol style="list-style-type: none"> <li>5. Involves staff in project tasks, resources and responsibilities and provides opportunities for them to clarify aspects of particular tasks or seek further directions</li> <li>6. Explores opportunities to mentor/coach individual members of the workforce.</li> <li>7. Encourages staff to participate in development opportunities (for example cross posting, accepting higher duties) to enhance career opportunities</li> <li>8. Encourages team members to discuss concerns and conflicts openly rather than covering them up or overlooking them.</li> <li>9. Takes appropriate action to achieve resolution after assessing the issue.</li> </ol>	<p>the purpose of supporting a person's learning and development</p> <ol style="list-style-type: none"> <li>5. Moves people to work out answers to issues themselves so they really know how, rather than simply giving them the answer</li> <li>6. Empowers staff to improve their work performance through reflecting and acting on workplace experiences</li> <li>7. Manifests an in-depth understanding of the ongoing reasons for a person's behavior or responses</li> </ol>	<ol style="list-style-type: none"> <li>3. Improves the skills and effectiveness of individuals through employing a range of development strategies</li> <li>4. Establishes systems and implements it to ensure that regular constructive feedback is given to each staff members through both formal and informal situations</li> <li>5. Promotes and rewards achievements in a way which openly acknowledges the contribution of individuals</li> </ol>
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## LC4 – PEOPLE PERFORMANCE MANAGEMENT (MANAGING PERFORMANCE AND COACHING FOR RESULTS)

The ability to create an enabling environment which will nurture and sustain a performance based coaching culture. It includes the ability to take responsibility for employees' performance, by setting clear goals and expectations, tracking progress against goals, ensuring feedback and addressing performance problems and issues promptly. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting value of continuous learning and improvement.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Explains performance management principles	Monitors employee performance regularly to help employee improve his/her performance the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process	Guides others on the performance management system process and coaches staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Sets performance standards and measures progress of employees</li> <li>2. Describes the job in terms of outputs and how it contributes to the organizational objectives</li> <li>3. States performance expectations clearly and ensures that they are understood</li> <li>4. Sets agreement with the staff/ employees on standards and measures of performance including the needed support, resources and skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors employee performance regularly to help employee improve his/her performance</li> <li>2. Addresses performance problems in a timely way by assessing performance against standards and acting in a way to change performance for the better</li> <li>3. Provides feedback or conducts performance assessment, discussion and action planning</li> <li>4. Creates tools and/or applies new methods in correcting and</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the strategic imperatives of the organization and orchestrates teams. Work and organizations culture around this through advanced skills in coaching to achieve performance standard</li> <li>2. Acts to ensure others perform in accordance with clear expectations and goals</li> <li>3. Administers corrective discipline or performance improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the organization by example and through coaching towards a performance-based culture and the achievement of public service performance standards</li> <li>2. Makes specific changes in the performance management system, or in own work methods to improve performance (e.g. does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale, revenues)</li> </ol>

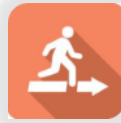


<p>5. Checks understanding and commitment</p> <p>6. Evaluates performance against clear standards or expectations</p>	<p>improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching to enable them to self-initiate solutions for their growth and development</p> <p>5. Coaches employees about their performance problems</p>		
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## LC5 – PARTNERSHIP AND NETWORKING (BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIPS)

The ability to build, and maintain a network of reciprocal, high trust, synergetic working relationships within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders. It also seeks to develop and utilize collaborative relationships with local and international partners to facilitate the accomplishment of Agency goals through mobilization of resources and as aid in policy formulation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains existing local partnership and networks and capitalizes on these to deliver or enhance work outcomes	Monitors employee performance regularly to help employee improve his/her performance the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process	Guides others on the performance management system process and coaches staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Understands and articulates the nature of businesses, systems, and vision, mission and core values of partners or networks to facilitate collaboration</li> <li>2. Shows and encourages mutual respect in one's dealings with partners/ networks, providing assistance (e.g. sharing of information or resources) to maintain a good working relationships with people whose cooperation and support are important</li> <li>3. Maintains contacts with people in different organizations who can</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies opportunities for collaboration by building productive and supportive relationships with partners/ network to maintain existing relationships and establish new ones</li> <li>3. Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthens and deepens partnerships and networks to deliver or enhance work outcomes</li> <li>2. Recognizes ways to reinforce and expand successful partnerships</li> <li>3. Practices win-win approach in resolving differences</li> <li>4. Resolves conflict by anticipating concerns, constraints, or resistance from partners/ network</li> <li>5. Stays alert and informed of political, cultural and religious</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds and the leverages on collaborative partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies, develops, leverages relationships with a diverse group of people across sectors, culture and race</li> <li>3. Forges agreements/ understandings (MOA/MOU) with private and public sector partners to achieve common goals</li> <li>4. Seeks opportunities for collaboration with local and foreign partners by participating in</li> </ol>

<p>be useful sources of information or resources and capitalizes on these to deliver or enhance work outcomes</p> <p>4. Monitors and acts on partnership arrangements to ensure that the objectives of the partnership remain on target</p>	<p>4. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments</p> <p>5. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions</p> <p>6. Gathers and responds to feedback to resolve specific problem</p> <p>7. Conforms to local and international protocol, etiquette and procedures</p>	<p>issues in order to anticipate and respond appropriately to potential problems affecting the partnership</p> <p>6. Establishes relationships with a broad range of individuals and groups, in various organizations and cultures</p> <p>7. Guides others build and maintain positive interpersonal relationships and networks</p>	<p>international conventions/ conferences/ gathering</p> <p>5. Renders technical assistance to local and international partners in the development of policies and programs</p> <p>6. Participates in effective joint problem-solving endeavors with local and international partners</p> <p>7. Represents agency in international organizations to work together in meeting mutual goals</p>
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# I. TECHNICAL POSITIONS

## GEODETIC SURVEYS DIVISION

POSITION TITLE	SG	FUNCTIONAL										CORE					ORGANIZATIONAL					LEADERSHIP				
		L1	L2	L3	L4	L5	L6	L7	L8	LA8	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5	
ENGR V	24	S	S	S	I	I	B	S	S		S	S	S	S	S	S	S	S	S	S	I	I	I	I	I	
ENGR IV/ III	22/19	A	A	A	I	I	B	I	I		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
CARTO V	19	A	A	A	B	B			I		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
ENGR II/I	16/12	I	I	I	I	I	B	I	I		I	I	I	I	I	I	I	I	I	I						
CARTO IV	15	I	I	I	B	B			I		I	I	I	I	I	I	I	I	I	I						
MATH II/I	14/10	I	I	I	B	B			B		I	I	I	I	I	I	I	I	I	I						
MATH AIDE II	8	B	B	B	B	B			B		B	B	B	B	B	B	B	B	B	B						
ADMIN AIDE VI	6				B	B				I	B	B	B	B	B	B	B	B	B	B						
TRACER	3	B			B	B					B	B	B	B	B	B	B	B	B	B						

## LEGAL DIVISION

POSITION TITLE	SG	FUNCTIONAL											CORE					ORGANIZATIONAL					LEADERSHIP				
		L1	L2	L3	L4	L5	L6	L7	L8	L9	LA 8	LA 9	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
ATTY V	25	B	B	B	A	A	S	B	B	S			S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ATTY III	21	B	B		I	I	A	B	B	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SI III	18	B	B		I	I	A	B	B				A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SI II/I LA II	15/11 /12				B	B	I	B	B				I	I	I	I	I	I	I	I	I	I					
ADAS III/II	9/8				B	B	B	B	B		I	I	B	B	B	B	B	B	B	B	B	B					
AAIDE VI	6				B	B	B	B	B		B	B	B	B	B	B	B	B	B	B	B	B					

## LAND MANAGEMENT DIVISION

POSITION TITLE	SG	FUNCTIONAL										CORE					ORGANIZATIONAL					LEADERSHIP				
		L1	L2	L3	L4	L5	L6	L7	L8	LA8	LA9	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
LMO V	24	B	B		S	S	A	A	A			S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
LMO IV/ III	22/18	B	B		A	A	B	I	I			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR IV/III	22/19	I	I	I	A	A	B	I	I			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	16	I	I	I	I	I	B	I	I			I	I	I	I	I	I	I	I	I	I					
LMOII/ I LME	15/11/10	B	B		I	I	B	I	I			I	I	I	I	I	I	I	I	I	I					
PROP APP III/ I ECON	15/11	B	B		I	I		I	I			I	I	I	I	I	I	I	I	I	I					
ADAS III/II	9/8	B	B		B	B		B	B	I	I	B	B	B	B	B	B	B	B	B	B					
ADMIN AIDE VI	6				B	B		B	B	B	B	B	B	B	B	B	B	B	B	B	B					

## RECORDS AND KNOWLEDGE DIVISION

POSITION TITLE	SG	FUNCTIONAL													CORE					ORGANIZATIONAL					LEADERSHIP				
		L1	L2	L4	L5	L7	L8	LIS1	LIS2	LIS3	LIS4	LA 3	LA 8	LA 9	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
RO V	24	B	B	A	A	S	S							S	S	S	S	S	S	S	S	S	S	I	I	I	I	I	
RO IV/ III	22/18	B	B	I	I	A	A						A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
CP III/ITO II	22/18			I	I	A	A	A	A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
RO III/ I	14/10	B	B	B	B	I	I						I	I	I	I	I	I	I	I	I	I	I						
ADAS V	11	B	B	B	B	B	B						I	I	I	I	I	I	I	I	I	I	I						
ADAS III	9	B	B	B	B	B	B						I	I	B	B	B	B	B	B	B	B	B						

## RECORDS AND KNOWLEDGE DIVISION

MATH AIDE II	8	B	B	B	B	I	I						B	B	B	B	B	B	B	B	B	B	B	B						
AAIDE VI	6	B	B	B	B	B	B					B	B	B	B	B	B	B	B	B	B	B	B	B						

## LAND POLICY AND PLANNING DIVISION

POSITION TITLE	SG	FUNCTIONAL														CORE					ORGANIZATIONAL					LEADERSHIP					
		L1	L2	L3	L4	L5	L6	L7	L8	LPP 1	LPP 2	LPP 3	LIS 5	LA 8	LA 9	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5	
PO V	24	B	B		A	A	I	A	A	S	S	S	S			S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	22	B	B		A	A	B	A	I	A	A	A	I			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
DMO III PO III	18	B	B		B	B			B	A	A	A				A	A	A	A	A	A	A	A	A	B	B	B	B	B		
DMO II POI	15/ 11				B	B				I	I	I				I	I	I	I	I	I	I	I								
STAT II	15	I	I	I	B	B			I				I			I	I	I	I	I	I	I	I								
STAT I	11	B	B	B	B	B			B				B			I	I	I	I	I	I	I	I								
ADAS III	9				B	B				B	B	B		I	I	B	B	B	B	B	B	B	B	B							
PA	8				B	B				B	B	B		B	B	B	B	B	B	B	B	B	B								
ADMIN AIDE VI	6				B	B				B	B	B		B	B	B	B	B	B	B	B	B	B								

## INFORMATION AND COMMUNICATION TECHNOLOGY SECTION

POSITION TITLE	SG	FUNCTIONAL											CORE					ORGANIZATIONAL					LEADERSHIP					
		L1	L2	L4	L5	L8	LPP 1	LPP 2	LIS 1	LIS 2	LIS 3	LIS 4	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5	
ITO II	22	B	B	I	I	A	I	I	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA III	19	B	B	B	B	I	B	B	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CP II	15			B	B	B			I	I	I	I	I	I	I	I	I	I	I	I	I	I						

## II. SUPPORT POSITIONS

### BUDGET AND ACCOUNTING UNIT

POSITION TITLE	SG	FUNCTIONAL						CORE					ORGANIZATIONAL					LEADERSHIP				
		LFM1	LFM2	LFM3	LA9	L4	L5	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
ACCT II	16	A			B	B	B	I	I	I	I	I	I	I	I	I						
AO IV	15		A	A		B	B	I	I	I	I	I	I	I	I	I						
BUDGET ASST	8		B	B		B	B	B	B	B	B	B	B	B	B	B						
ACCTG CLERK	8	B			B	B	B	B	B	B	B	B	B	B	B	B						

### CASHIER UNIT

POSITION TITLE	SG	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP				
		LA7	LA8	LA9	L4	L5	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
AO I (CASHIER)	10	A		A	B	B	I	I	I	I	I	I	I	I	I						
CASH CLERK	6	I	I	I	B	B	B	B	B	B	B	B	B	B	B						

### GENERAL SERVICES AND PROPERTY UNIT

POSITION TITLE	SG	FUNCTIONAL						CORE					ORGANIZATIONAL					LEADERSHIP					
		LA1	LA2	LA4	LA5	LA6	L4	L5	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
AO I (PROP CUSTODIAN)	10	A	A	I	I	I	B	B	I	I	I	I	I	I	I	I	I	I					

## HUMAN RESOURCE MANAGEMENT UNIT

POSITION TITLE	SG	FUNCTIONAL														CORE					ORGANIZATIONAL					LEADERSHIP				
		LHR1	LHR2	LHR3	LHR4	LHR5	LHR6	LHR7	LHR8	LHR9	LHR10	LHR11	LHR12	L4	L5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
AO V	18	A	A	A	A	A	A	A	A	A	A	A	A	B	B	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO III	14	I	I	I	I	I	I	I	I	I	I	I	I	B	B	I	I	I	I	I	I	I	I	I	I					
ADAS II	8	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					





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Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

20  
21

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**TABLE OF CONTENTS**

**I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS**

<b>BFM1</b>	General Accounting	<b>1</b>	<b>BHR11</b>	Scholarship Administration	<b>18</b>
<b>BFM2</b>	Budget Preparation	<b>3</b>	<b>BHR12</b>	HR Planning	<b>19</b>
<b>BFM3</b>	Budget Administration and Control	<b>4</b>	<b>BHR13</b>	Career Development	<b>21</b>
<b>BHR1</b>	Recruitment, Selection, and Placement	<b>6</b>	<b>BA1</b>	Procurement Management	<b>23</b>
<b>BHR2</b>	Compensation, Benefits, and Welfare Administration	<b>8</b>	<b>BA2</b>	Property Management	<b>24</b>
<b>BHR3</b>	Processing of Personnel Actions	<b>10</b>	<b>BA3</b>	Records Management	<b>26</b>
<b>BHR4</b>	Grievance Handling	<b>11</b>	<b>BA4</b>	Computerized Records Management	<b>27</b>
<b>BHR5</b>	Learning Needs Assessment (LNA)	<b>12</b>	<b>BA5</b>	Courier, Postal, and Messengerial Services	<b>28</b>
<b>BHR6</b>	Preparation of Learning Design	<b>13</b>	<b>BA6</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>29</b>
<b>BHR7</b>	Learning Program Management	<b>14</b>	<b>BA7</b>	Building Maintenance System Administration	<b>30</b>
<b>BHR8</b>	Learning Event Facilitation	<b>15</b>	<b>BA8</b>	Repair and Fabrication	<b>31</b>
<b>BHR9</b>	Networking and Linkaging with HR Partners	<b>16</b>	<b>BA9</b>	Gardening and Landscaping	<b>32</b>
<b>BHR10</b>	Monitoring and Evaluation (M&E) of L&D Programs	<b>17</b>	<b>BA10</b>	Motor Pool Services Management	<b>33</b>
			<b>BA11</b>	Vehicle Repair and Maintenance	<b>35</b>

**TABLE OF CONTENTS**

<b>BA12</b>	Cash Management	<b>36</b>
<b>BA13</b>	Environmental Management System (EMS), Wellness, Security, Safety, Emergency Preparedness and Disaster Management	<b>37</b>
<b>BA14</b>	Customer Assistance and Request Handling	<b>38</b>
<b>BL1</b>	Skills in Legal Research	<b>39</b>
<b>BL2</b>	Management and Disposition of ENR Appealed Cases and Other Legal Concerns	<b>41</b>
<b>BL3</b>	Litigation	<b>43</b>
<b>BL4</b>	Legal Counseling and Alternative Dispute Resolution	<b>45</b>
<b>BL</b>	Investigation and Disposition of Administrative Complaints	<b>46</b>

**II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS**

<b>BP1</b>	Planning and Programming	<b>48</b>
<b>BP2</b>	Policy Analysis	<b>50</b>
<b>BP3</b>	Monitoring and Evaluation of DENR Programs and Projects	<b>51</b>
<b>BIS1</b>	Application Systems Development	<b>53</b>
<b>BIS2</b>	System Analysis and Design	<b>54</b>
<b>BIS3</b>	Network Infrastructure Management	<b>56</b>
<b>BIS4</b>	Network Systems Management	<b>57</b>
<b>BIS5</b>	Information and Communication Technologies (ICT) Resource Management	<b>59</b>
<b>BIS6</b>	Statistical Analysis, Data Management, and Production of Knowledge Products	<b>61</b>
<b>BIS7</b>	Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products	<b>63</b>

**TABLE OF CONTENTS**

<b>F1</b>	Forest Land Use Planning	<b>65</b>
<b>F2</b>	Forest Resource Inventory and Assessment	<b>67</b>
<b>F3</b>	Natural Forest Productivity Improvement	<b>68</b>
<b>F4</b>	Forest Harvesting and Utilization	<b>69</b>
<b>F5</b>	Scaling, Grading, and Assessment of Forest Products	<b>70</b>
<b>F6</b>	Establishment and Maintenance of Forest Nurseries	<b>71</b>
<b>F7</b>	Rehabilitation and Management of Watersheds	<b>72</b>
<b>F8</b>	Sustainable Management of Grazing Lands	<b>73</b>
<b>F9</b>	Forest Plantation Establishment, Maintenance and Protection	<b>74</b>
<b>F10</b>	Enforcement of Forest Laws, Rules and Regulations	<b>75</b>

**III. CORE COMPETENCIES**

<b>CC1</b>	Discipline	<b>76</b>
<b>CC2</b>	Excellence	<b>78</b>
<b>CC3</b>	Nobility	<b>80</b>
<b>CC4</b>	Responsibility	<b>81</b>
<b>CC5</b>	Caring for the Environment and Natural Resources	<b>82</b>

**IV. ORGANIZATIONAL COMPETENCIES**

<b>OC1</b>	Writing Effectively	<b>83</b>
<b>OC2</b>	Speaking Effectively	<b>84</b>
<b>OC3</b>	Technology Literacy and Managing Information	<b>86</b>
<b>OC4</b>	Project Management	<b>88</b>
<b>OC5</b>	Completed Staff Work (CSW)	<b>90</b>

**V. LEADERSHIP COMPETENCIES**

<b>LC1</b>	Strategic Leadership (Thinking Strategically and Creatively)	<b>91</b>
------------	--	-----------

# TABLE OF CONTENTS

<b>LC2</b>	Leading Change	<b>93</b>
<b>LC3</b>	People Development (Creating and Nurturing a High Performing Organization)	<b>95</b>
<b>LC4</b>	People Performance Management (Managing Performance and Coaching for Results)	<b>97</b>
<b>LC5</b>	Partnership and Networking (Building Collaborative and Inclusive Working Relationships)	<b>99</b>
<b>VI. POSITION PROFILE</b>		<b>101</b>



## BFM1 – GENERAL ACCOUNTING

The ability to record classify and summarize Bureau's financial transactions; and interpret the results thereof through various reports and analysis which serves as a basic tool for management in making decisions toward achieving the Bureau's goals and objectives.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Records, classifies and summarizes Bureau's financial transactions	Analyzes and interprets Bureau's financial transactions	Reviews schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports	Evaluates FMB's financial reports as well as accounting procedures and methods
<ol style="list-style-type: none"> <li>1. Understands the guidelines and issuances issued by the oversight agencies that provides information on accounting cycle</li> <li>2. Processes disbursement vouchers, payrolls and other claims to verify accuracy, completeness and validity of claims</li> <li>3. Records, classifies and summarizes financial transactions and events in accordance with generally accepted accounting principles.</li> <li>4. Prepares distribution for remittances to other concerned offices.</li> <li>5. Records accounting transactions to eNGAS.</li> <li>6. Applies a working knowledge of applicable laws and regulations</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and posts all transactions in the books per eNGAS accurately</li> <li>2. Evaluates, verifies and analyzes account balances</li> <li>3. Prepares schedule of accounts per trial balance</li> <li>4. Maintains inter-agency accounts, reconciles and makes necessary adjustments</li> <li>5. Generates financial reports from eNGAS for financial analysis</li> <li>6. Verifies accuracy and completeness of reports in compliance with the existing accounting and auditing rules and regulation</li> <li>7. Prepares bank reconciliation statements</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and signs disbursement vouchers, payrolls and other claims</li> <li>2. Leads the review of schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports</li> <li>3. Administers the implementation of eNGAS</li> <li>4. Evaluates the compilation, preparation and presentation of annual financial reports</li> <li>5. Updates and maintains accounting reports on financial system and operations</li> <li>6. Communicates with other government agencies and banking institutions regarding financial matters</li> </ol>	<ol style="list-style-type: none"> <li>1. Works with technical team of accounting systems in designing and implementing changes in the system and reports</li> <li>2. Analyzes financial transactions/statements as inputs for management policy formulation and decision making</li> <li>3. Evaluates accounting procedures and methods and recommends changes in internal procedures as needed</li> <li>4. Communicates with other government agencies and banking institutions regarding financial matters.</li> </ol>

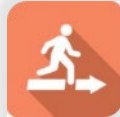
	8. Reconciles accounts and resolves differences including PPE accounts		
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## BFM2 – BUDGET PREPARATION

The ability to determine the financial requirement to implement programs and projects of the Bureau.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in budget preparation activities to determine the Bureau's financial requirement</p>	<p>Prepares/consolidates the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations</p>	<p>Leads in the preparation/ consolidation of the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations</p>	<p>Facilitates the preparation/ consolidation of the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations</p>
<ol style="list-style-type: none"> <li>1. Understands the guidelines and issuances issued by the oversight agencies that provides information on budgetary cycle</li> <li>2. Addresses basic questions/ clarifications regarding budget preparation guidelines and procedures to the concerned offices/divisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals based on the formulated guidelines.</li> <li>2. Reviews and consolidates budget proposals submitted by offices/divisions</li> <li>3. Analyzes and consolidates the data contained in the budgetary forms</li> <li>4. Conducts comparative analysis of current budget proposals vis-à-vis prior years' budget.</li> <li>5. Prepares and computes special budget request</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals over and above the budget ceiling</li> <li>2. Evaluates and justifies increase and/or decrease on the budget proposals vis-à-vis prior years' budget</li> <li>3. Evaluates /refines justifications for budget proposals</li> <li>4. Implements needed budget revisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides strategic directions, factors and considerations in the preparation of the budget plan in line with the major thrust of the Administration</li> <li>2. Facilitates the preparation of the budget proposals of the entire Bureau and other concerned office/divisions</li> </ol>



## BFM3 – BUDGET ADMINISTRATION AND CONTROL

The ability to allocate government funds by program/project/activities. It presents the plan of the Bureau's financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the bureau's operations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of budget allocation of office/divisions	Performs budget administration and control activities	Leads in the conduct of budget administration and control activities	Prepares plans and programs and formulates policy recommendations for budget administration and control activities of FMB's operations
<ol style="list-style-type: none"> <li>1. Prepares work and financial plans (WFP) based on the set guidelines in coordination with policy and planning office</li> <li>2. Identifies budget allocations based on the WFP</li> <li>3. Knows basic operations of the offices/projects handled in accordance to their budget allocations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the completeness and accuracy of the supporting documents of all claims for funding</li> <li>2. Identifies appropriate allotment for charging of claims</li> <li>3. Informs the division concerned relative to budgetary control</li> <li>4. Prepares obligation request and status based on allotment</li> <li>5. Reconciles monthly statement of allotment, obligation and balances with concerned division</li> <li>6. Prepares sub-allotment advice and fund transfers to other operating units</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budgetary impositions on the BMB's budget.</li> <li>2. Prepares balances and charges of the division handled regularly</li> <li>3. Reviews and signs ORS for funding purposes</li> <li>4. Reviews PSIPOP in coordination with the Human Resources Development Unit</li> <li>5. Prepares Budget Financial Accountability Report for submission to oversight agencies.</li> <li>6. Evaluates the impact in the operations if overspending occurred and recommends possible interventions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates financial performance with physical performance in accordance with the approved WFP</li> <li>2. Discusses with the counterpart comptroller of the office concerned re: findings in the control system</li> <li>3. Evaluates statement of allotment, obligation and balances for decision making</li> <li>4. Assesses budgetary expenditures of the offices concerned</li> <li>5. Analyzes Summary of Financial Report of Operations for submission to various agencies</li> </ol>

	<p>7. Evaluates /analyzes special budget requests</p>	<p>7. Reviews and signs special budget requests for submission to DENR Budget Division.</p>	<p>6. Advises offices concerned on policies and procedures in the disbursement of allotment</p> <p>7. Evaluates and analyzes Financial Report of Operations related to cash utilizations and approved annual cash program for submission to DENR</p> <p>8. Monitors “performance” of the full time Delivery Units that will ensure implementation of programs and projects in accordance with the set timelines or targets and improve capacity to utilize budget</p> <p>9. Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance vs, plans and targets as basis for sound policy decision through:</p> <ul style="list-style-type: none"> <li>a. GAA as Release Document</li> <li>b. Unified Account Code</li> <li>c. Structure (UACS)</li> <li>d. Integration of</li> <li>e. Performance-Informed</li> <li>f. Budget Structure in GAA Adoption of Philippine Public Sector Accounting Standards (PPSAS) PREXC – Program</li> <li>g. Expenditure Classification Approach.</li> </ul>
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## BHR1 – RECRUITMENT, SELECTION AND PLACEMENT

The ability to effectively determine and recruit qualified candidates to meet the requirements of the Bureau.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the recruitment, selection and placement processes	Implements recruitment, selection and placement processes	Leads the recruitment, selection and placement processes in the Bureau	Plans programs and recommends policies on recruitment, selection and placement
<ol style="list-style-type: none"> <li>1. Knows the recruitment process: classification of applicants, qualification standards, assessment methodologies</li> <li>2. Knows how to determine the completeness of the applicant's documents</li> <li>3. Knows the procedure in screening applicants for the preparation of matrix</li> <li>4. Knows how to collate applicants' documents</li> <li>5. Conducts initial evaluation of applicant's documents based on job specifications</li> <li>6. Prepares the matrix of applicants for evaluation by the office Selection and Promotion Board (SPB)</li> <li>7. Administers job knowledge assessment tools to applicants</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end users</li> <li>2. Processes appointments and other documents in the placement of personnel</li> <li>3. Reviews and evaluates credentials/qualifications of the applicants, employees and officials for possible employment or promotion/ advancement</li> <li>4. Analyzes and computes ratings of applicants given by the PSB</li> <li>5. Prepares short list of qualified applicants for final selection of Head of Office</li> <li>6. Prepares the needed information / data of all applicants for promotion to be used by the members of the Personnel Selection Board</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates improvement in the DENR's recruitment, selection and promotion processes based on the merit and fitness principle.</li> <li>2. Assists the Board in the review and evaluation of documents of all qualified applicants for employment/promotion</li> <li>3. Designs and conducts employee orientation for newly hired employees</li> <li>4. Interprets provisions of the DENR Merit Selection and Promotion Plan and CSC rules on appointment/ placement</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides key strategic advice and/or participates in decisions regarding recruitment, selection and placement of key management and technical people</li> <li>2. Designs an organization-wide recruitment, selection and placement system in accordance with pertinent DENR laws, rules and regulations</li> <li>3. Recommends improvement in the Merit Selection and Promotion Plan, System of Ranking Positions and other systems and procedures in implementing personnel actions</li> <li>4. Evaluates existing personnel selection processes/policies and recommends amendments/changes thereto which shall include criteria in the selection and other related policies on personnel</li> </ol>

<p>8. Prepares minutes of meetings of the SPB</p> <p>9. Knows the Bureau's Merit Selection and Promotion Plan (MSPP) and relevant CSC rules on appointment</p>	<p>7. Identifies policies applicable to specific appointment / placement actions</p>		
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## BHR2 – COMPENSATION, BENEFITS AND WELFARE ADMINISTRATION

The ability to administer compensation, benefits and welfare programs and systems in accordance with existing statutory (e.g., DBM, CSC, GSIS, PAG-IBIG, PHILHEALTH) and DENR laws, rules and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in compensation, benefits and welfare administration	Implements compensation, benefits and welfare administration policies	Leads the implementation of compensation, benefits and welfare administration	Plans and programs and formulates or enhance policies on compensation, benefits and welfare administration
<ol style="list-style-type: none"> <li>1. Knows the national government's compensation policies as per Salary Standardization Law</li> <li>2. Knows the government salary/wage schedule</li> <li>3. Knows the different policies and other issuances of other concerned agencies like CSC, GSIS, PAG-IBIG, DBM, COA, PhilHealth, on employees' compensation and benefits, including step increment and salary adjustment</li> <li>4. Knows the statutory and DENR benefits program and its implementing guidelines</li> <li>5. Knows how to process leave applications including computation of earned leave credits</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits</li> <li>2. Computes salary adjustments and step increments</li> <li>3. Arranges with different government agencies/ partners such as GSIS, PAG-IBIG, PHILHEALTH, and other institutions on loan applications, loan payments, and premium payments of personnel, etc.</li> <li>4. Facilitates the implementation of compensation decisions: salary increases/ adjustments and payout</li> <li>5. Prepares, generates, validates and maintains compensation information and</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval the availment of benefits according to prescribed policies, rules and regulations</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other personnel committees</li> <li>3. Conducts specific studies and assists in developing or enhancing compensation programs and practices to achieve better effectiveness &amp; efficiency in program delivery e.g., job analysis and job evaluation</li> <li>4. Interprets effectively and communicates the philosophy, rationale, concept and guidelines governing the DENR's rewards and recognition mechanisms</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to R.A 6713.</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims</li> <li>3. Establishes an employee assistance program that will help identify issues and concerns that affect employee performance and productivity</li> </ol>

<p>6. Communicates the requirements for personnel benefits</p> <p>7. Evaluates requirements and other supporting documents</p> <p>8. Prepares reports on attendance of personnel relative to compensation</p>	<p>other related documents / statistics needed for management decision</p> <p>6. Identifies gaps and areas for improvement in the existing compensation programs and practices</p>	<p>5. Interprets benefits policies and defines implementing guidelines for exceptional cases</p>	
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## BHR3 – PROCESSING OF PERSONNEL ACTIONS

The ability to apply DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions.



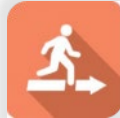
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support/assists in processing of personnel actions</p>	<p>Implements applicable DENR, CSC, DBM and CESB laws, rules and regulations in the processing of personnel actions</p>	<p>Leads in the processing of personnel actions</p>	<p>Plans and programs and formulates or enhance policies in the processing of personnel actions</p>
<ol style="list-style-type: none"> <li>1. Knows the pertinent provisions of the DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions</li> <li>2. Knows how to prepare the necessary documentation of personnel actions</li> <li>3. Knows the proper filing system/safe keeping of personnel records</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate DENR, CSC/ CESB, DBM principles, practices and policies in preparing actions on appointments, promotions, transfers, resignations, separations, reinstatements and other personnel actions</li> <li>2. Maintains complete and updated personnel records of all officials and employees</li> <li>3. Prepares, maintains and updates plantilla</li> </ol>	<ol style="list-style-type: none"> <li>1. Disseminates issuances on personnel actions</li> <li>2. Prepares report of statistics on manpower strengths</li> <li>3. Creates and maintains data base for all employees</li> <li>4. Prepares a report on personnel actions to the CSC</li> <li>5. Provides advice to various units/divisions on qualifications for recruitment, promotions and examinations and other personnel administration aspects</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and guidelines relative to qualification standards for appointments, position classification, personnel research, job audit, human resource surveys, etc.</li> <li>2. Plans, organizes and monitors the preparation and updating of plantilla</li> <li>3. Advises officials on personnel matters including those of contested appointments</li> <li>4. Facilitates and evaluates effectiveness of existing programs and recommends improvement to meet changing needs in human resources management</li> <li>5. Reviews implementation of the DENR's Strategic Performance Management System (SPMS) and its continued review and enhancement</li> </ol>





## BHR4 – GRIEVANCE HANDLING

The ability to assist the grievance committees in handling employees' conflicts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in grievance handling and administrative discipline activities/cases	Implements grievance handling guidelines in resolving administrative cases	Supervises the effective implementation of grievance handling guidelines and the administrative disciplinary process	Prepares plans and programs and formulates or enhances policies on grievance handling
<ol style="list-style-type: none"> <li>1. Understands the procedures in applying the Grievance Machinery Program in the Department</li> <li>2. Knows the pertinent provisions of RA 6713, Revised Rules on Administrative Cases in the Civil Service, and other related CSC issuances</li> <li>3. Assists in resolving personnel issues and concerns such as complaints/ grievances of employees on personnel matters such as policies/procedures on appointment, promotion, tenure, transfer, reassignment, separation and other personnel actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of CSC/DENR principles, practices and policies</li> <li>2. Monitors consistency in implementing DENR/CSC policies and guidelines on recruitment, compensation, performance management, and other personnel matters</li> <li>3. Conducts preliminary assessment of personnel issues</li> <li>4. Recommends possible actions/ strategies/solutions to be taken by the Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and interprets CSC/DENR rules, laws and regulations; and provides management with advice on the best way to operate under these conditions</li> <li>2. Facilitates/leads in resolving personnel issues i.e., grievance dialogues</li> <li>3. Implements personnel programs/ decisions to promote harmonious long-term relations between employees and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutionalizes grievance machinery to help build a good management-employee relation and to resolve issues and concerns immediately</li> <li>2. Recommends improvement in grievance procedures and other personnel related issues in the DENR</li> </ol>



## BHR5 – LEARNING NEEDS ASSESSMENT (LNA)

The ability to:

- conduct LNA studies to identify the learning needs (gap between desired and actual job performance that results from the lack of appropriate KSA) of individuals in various positions in the Bureau that can be addressed by training; and
- identify and recommend learning and development interventions based on the LNA.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of LNA activities</p> <ol style="list-style-type: none"> <li>1. Knows the rationale for conducting LNA with the DENR's/Bureau's vision/mission/ values and goals</li> <li>2. Knows the basic methods/techniques of LNA</li> <li>3. Knows the various data sources for organizational, groups and individual learning needs</li> <li>4. Assist in the identification of task requirements of a job and KSA required for successful job performance</li> </ol>	<p>Implements LNA activities</p> <ol style="list-style-type: none"> <li>1. Determines appropriateness of each LNA method by assessing the advantages and disadvantages of each e.g. problem-solving approach, task or competency-based</li> <li>2. Drafts LNA instruments</li> <li>3. Identifies/outlines the steps in the LNA process</li> <li>4. Identifies the task requirements of a job and KSA required for successful job performance</li> <li>5. Administers LNA instruments</li> <li>6. Validates LNA data thru interviews, FGD(focus group discussion)</li> <li>7. Coordinates with the concerned unit heads on their specific learning needs</li> <li>8. Prepares LNA report</li> </ol>	<p>Leads the conduct of LNA activities</p> <ol style="list-style-type: none"> <li>1. Analyzes gap by identifying discrepancies, pinpointing their causes and then comparing actual with desired performance</li> <li>2. Review draft LNA instruments</li> <li>3. Analyzes data and other organizational by identifying the causes related to lack of knowledge, skills and attitude in coordination with concerned unit heads</li> <li>4. Identifies and recommends learning and development interventions to address capability needs/gaps for a particular job or role</li> </ol>	<p>Plans, organizes and reviews conduct of LNA activities</p> <ol style="list-style-type: none"> <li>1. Finalizes LNA reports and recommends HRD policies and training priorities as a result of the LNA study</li> <li>2. Recommends approval of the LNA instruments</li> <li>3. Addresses potential problems from recommendation/s and plans for contingent actions</li> <li>4. Serves/acts as a resource person on the subject</li> </ol>



## BHR6 – PREPARATION OF LEARNING DESIGN

The ability to develop and formulate a responsive program or activity design which includes the Bureau’s vision, mission and goals; knowledge on the Department’s development thrust; new trends and developments in the subject field; and package the program to suit end-user requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of learning design	Implements the preparation of learning design	Leads the preparation of learning design	Plans, organizes and reviews learning design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts, phases and steps in learning design and development</li> <li>2. Knows the development thrust, trends and needs of the Department and their impact on the design of the learning program</li> <li>3. Knows the relevance of the vision, mission and program thrust on the learning design</li> <li>4. Gathers information regarding a topic/session to fit desired outcome</li> <li>5. Prepares schedule of activities that will effectively address the participants’ need</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies approaches or instructional delivery methods as well as the materials needed to facilitate learning</li> <li>2. Prepares test items for measuring the level of knowledge gained.</li> <li>3. Develops presentation materials based on end-user requirements.</li> <li>4. Communicates with the stakeholders (internal and external) of the program to ensure attainment of program goals/objectives.</li> <li>5. Formulates learning objectives based on LNA results.</li> <li>6. Drafts learning design based on the learning and development plan</li> <li>7. Prepares session guides by choosing and sequencing topics and content</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes the adult learning process to be able to monitor the flow of learning in the actual conduct of learning</li> <li>2. Matches resource persons’ qualifications with the learning program requirements and Department’s standards on accreditation of learning service providers</li> <li>3. Provides technical assistance in the preparation of learning design and development</li> <li>4. Serves as a resource person on this competency</li> <li>5. Reviews the learning design</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates new trends and developments on subject matter/field</li> <li>2. Recommends approaches and strategies to implement learning program successfully</li> <li>3. Introduces ways on how to minimize program cost, e.g. cost sharing, networking, etc.</li> <li>4. Advocates learning program at the system-wide level</li> <li>5. Justifies and presents the learning design to top management/end-users</li> </ol>



## BHR7 – LEARNING PROGRAM MANAGEMENT

The ability to effectively and efficiently manage a learning event during all its phases from planning to implementation and post-implementation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning program management activities	Implements learning management activities	Leads the conduct of learning management activities	Plans, organizes and reviews learning management activities
<ol style="list-style-type: none"> <li>1. Knows the role of the learning event team as to; training coordinator, administrative coordinator, facilitator, evaluator and documenter</li> <li>2. Knows the process of conducting a learning event</li> <li>3. Knows the physical requirements, equipment, transportation service and all other activities related to the conduct of the learning event</li> <li>4. Knows how to operate and take care of basic audio-visual equipment</li> <li>5. Prepares a learning event checklist</li> <li>6. Knows how to coordinate venue arrangements</li> </ol>	<ol style="list-style-type: none"> <li>1. Administers and explains pre/post evaluation questionnaires</li> <li>2. Prepares basic communication such as invitation letters, confirmation of learners and subject matter experts, office order, etc.</li> <li>3. Documents the highlights of learning event</li> <li>4. Develops operational plans, e.g. schedules, budget, participants and subject matter experts' directory, etc. in managing a learning event</li> <li>5. Conducts post-learning evaluation</li> <li>6. Conducts cliniquing of the day's sessions among the members of the learning event teams</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements contingency plans to address critical situations during a learning event</li> <li>2. Employs the process documentation technique</li> <li>3. Prepares post-learning completion report</li> <li>4. Monitors the overall conduct and management of a learning event</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations and techniques in learning program management</li> <li>2. Formulates and recommends learning standards and policies for implementing learning programs</li> <li>3. Strategically plans contingencies and recommends accordingly</li> <li>4. Leads others in the effective management of a learning event</li> </ol>



## BHR8 – LEARNING EVENT FACILITATION

The ability to facilitate learnings through exchange of information and ideas in an interactive session designed to meet defined objectives. It includes the ability to effectively use platform skills when presenting to an audience.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning event facilitation activities	Implements learning event facilitation activities	Leads the conduct of learning event facilitation activities	Plans, organizes and reviews learning event facilitation activities
<ol style="list-style-type: none"> <li>1. Knows the key skills of a facilitator</li> <li>2. Knows the different facilitation techniques and learning methodology</li> <li>3. Understands facilitation skills and its uses</li> <li>4. Knows how to use time management techniques in the conduct of training</li> </ol>	<ol style="list-style-type: none"> <li>1- Facilitates workshop, training and other similar activities</li> <li>2- Demonstrates key facilitation and presentation skills</li> <li>3- Guides an individual, group or team using facilitation techniques in meeting desired result or outcome</li> <li>4- Initiates discussion and directs group thought and feelings</li> <li>5- Encourages active participation to elicit ideas/opinions regarding a topic/session to fit desired outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. Moderates discussions</li> <li>2. Provides linking/bridging statements to and from one session to the other</li> <li>3. Integrates with the program objectives the issues and concerns arising from interactions/ discussions</li> <li>4. Synthesizes ideas in discussions to meet the desired outcome/group outputs</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/ strategy</li> <li>2. Serves as a subject matter expert in dealing with relevant issues</li> <li>3. Facilitates conduct of SLEs (structured learning experiences) using the 4As in learning (activity, analysis, abstraction and application) to prepare the learning environment and as priming for the topic</li> </ol>



## BHR9 – NETWORKING AND LINKAGING WITH HR PARTNERS

The ability to establish and utilize networking with external partners, provide technical assistance in building stakeholders/partners on capacity building and activities and capabilities in ENR management, develop proposals for possible external funding for HR activities, and serve as resource center for tools and materials on HR practices and training equipment.

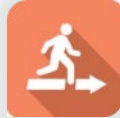


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Communicates and coordinates with stakeholders/partners	Maintains partnership and networks to deliver and enhance work outcomes	Leads in the conduct of networking and linkaging activities	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>1. Has basic knowledge on linkaging and networking</li> <li>2. Prepares invitations to participate in trainings and activities conducted by partner institutions</li> <li>3. Has knowledge on maintaining and updating database of partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides information, guidance and assistance on the processes and requirements</li> <li>2. Arranges with partner institutions on course offerings</li> <li>3. Has knowledge on linkaging and networking activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilizes information from various sources to support the agency's objectives</li> <li>2. Broadens network of relationships to promote the image of BMB</li> <li>3. Evaluates the conduct of HR linkaging and networking activities</li> <li>4. Prescribes specific learning intervention and programs offered by partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>2. Adheres to national protocol, etiquette and procedures</li> <li>3. Engages subject matter experts in enhancement and conduct of learning and development programs</li> <li>4. Offers assistances to national partners in the development of policies and programs</li> </ol>



## BHR10 – MONITORING AND EVALUATION (M&E) OF L&D PROGRAMS

The ability to regularly gather the L&D program accomplishment against measures of expected performance and assess the performance and the achievement of learning & development program/project objectives, its effects and impact.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning and development M&E activities	Implements learning and development M&E activities	Leads the conduct of learning and development M&E activities	Plans, organizes and reviews learning and development M&E activities
<ol style="list-style-type: none"> <li>1. Knows the concept of monitoring and the different levels of L&amp;D evaluation, e.g., reaction, learning, behavior and results</li> <li>2. Knows the application of various statistical tools needed in L&amp;D program evaluation</li> <li>3. Prepares database on pre and postevaluation</li> <li>4. Monitors implementation of target VS accomplishments</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies L&amp;D program performance indicators and standards</li> <li>2. Evaluates L&amp;D program on their ability to meet the program objectives</li> <li>3. Analyzes project issues and concerns that affect program's implementation</li> <li>4. Prepares L&amp;D program monitoring and evaluation report</li> <li>5. Conducts impact evaluation as to changes in behavior/outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors L&amp;D program performance and documents outcome</li> <li>2. Supervises all program implementation in accordance with approved plans, specifications and timeframe</li> <li>3. Develops evaluation instruments to determine behavioral changes on job performance</li> <li>4. Makes recommendations to address any discrepancies/gaps in the program implementation</li> <li>5. Implements M&amp;E tools to see to it that the objective/s of the learning activities were met</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations or new techniques in L&amp;D program monitoring and evaluation</li> <li>2. Recommends new polices based on the results of the L&amp;D program monitoring and evaluation</li> <li>3. Oversees all program implementation in accordance with approved plans, specifications and timeframe</li> <li>4. Approves evaluation instrument/s to determine the impact of the learners' behavioral changes on the organization</li> </ol>



## BHR11 – SCHOLARSHIP ADMINISTRATION

The ability to manage the implementation of the DENR's Scholarships and Financial Assistance Program including establishing networks for sourcing of scholarship funds from both local and foreign institutions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the implementation of scholarship administration activities</p> <ol style="list-style-type: none"> <li>1. Prepares list of BMB recipients and disseminates list of scholarship programs for availment</li> <li>2. Gathers and organizes relevant materials for purposes of networking for sourcing of funds and scholarship programs from local and foreign institutions</li> <li>3. Collates and submits to the BMB scholarship committee documents pertinent to scholarship program application</li> <li>4. Generates data of BMB scholars from local and foreign scholarship programs</li> </ol>	<p>Implements scholarship administration activities</p> <ol style="list-style-type: none"> <li>1. Explains and implements DENR policies and decisions on scholarship programs</li> <li>2. Conducts pre-screening of applicants for local and foreign scholarship programs</li> <li>3. Facilitates processing of documents for nomination on fellowship/ scholarship grantees both local and abroad</li> <li>4. Prepares materials in connection with appeals and committee meetings on scholarship programs</li> <li>5. Maintains an established network of contacts within the DENR, NGAs, NGOs, POs and international funding institutions</li> <li>6. Coordinates with the different units/offices in the monitoring and evaluation of scholarship programs</li> </ol>	<p>Leads the implementation of scholarship administration activities</p> <ol style="list-style-type: none"> <li>1. Interprets and implements policies, rules and regulations governing scholarship programs.</li> <li>2. Reviews appeals and recommends action on meritorious cases to the DENR Scholarship Committee</li> </ol>	<p>Plans, organizes and reviews scholarship administration activities</p> <ol style="list-style-type: none"> <li>1. Plans, directs and coordinates the administration of the DENR Scholarship Program</li> <li>2. Recommends policies, rules and regulations governing scholarship programs</li> <li>3. Develops long term network of clients, service providers and institutions</li> <li>4. Evaluates scholarships and financial assistance program proposals and initiates steps for improvement and expansion</li> </ol>





## BHR12 – HR PLANNING

The ability to determine long-term HR needs, assess current resources, identify areas of need including a plan to replace competence lost. It also includes the numbers and types of human resources that will be needed to achieve DENR's goals e.g., number of human resources, the required competencies and when the resources will be needed.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in HR planning activities	Conducts HR planning activities	Leads the conduct of HR planning activities	Prepares plans and programs and formulates or enhances policies on HR planning
<ol style="list-style-type: none"> <li>1. Compiles gathered data on current human resources and the required competencies</li> <li>2. Prepares the documents needed in the conduct of research on HR Planning tools, templates and processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers data on current human resources and the required competencies</li> <li>2. Compares data correctly on current human resources against the required number of human resources in the organization</li> <li>3. Assesses the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization</li> <li>4. Identifies internal factors in the organization that may affect HR capacity to meet organizational goals</li> <li>5. Determines the environmental factors expected to affect workforce capacity,</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes the conduct of HR planning activities</li> <li>2. Develops HR planning tools, templates and processes to incorporate DENR's competency-based standards</li> <li>3. Develops and implements targeted human resource strategies, plans and programs to address gaps (e.g., learning; career development; etc.) based on the organization's priorities, and HR performance related data</li> <li>4. Oversees the monitoring and improvement of processes, tools and systems to support HR Planning</li> <li>5. Trains managers and/or facilitates HR planning process</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans and policies that will support HR planning</li> <li>2. Gives key strategic advice and participates in decision-making regarding short term and long-term HR planning</li> </ol>

	given known operational and HR priorities and emerging issues 6. Conducts workforce analysis and HRsupply forecasting methods		
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## BHR13 – CAREER DEVELOPMENT

The ability to initiate and implement career development strategies based on individual and organizational needs and requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in career development activities	Conducts career development activities	Leads the conduct of career development activities	Prepares plans and programs and formulates or enhances policies on career development
<ol style="list-style-type: none"> <li>1. Knows a range of decision making and career development theories and models</li> <li>2. Prepares the documents needed in the execution of the career development activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Defines and outlines career development process and succession management</li> <li>2. Administers self-assessment or multi-source assessment to establish the current competency profile</li> <li>3. Conducts competency profile matching that compares employee competencies against targeted role/job requirements in order to identify the competency gaps</li> <li>4. Examines the competency gaps and formulates the L&amp;D interventions needed to address these gaps</li> <li>5. Establishes the career paths of employees based on the competency profile matching</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes the conduct of all the career development activities</li> <li>2. Designs career assessment instruments and methods.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans for long-term career development guidance as appropriate</li> <li>2. Proposes policies for career development system improvement</li> <li>3. Acts as subject matter expert on career development and succession management.</li> </ol>

	6. Devises career development plans of employees that include the L&D interventions		
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## BA1 – PROCUREMENT MANAGEMENT

The ability to procure goods and services in accordance with specification/s and delivery schedule.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills/knowledge/understanding on RA 9184 (Procurement Act) and e-procurement (PhilGEPS); and requires assistance to apply technical skills; and displays limited knowledge of technologies.</p>	<p>Has intermediate skill/working knowledge on RA 9184 and e-procurement; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities.</p>	<p>Has advanced skills/extensive knowledge on RA 9184 and e-procurement; and consistently applies technical skills and adapts to emerging technology on procurement management related activities.</p>	<p>Has subject matter breadth/depth/expertise on RA 9184 and e-procurement; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities.</p>
<ol style="list-style-type: none"> <li>1. Understands/knows the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>2. Consolidates all PPMP into Annual Procurement Plan with supervision</li> <li>3. Provides secretariat services to the Bids and Awards Committee (BAC)</li> <li>4. Reviews purchase requisitions as to completeness of supporting documents</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares abstract of quotations</li> <li>2. Reviews thoroughly documents in BAC meetings</li> <li>3. Prepares bidding documents</li> <li>4. Evaluates bidder's credentials based on existing standards</li> <li>5. Prepares notice of award and notice to proceed</li> <li>6. Posts awards and contract documents in the PhilGEPS and agency website</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and determines that procurement/ purchases made are in accordance with the approved APP</li> <li>2. Provides inputs in BAC meetings;</li> <li>3. Conducts cost/price analysis and applies accounting and auditing rules and regulations on procurement</li> <li>4. Evaluates submitted PPMP coming from the various units/ section/divisions as to conformance with existing standards and policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on procurement management related activities</li> <li>2. Plans and implements cost cutting and internal control measures on the general principles and standards of procurement management</li> <li>3. Reviews supplier's performance and drives for continuous improvement</li> <li>4. Monitors implementation of programs and projects on procurement as part of asset management and recommends appropriate</li> </ol>



## BA2 – PROPERTY MANAGEMENT (PROPERTY INVENTORY AND DISPOSAL MANGEMENT)

The ability to account, secure, manage inventories of supplies, materials and dispose as mandated by law.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills/knowledge/understanding on property inventory and disposal management activities; and requires assistance to apply technical skills; and displays limited knowledge of technologies</p>	<p>Has intermediate skill/working knowledge property inventory and disposal management activities; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities</p>	<p>Has advanced skills/extensive knowledge on property inventory and disposal management activities; and consistently applies technical skills and adapts to emerging technology on procurement management related activities. Monitors and reviews data from various aspects of property management</p>	<p>Has subject matter breadth/ depth/ expertise on property inventory and disposal management activities; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities</p>
<ol style="list-style-type: none"> <li>1. Accepts and counterchecks deliveries of supplies/ materials/ equipment</li> <li>2. Prepares receiving report and updates inventory monitoring system</li> <li>3. Stocks and stores goods based on warehousing principles</li> <li>4. Issues goods as per request by end users</li> <li>5. Updates monitoring tools</li> <li>6. Implements physical inventory and cycle count</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements the following storage activities to ensure adherence to procedures, processes and policies in the performance of activities on property management:               <ul style="list-style-type: none"> <li>• Receiving – the actual receiving of goods and counter checking against delivery receipts in accordance with specification.</li> <li>• Storing – the safekeeping of goods and updating warehousing records.</li> <li>• Issuance – the withdrawal of goods from warehouse and updating its record.</li> <li>• Physical Inventory taking – the checking of actual inventory versus records</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares an inventory variance analysis</li> <li>2. Makes use of storage reports and triggers improvements in terms of inventory turns and inventory level</li> <li>3. Conducts property inventory and disposal</li> <li>4. Recommends materials/ equipment for disposal</li> <li>5. Processes documents necessary for disposal of properties</li> <li>6. Prepares inventory reports of PPE</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on property management</li> <li>2. Develops and reviews existing storage procedures to eliminate variances</li> <li>3. Formulates policies and procedures on property inventory and disposal management</li> <li>4. Recommends new programs on how storage processes can be improved, e.g. use of software, etc.</li> <li>5. Implements all necessary measures to ensure accuracy of inventory report</li> </ol>

7. Understands and implements various measures to ensure inventory accuracy and eliminate pilferage	2. Performs inventory reconciliation and identifies root causes of inventory variances		6. Reviews inventory turns performance and drives for continuous improvement
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## BA3 – RECORDS MANAGEMENT

The ability to:

- maintain an updated and orderly filing system to facilitate retrieval & ensure that confidential and/or personal files and records are properly secured and maintained; and
- maintain/implement record schedule of disposal.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Leads the implementation of records management activities	Prepares plans and programs and formulates or enhances policies on records management
<ol style="list-style-type: none"> <li>1. Understands the Bureau's recordingsystem</li> <li>2. Maintains systematic filing and safekeeping of records of the bureau for easy reference and retrieval</li> <li>3. Understands the basic procedure of records maintenance and disposal in accordance with the Records Retentionand Disposition Schedule</li> <li>4. Observes/ follows the decentralized records system</li> <li>5. Conducts regular inventory of records for proper retention and disposition</li> <li>6. Observes the proper use and recyclingof paper</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes improvement on recordskeeping to eliminate unnecessary storage and to save on space</li> <li>2. Maintains an electronic file of records/documents received and released.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the classification of documents and determines what should be filed/kept or not and which are confidential in nature</li> <li>2. Designs a Records Management Information System for easy and fast retrieval of documents</li> <li>3. Drafts policies and guidelines on the maintenance and disposition of records and documents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build – up</li> <li>2. Represents the Department in the presentation of documents required by the courts and other bodies</li> <li>3. Recommends policies and guidelines onthe maintenance and disposition of records and documents.</li> </ol>

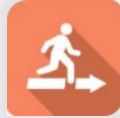




## BA4 – COMPUTERIZED RECORDS MANAGEMENT

The ability to:

- systematically handle documents and communication and track its flow;
- maintain filing system for reference and easy retrieval;
- undertake efficient transmittal of directives, policies, regulations for the guidance or compliance; and
- arrange archival materials for retention and its eventual disposition.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in computerized recordsmanagement activities	Implements computerized records management activities	Leads the implementation of computerized records management activities	Prepares plans and programs and formulates or enhances policies on computerized records management
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the various phases of records management (e.g., records creation, mail management, filing and maintenance, retention, and disposal)</li> <li>2. Understands and adopts the Document Action Tracking System (DATS) in receiving and releasing of documents</li> <li>3. Is familiar with types of documents, offices and its Officials</li> <li>4. Understands and adopts the system of releasing documents thru Records Management Information System (RMIS)</li> <li>5. Uploads issuances and send thruwebmail promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains electronic database of recordsdiligently</li> <li>2. Migrates records using various media to save on space and for security purposes</li> <li>3. Tracks documents using the DATS andRMIS accurately</li> <li>4. Retrieves documents using the existing classification scheme and the “tracking number” assigned by DATS and RMIS.</li> <li>5. Safeguards records to avoid losses andpreserve their integrity</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR policies and applicablerules (e.g. DAO 97-24)</li> <li>2. Updates and drafts policy on RecordsRetention and Disposition Schedule (RRDS)</li> <li>3. Determines the authenticity of records/ documents as may be required</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the records management function of the entire DENR</li> <li>2. Maintains a continuing program for the management, preservation and eventual disposition of records</li> <li>3. Recommends retention period of documents/ records based on applicable policies</li> <li>4. Serves as resource person on thiscompetency</li> </ol>



## BA5 – COURIER, POSTAL AND MESSENGERIAL SERVICES

The ability to speedily dispatch, pick up and deliver official documents to the postal office, government and private offices and individuals



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs routine courier, postal and messengerial services	Performs more complex courier, postal and messengerial services	Leads the conduct of courier, postal and messengerial services	Oversees the conduct of courier, postal and messengerial services
<ol style="list-style-type: none"> <li>1. Knows how to read road map</li> <li>2. Sorts and records materials and documents for delivery</li> <li>3. Delivers routine documents and materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains accurate records sent thru Courier, Postal Office or Messenger, including the costs for postage and courier services</li> <li>2. Adopts a systematic schedule and efficient way of delivery taking into consideration the urgency of the document</li> </ol>	<ol style="list-style-type: none"> <li>1. Responds proactively to circumstances arising from delivery problems</li> <li>2. Responds promptly to queries/complaints/ problems on status of documents with tact and diplomacy</li> <li>3. Maintains a mailing list with proper addresses, telephone and fax numbers, and directions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides options to act on critical messengerial requirements</li> <li>2. Demonstrates considerable expertise on this competency</li> </ol>



## BA6 – CLERICAL/SECRETARIAL/EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in discharging complete staff work	Implements complete staff work	Supervises complete staff work	Ensures proper implementation of complete staff work
<ol style="list-style-type: none"> <li>1. Screens, classifies, prioritizes and reviews all incoming documents for action/signature of official concerned</li> <li>2. Gathers data and other information required by the official concerned in relation to his /her duties and assignments</li> <li>3. Assists in arranging meetings</li> <li>4. Creates, maintains and enters information into databases</li> <li>5. Operates office equipment such as fax/scanner/copying machines</li> <li>6. Maintains scheduling and events calendar</li> <li>7. Knows and demonstrates</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with different units/offices and agencies programs and activities for specific end-users and purposes</li> <li>2. Drafts routine business correspondence for review of superior</li> <li>3. Assists in meetings and prepares minutes of the meeting</li> <li>4. Reviews, verifies and maintains information into databases</li> <li>5. Researches the details in resolving issues, analyzes findings, prioritizes and categorizes alternatives</li> <li>6. Discusses other concerns with superior</li> <li>7. Implements record management processes for the executive/office</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar/holding filing method</li> <li>2. Composes all types of business correspondence (letters, memos, fax, and email) for review of the executive</li> <li>3. Sends and disseminates routine correspondence in the absence of the executive</li> <li>4. Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns of the executive/s</li> <li>5. Recommends alternatives on solving a problem based on</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>2. Designs and integrates data and process flow to facilitate interoffice coordination.</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>4. Obtains decision maker approval</li> <li>5. Strictly observes communication procedures</li> <li>6. Prepares plans and programs for the improvement of office's records management</li> </ol>



## BA7 – BUILDING MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop and implement an effective system of maintenance of office buildings and other facilities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic maintenance activities of buildings and other facilities.	Implements building maintenance activities	Leads the implementation of building maintenance activities	Prepares plans and programs and formulates or enhances policies on building maintenance
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the proper care and maintenance of office building and its premises, equipment, furniture and fixtures</li> <li>2. Attends to employees call, complaints, concerns and documents on account of service request forms</li> <li>3. Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services</li> <li>4. Prepares vouchers for payment of office utility bills</li> <li>5. Prepares cost estimates of materials of needed maintenance cost</li> </ol>	<ol style="list-style-type: none"> <li>1- Maintains and updates the inventory of real property, buildings and other facilities</li> <li>2- Monitors water and electricity consumption to ensure that cost reduction measures are observed</li> <li>3- Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> <li>4- Inspects building equipment, facilities and surrounding areas and determines and notes maintenance work needed</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the status of equipment being maintained by the unit/office and implements preventive maintenance system</li> <li>2. Prepares designs and estimates the proper maintenance of office buildings in accordance with existing building code</li> <li>3. Implements programs and schedule of maintenance work</li> <li>4. Reviews and assesses works of maintenance service providers</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates and recommends programs and schedule of maintenance operations of office equipment, building fixture and utilities, such as changing of electric lights and other maintenance and housekeeping tasks</li> <li>2. Conducts periodic reviews and pushes for continuous / continual improvement</li> <li>3. Prepares periodic report on the regular maintenance works undertaken</li> </ol>



## BA8 - REPAIR AND FABRICATION

The ability to repair damaged portion of the buildings including electrical, plumbing and air-conditioning and to fabricate furniture and fixtures.

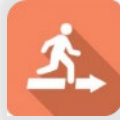


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs minor repairs and simple fabrication of equipment, furniture and fixtures	Performs more complex repairs and fabrication of damaged portion of buildings, furniture and fixtures	Leads in the implementation of repairs and fabrication of damaged portion of buildings, furniture and fixtures	Plans and organizes the delivery of repairs and fabrication of damaged portion of buildings, furniture and fixtures
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to repair and fabricate damaged portion of the buildings, including furniture and fixtures, based on the following fields: <ul style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning,</li> <li>painting,</li> <li>masonry, and</li> <li>carpentry</li> </ul> </li> <li>Familiar with the use of basic tools and equipment for their respective work</li> <li>Estimates dimensions, specifications and other proportions of the project and selects the materials to be used</li> </ol>	<ol style="list-style-type: none"> <li>Performs installation, repair and fabrication of furniture, fixtures, electrical equipment, masonry structures, commissioning of plumbing and sanitary equipment and facilities</li> <li>Has the knowledge and ability to use special tools, mechanical and/or electrical equipment (power tools)</li> <li>Maintains/updates regular records of electrical and mechanical equipment.</li> <li>Identifies repair, maintenance and improvement requirements of structures, equipment and facilities within the office</li> </ol>	<ol style="list-style-type: none"> <li>Reads, interprets and implements electrical, architectural, sanitary and structural designs, sketches, diagrams and blue/white prints</li> <li>Inspects building equipment, facilities and surrounding areas and determines/assesses the extent of repair work needed</li> <li>Trains colleagues and identifies training needs to reinforce section's technical competencies</li> <li>Plans, assigns and directs workload among colleagues with respect to their fields of expertise</li> <li>Inspects equipment, facilities and facilities after repair to ensure high quality of work</li> </ol>	<ol style="list-style-type: none"> <li>Has the expertise in installation, repair and fabrication on the following fields: <ul style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning,</li> <li>painting,</li> <li>masonry, and</li> <li>carpentry</li> </ul> </li> <li>Conceptualizes designs and prepares estimates and bill of materials on various projects</li> <li>Recommends improvements, modifications and schedules of works</li> <li>Has familiarity on the provisions of the Building Code of the Philippines</li> </ol>



## BA9 - GARDENING AND LANDSCAPING

The ability to maintain office grounds and open spaces and to provide landscaping services including garden maintenance, indoor displays, nurseries and greenhouse.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the maintenance of gardens, indoor displays, nurseries and greenhouse.	Implements the proper maintenance of garden, displays, nurseries and greenhouse.	Leads the implementation of gardening and landscaping activities.	Prepares plans and programs and formulates/enhances policies on ground maintenance and landscaping activities.
<ol style="list-style-type: none"> <li>Has the ability to perform variety of gardening tasks in the proper care and maintenance of gardens, nurseries and green house with the use of simple tools and machine</li> <li>Has the basic knowledge on the proper use, handling and cleaning of garden materials, supplies and equipment</li> </ol>	<ol style="list-style-type: none"> <li>Performs basic landscaping activities with some supervision</li> <li>Knows the proper handling and storage of gardening tools, materials, equipment, plants, chemicals and pesticides</li> <li>Monitors the physical condition of tools, equipment, facilities and materials, and reports any damage to superiors</li> <li>Releases and collects gardening tools, materials, equipment, chemicals and pesticides to colleagues</li> </ol>	<ol style="list-style-type: none"> <li>Undertakes advanced landscaping works</li> <li>Trains and guides other colleagues in the implementation of landscaping and gardening activities</li> <li>Organizes grounds maintenance work around DENR grounds, garden, nurseries and greenhouse</li> <li>Monitors and maintains inventory of gardening supplies and equipment</li> <li>Makes job requests, vouchers and requisition of needed plants, chemicals, equipment and supplies</li> </ol>	<ol style="list-style-type: none"> <li>Designs and prepares landscaping designs and indoor displays</li> <li>Estimates specification and prepares Bill of Materials of landscape projects within DENR</li> <li>Schedules, organizes, monitors and directs the work of grounds men and gardeners in the maintenance of landscape projects</li> </ol>



## BA10 - MOTOR POOL SERVICES MANAGEMENT

The ability to design, develop and implement an effective system of fleet management, including dispatch, trip ticket, registration, parking and traffic administration.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Conveys passengers from point of origin to destination	Schedules trips and provides the safest, fastest and most economical route	Inspects and monitors status of conveyance, fuel consumption, registration and insurance	Prepares plans, implement programs and reviews motor pool services, including parking and traffic administration
<ol style="list-style-type: none"> <li>1. Has the knowledge on traffic rules and regulations, as well as the policies on the use of motor vehicles of the bureau i.e. issuance of trip tickets, purchase of fuel, etc.</li> <li>2. Performs pre and post driving checkson vehicle, tools and equipment, and properly maintains cleanliness of the motor vehicles.</li> <li>3. Familiar with the routes and geographical location of the assigned area and destination of passengers.</li> <li>4. Displays proper decorum with passengers and practices defensivedriving strategies.</li> <li>5. Prepares monthly report of official travels</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs pre and post driving checks on motor vehicles as well as the physical, emotional and mental condition of drivers</li> <li>2. Knows the names and geographical locations of cities and towns within and outside Metro Manila.</li> <li>3. Schedules and assigns drivers according to their accomplished vehiclerequest slip</li> <li>4. Reminds drivers on proper decorum and all standard operating procedures (SOP) in driving</li> <li>5. Prepares monthly report of fuel consumption</li> <li>6. Monitors and responds to driver's involvement in traffic accidents</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates, monitors and assesses the performance of drivers and recommends training for improvement of technical skills and attitude towards their work</li> <li>2. Reviews the fuel consumption, distance travelled and fuel efficiency of motor vehicles</li> <li>3. Monitors the timely renewal of motor vehicle insurances and registration</li> <li>4. Monitors parking area for safety and cleanliness</li> <li>5. Monitors conditions of all vehicles and refers those needing repair to the immediate supervisor</li> <li>6. Reviews the monthly report of fuel consumption based on the monthly report of official travels</li> </ol>	<ol style="list-style-type: none"> <li>1. Makes recommendations on improving motor pool operations, including parking and traffic administration</li> <li>2. Adapts measures to improve operational efficiency and dependability of the service</li> <li>3. Maintains an inventory of all motor vehicles, including type of vehicle, specification, date of purchase, and other relevant information</li> <li>4. Evaluates and recommends purchase orrental of additional vehicles, taking into consideration its applicability, intended use, cost and quality.</li> <li>5. Recommends for disposal vehicles no longer economical to repair and maintain and submits same to Management.</li> </ol>

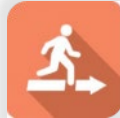
	7. Records fuel consumption, distance travelled and fuel	7. Has knowledge with the normal procedure and documentation needed in case of accidents	6. Prepares periodic report on the regular maintenance works undertaken
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## BA11 - VEHICLE REPAIR AND MAINTENANCE

The ability needed to perform repairs and maintenance work on all office motor vehicles.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs minor repairs and maintenance work on motor vehicles.	Performs more complex repair and maintenance activity on motor vehicles.	Leads in the implementation of transport repairs and maintenance services activities	Leads in the delivery of repairs and maintenance work on motor vehicles.
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to troubleshoot, repair and maintain motor vehicles, on each of the following fields: <ul style="list-style-type: none"> <li>auto-electrical;</li> <li>auto-mechanical; and</li> <li>auto-air-conditioning.</li> </ul> </li> <li>Has the knowledge on the use of basic mechanical/electronic tools.</li> <li>Inspects and assesses the condition of motor vehicle</li> <li>Estimates specifications, dimensions and other proportions of the project and selects the materials and equipment to be used</li> </ol>	<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to maintain, troubleshoot and repair electrical, mechanical and air-conditioning units of motor vehicles</li> <li>Uses special tools and equipment for faster completion of work</li> <li>Cleans disassembled subunits properly without supervision</li> <li>Identifies parts that need to be replaced and prepares a list of spare parts for purchase</li> <li>Performs preliminary checks/tests on sub-units before final installation</li> </ol>	<ol style="list-style-type: none"> <li>Performs preventive maintenance work on vehicles according to predetermined schedules</li> <li>Performs mechanical, electrical and air-conditioning troubleshooting, repairs and maintenance</li> <li>Suggests steps further improve work place</li> <li>Inspects and test-drives vehicles after repair or maintenance to ensure high quality of work</li> <li>Maintains an inventory of supplies, equipment, materials and parts</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates capabilities of co-mechanics and auto electricians and recommends steps to further improve their technical know-how</li> <li>Has the technical expertise on the repair and maintenance of motor vehicles on the following fields: <ul style="list-style-type: none"> <li>auto-electrical;</li> <li>auto-mechanical; and</li> <li>auto-air-conditioning.</li> </ul> </li> <li>Conceptualizes designs and prepares estimates and Bill of Materials on vehicle repair and maintenance projects</li> <li>Recommends improvements, modifications and schedules of work</li> </ol>



## BA12 - CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money, and accountable forms with face value. It includes counting of cash and keeping of financial records of cash and accountable forms with face value transactions for accounting and auditing purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the discharge of cashmanagement activities	Performs cash management activities	Leads in the discharge of cashmanagement activities	Prepares plans and programs and formulates recommendations on cash management
<ol style="list-style-type: none"> <li>1. Collects payments from creditors</li> <li>2. Prepares and issues checks/LDDAPcreditors</li> <li>3. Prepares daily collection and weeklydisbursement reports</li> <li>4. Facilitates routing of checks to signatories for all transactions</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares, processes and ensures accuracy and propriety of checks for issuance</li> <li>2. Answers creditors queries and follow-ups regarding checks/LDDAP</li> <li>3. Maintains and records cash control</li> <li>4. Posts and Indexes all office's payments</li> <li>5. Issues tickets to gate collectors</li> <li>6. Prepares the monthly report of supplies and materials issued (tickets) and reports of accountability of cheques and official receipts</li> </ol>	<ol style="list-style-type: none"> <li>1. Issues official receipts upon collection</li> <li>2. Records and maintains cash registrybook from all types of collection</li> <li>3. Reviews collection and disbursementreport</li> <li>4. Handles cash advances and petty cashfund</li> <li>5. Prepares liquidation report accurately as per approved cycle time</li> <li>6. Reviews and signs the monthly report of supplies and materials issued (tickets) and reports of accountability of cheques and official receipts</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors, reviews and assesses monthlycollection and disbursement</li> <li>2. Reports and recommends, if needed, appropriate actions</li> <li>3. Transacts with banks re agency accounts</li> <li>4. Proposes recommendations to improvecash management activities</li> </ol>



## BA13 – ENVIRONMENTAL MANAGEMENT SYSTEM (EMS), WELLNESS, SECURITY, SAFETY, EMERGENCY PREPAREDNESS AND DISASTER MANAGEMENT

The ability to manage significant environmental aspects, monitor environmental performance, secure occupational health and safety, security and conduct emergency and evacuation drills on emergency situations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers data and other information relative to the Environmental Management System, security and emergency situations</p>	<p>Consolidates data and information gathered and identifies significant environmental aspects, security and emergency situations</p>	<p>Monitors legal compliance and safety requirements, and assesses hazards and risks of DENR projects, programs and activities</p>	<p>Interprets data, generates information, prepares reports and formulates or enhances programs and activities.</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on EMS program of the Department, especially the significant environmental aspects</li> <li>2. Gathers data and information from sources for the different environmental aspects</li> <li>3. Has basic knowledge and ability on the standard operating procedures on the disaster risk reduction program</li> <li>4. Knows the necessary fire and safety equipment</li> <li>5. Knows the passage, exit point in the building, place of evacuation and all structural installations within the DENR and other installations</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives, identifies, analyzes and consolidates data for the different environmental performance</li> <li>2. Assists in the coordination with various stakeholders on the disaster risk reduction/emergency preparedness program</li> <li>3. Is familiar with the disaster risk reduction program</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and monitors applicable legal compliance for all construction, maintenance of facilities, transportation and security as required under EMS</li> <li>2. Conducts periodic inspection to determine and assess hazards and risks relative to occupational health and safety standards</li> <li>3. Coordinates and organizes with other agencies, organization and groups on disaster risk reduction/emergency preparedness programs and activities</li> <li>4. Recommends logistics, equipment suitable for the operation</li> <li>5. Guides others on this competency and serves as a resource person</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes programs as required under the DENR EMS</li> <li>2. Evaluates effectiveness of existing programs on health and safety, disaster risk reduction and security, and initiates improvements to adapt to the present situation</li> <li>3. Prepares periodic reports and documentation on the significant environmental aspects, security and disaster preparedness</li> </ol>



## BA14 - CUSTOMER ASSISTANCE AND REQUEST HANDLING

The ability to attend to requests, complaints, observations and suggestions, including the ability to monitor work progress, file records, consolidate and prepare periodic reports.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Receives requests, complaints, observations and suggestions, and informs concerned personnel and offices</p>	<p>Monitors the work progress of the requests, complaints, observations and suggestions</p>	<p>Records and consolidates data</p>	<p>Interprets data, generates information and prepares reports</p>
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on the proper handling of requests, complaints, observations and suggestions according to the Code of conduct and ethical standards</li> <li>2. for Public Officials and Employees (RA6713)</li> <li>3. Has basic knowledge on the use of the Enhanced Electronic Document Action Tracking Slip (E-DATS)</li> <li>4. Is familiar with the basic procedure of records maintenance: Sorting according to importance, and filing and record keeping according to subject</li> </ol>	<ol style="list-style-type: none"> <li>1. Has basic knowledge on the operations and work flow of the Division, as well as the job description of colleagues.</li> <li>2. Identifies and determines the kind of work to be performed, schedules the job request according to importance, endorses to concerned employees, and monitors the progress of the request</li> </ol>	<ol style="list-style-type: none"> <li>1. Has knowledge on records management</li> <li>2. Maintains an electronic record and files copy of all memoranda, letters and communications, including job requests/orders, history of repair, client satisfaction form and other related documents</li> <li>3. Collects, reviews and consolidates data gathered from received requests, complaints, observations and suggestions</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and identifies applicable legal compliance for all constructions, maintenance of facilities, transportation, security and other services</li> <li>2. Prepares periodic reports based on the data gathered and information generated from the requests, complaints, suggestions, observations and the client satisfaction forms</li> <li>3. Initiates and recommends strategies on improving customer assistance and request handling</li> </ol>



## BL1 - SKILLS IN LEGAL RESEARCH

The ability to research legal precedent, investigate/evaluate facts or prepare legal documents. It includes the conduct of research to support a decision or legal proceeding, to formulate a defense, or to initiate legal action in connection with ENR legal issues and concerns.



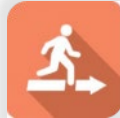
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Possesses foundational knowledge of the ENR laws, issuances, rules and regulations and legal information sources</p>	<p>Undertakes legal research activities and applies foundational knowledge of the ENR laws, issuances, rules and regulations, jurisprudence and legal information sources</p>	<p>Sees through/leads the delivery of legal research activities</p>	<p>Formulates policy recommendations to enhance legal research</p>
<ol style="list-style-type: none"> <li>Gathers, compiles and collates materials and data needed in the conduct of legal research on ENR issues involved on the resolution of the case, rendition of legal opinion/advice and preparation of court documents and compliances</li> <li>Differentiates between ENR laws, issuances, rules and regulations, jurisprudence and legal information sources, and recognizes how their use and importance vary depending upon the legal problem or issue</li> <li>Recognizes differences in the applicability of authority among ENR laws, issuances, rules and regulations, jurisprudences, and other legal sources and applies that knowledge to the legal research problem</li> </ol>	<ol style="list-style-type: none"> <li>Applies the foundational knowledge of the ENR laws, issuances, rules and regulations, jurisprudence, and legal information sources in resolving legal issues/conflicts</li> <li>Evaluates and articulates the precise legal issues and determines and assesses their effects and applications on the operations of ENR issuances</li> <li>Prepares draft opinion, decision, and/or recommendation on ENR legal issues</li> <li>Uses research results to craft or support arguments that resolve novel legal issues lacking precedent, when appropriate</li> <li>Organizes and integrates contents, quotations, or forms, and para-phrases</li> </ol>	<ol style="list-style-type: none"> <li>Sees through and reviews the conduct of studies and researches on legal matters affecting DENR and brought before the Office</li> <li>Monitors progress and results of legal research/investigation</li> <li>Reviews, evaluates draft opinions, decisions and recommendations using legal research results affecting ENR cases and/or legal issues</li> <li>Understands and articulates the factors that determine the ethics and legality of information used in conformity with existing laws, rules and regulations and jurisprudence</li> </ol>	<ol style="list-style-type: none"> <li>Determines inadequacy in existing policies and recommends plans and programs to enhance processes and procedures in resolving legal issues/conflicts</li> <li>Formulates policies and procedures for efficient legal research/ background investigation</li> </ol>

<p>5. Identifies, analyzes and articulates the precise legal issues that need to be researched</p> <p>6. Uses citation of sources to respect authors' intellectual property rights and accurately indicates where the words and ideas of others have been used</p>	<p>in a manner that support the argument, brief, analyst, or resolution of ENR legal issues</p> <p>6. Chooses an appropriate communication format and style for the resolution of ENR issues for its maximal persuasive effect, when appropriate</p> <p>7. Analyzes research results using prior knowledge and experience on the topic in particular, as well as one's general knowledge of legal principles</p>		
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## BL2 - MANAGEMENT AND DISPOSITION OF ENR APPEALED CASES AND OTHER LEGAL CONCERNS

The ability to manage and dispose/resolve ENR cases and other legal concerns brought before the Bureau.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Evaluates legal documents for the management and disposition of ENR cases and other legal concerns	Undertakes management and disposition of ENR cases and other legal concerns and prepares draft resolution/order/ decision	Sees through/leads the management and disposition of ENR appealed cases and other legal concerns	Prepares plans and programs and recommends policies on management and disposition of ENR appealed cases and other legal concerns
<ol style="list-style-type: none"> <li>1. Initiates the identification of course of action on documents received</li> <li>2. Determines proper assumption of DENR jurisdiction over appealed cases, original complaints/protests, and other ENR legal issues</li> <li>3. Has working knowledge of basic laws, legal procedures, rules and regulations and allied laws for clear determination of possible legal course of action</li> <li>4. Gathers evidence relative to ENR appealed cases before the office and other ENR and related concerns</li> <li>5. Knows the basic rules of procedure required in the disposition of cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines legal remedy/ appropriate action to take on ENR cases and other related legal concerns</li> <li>2. Examines documents necessary in resolving <i>motu proprio</i> and appealed cases and in defending/ prosecuting ENR cases before regular courts</li> <li>3. Analyzes facts to identify any existing or potential legal or other issues and applies the law to the facts of the matter in an appropriate and defensible way to resolve the case</li> <li>4. Handles, monitors, analyzes and reports status of ENR cases and advises the management on possible legal solutions or actions</li> <li>5. Implements expeditious disposition of the ENR cases or other legal concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Sees through, handles, monitors, and reports all ENR cases / concerns and advises management on possible legal solutions/ actions</li> <li>2. Reviews and evaluates all legal actions/ documentations requested by the different stakeholders in relation to ENR operations</li> <li>3. Sees through the expeditious and judicious disposition of ENR appealed cases and other legal concerns</li> <li>4. Determines and recommends further actions needed in the expeditious and judicious disposition of ENR cases and other legal concerns</li> <li>5. Reviews and assesses drafts resolution/legal action on ENR appealed cases and other legal concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Instructs, organizes and brings together efforts for the management and disposition of ENR cases and other legal actions</li> <li>2. Formulates and implements strategies needed in the expeditious and judicious management/disposition of ENR cases</li> <li>3. Serves as resource persons on this competency</li> <li>4. Recommends plans and programs to enhance policies in management and disposition of ENR cases and other legal concerns</li> </ol>

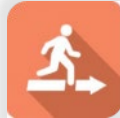
<p>6. Conducts investigation and ocular inspection for the disposition of the ENR cases</p> <p>7. Knows basic legal writing for the preparation of appropriate legal documents in relation to disposition of ENR cases</p>	<p>6. Investigates ENR appealed cases and/or <i>motu proprio</i> cases on protests, claims and conflicts involving disposition, utilization and development of natural resources and the environment</p> <p>7. Prepares, drafts investigation reports, decision, and other legal documents for the resolution of ENR cases and other legal concerns disposing of the legal issues using appropriate, logical and legal precedents</p> <p>8. Possesses advance legal writing skills and prepares appropriate legal documents in relation to disposition of ENR cases</p>	<p>6. Acts to resolve the problem/ issue and/case within time limitations, and in accordance with the management's instructions and the lawyer's plan for action</p> <p>7. Sees through the investigation and drafting of resolution on cases appealed to the Secretary and and/or <i>motu proprio</i> cases on protests, claims and conflicts involving the disposition, utilization and development of natural resources; and compliance in the protection and conservation of the environment</p>	
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## BL3 - LITIGATION

The ability and expertise required to handle cases before the regular courts and quasi-judicial bodies.



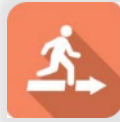
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in handling cases before the regular courts and quasi-judicial bodies	Handles cases before the regular courts and quasi-judicial bodies	Leads the handling of cases before the regular courts and quasijudicial bodies	Plans and organizes the handling cases before the regular courts and quasi-judicial bodies
<ol style="list-style-type: none"> <li>Gathers, validates and determines the authenticity of data and/or ascertain facts of case and other concerns including interviews with parties and witnesses</li> <li>Arranges documentary evidence orderly and efficiently</li> <li>Identifies and analyzes relevant facts, issues, arguments, and defenses, relative to cases filed before regular courts and quasi-judicial bodies</li> <li>Acts as legal counsel for the office and/or concerned officials in trial or hearing before regular courts (OSG) and quasi-judicial bodies</li> <li>Prepares pleadings and other legal documents in accordance with the court or tribunal's procedures</li> </ol>	<ol style="list-style-type: none"> <li>Examines the weight of the documents and evidence to be presented in the prosecution and/or defense of the case before regular courts or quasijudicial bodies</li> <li>Initiates and develops viable theory of the case and strategies for the expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> <li>Acts as legal counsel for the Office and/or concerned officials in trial or hearing before regular courts and quasi-judicial bodies</li> <li>Recommends filing/prosecution of ENRcases in the proper judicial courts or administrative bodies</li> </ol>	<ol style="list-style-type: none"> <li>Appears as lead counsel and participates in court cases in behalf of DENR and coordinates with OSG for proper deputation in civil cases and the DOJ in criminal cases before regular courts</li> <li>Sees through the preparation of pleadings and assists the OSG or DOJ on cases before judicial and quasi- judicial bodies</li> <li>Reviews prepared pleadings and other legal documents required by the regular courts and quasijudicial bodies</li> <li>Endorses and utilizes the viable theory of the case and oversees the strategy for the expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> </ol>	<ol style="list-style-type: none"> <li>Sees through the institution/defense of cases until its termination</li> <li>Establishes the strategy in expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> <li>Develops a plan that implements the office's/ management's preferred legal option and assigns responsibilities for action</li> </ol>

		5. Identifies advantages and disadvantages of pursuing each option or legal strategy, including costs and time factor	
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## BL4 - LEGAL COUNSELING AND ALTERNATIVE DISPUTE RESOLUTION

The ability and expertise to provide legal advice and appropriate legal remedies/actions necessary to assist the different units/offices and conduct Alternative Dispute Resolution (ADR) under the DENR concerning legal matters/problems.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in legal counseling and in providing ADR	Undertakes legal counseling and ADR	Leads the legal counseling and ADR	Prepares plans and programs and formulates or enhances policies on legal counseling and ADR
<ol style="list-style-type: none"> <li>1. Possesses knowledge of ENR laws andissuances related to ADR</li> <li>2. Assists in determining and recommending legal remedies to take on a given case or situation involving ADR and legal issues</li> <li>3. Assists in providing legal counseling, ADR, mediation proceedings to different stakeholders</li> <li>4. Assists in the review of contracts/MOA and other legal instruments entered into by the DENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge of laws, legal procedures, rules and regulations and allied laws in the implementation of ADR in the Department</li> <li>2. Conducts, uses and practices ADR in resolving claims and conflicts as mandated by the Arbitration Law in the disposition, utilization and development of natural resources and environment</li> <li>3. Identifies the strategies and tactics to be used in ADR and discusses them and clarifies the scope of authority with the stakeholders</li> <li>4. Documents the ADR process and any resolution as required by law or good practice, and explains it to the parties or stakeholders in a way the clientele can easily understand</li> <li>5. Reviews contracts/MOA/ and other legal instruments entered into by DENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Acts as legal counsel of the Department and its officers in ADR proceedings in civil and other proceedings</li> <li>2. Carries out ADR effectively having regard to the strategy and tactics adopted, the stakeholder's goals and objectives, the circumstances of the case and good practice in the resolution of ENR conflicting claims</li> <li>3. Renders advice regarding legal issues and problems affecting the day to day operations of DENR or situation involving ADR and legal issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and programs tohelp promote ADR</li> <li>2. Recommends for approval of legal advice as required</li> <li>3. Recommends implementation of ADR procedures and remedies for adoption and issuance to the different DENR Offices</li> </ol>



## BL5 - INVESTIGATION AND DISPOSITION OF ADMINISTRATIVE COMPLAINTS

The ability and expertise in the investigation and disposition of administrative complaints.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in investigation and disposition of administrative complaints	Conducts investigation and disposition of administrative complaints	Leads the conduct of investigation and disposition of administrative complaints	Prepares plans and programs and formulates or enhances policies on investigation and disposition of administrative complaints
<ol style="list-style-type: none"> <li>Has knowledge of the Civil Service, laws, rules and regulations and other allied laws</li> <li>Has knowledge of administrative proceedings and assist in the conduct of the investigation</li> <li>Understands the legislation, policy and standards that are relevant to an administrative investigation</li> <li>Examines the complaints referred to it by competent heads, official bodies or individuals concerning law violations or neglect in the performance of duties, and investigating those that are shown to be serious as a result of the examination</li> </ol>	<ol style="list-style-type: none"> <li>Ensure observance of the basic rights of employees and management in the conduct of the administrative hearings</li> <li>Acts as prosecutor or member of the committee in determining the administrative liability of employees with formal charges</li> <li>Ensures observance of the due process of law, policies and procedures during administrative hearings</li> </ol>	<ol style="list-style-type: none"> <li>Plans and organizes proper documentation/evidence during the conduct of hearing of administrative cases</li> <li>Issues Interlocutory orders and rulings during the conduct of administrative hearings</li> <li>Guides personnel in the proper handling and disposition of administrative cases</li> <li>Drafts decisions/resolutions and investigation reports pertinent to administrative cases</li> </ol>	<ol style="list-style-type: none"> <li>Reviews draft decisions in administrative cases</li> <li>Initiates, reviews and recommends policies and procedures in handling administrative cases</li> <li>Serves as resource person to improve or update understanding on the conduct of administrative investigation</li> <li>Recommends the appeal of disciplinary decisions/verdicts, when legal grounds exist to the CSC or Higher Office</li> <li>Recommends policies and programs to promote compliance to the civil service laws, rules and regulations and other related laws</li> <li>Implements a system to avoid potential conflicts of interest in the</li> </ol>

			resolution/disposition of administrative cases
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## BP1 - PLANNING AND PROGRAMMING

The ability required to:

- determine /scheme/strategy to come up with specific projects/activities that will be implemented in a given period in accordance with the Bureau's thrust priorities, and budget appropriation;
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the Bureau;
- formulate criteria for determining priorities for proposed projects and selects the appropriate programs/projects/activities for funding and execution;
- determine the selected programs which are in consonance with national plans (PDP/PIP) to be integrated for recommending to NEDA the Bureau's short, medium and long-term plans (Bureau's PDP/PIP);
- harmonize and integrate sector plans and translate to action plans as input to PDP;
- review and analyze programs for funding support using the outcome/output indicators and its relevance to Bureau mandate; and
- prepare the Bureau's Medium-term Expenditure Program as input to PIP.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of planning and programming activities in the Bureau	Consolidates and reviews and analyse the agency's Work and Financial Plans (WFPs) and determines output/outcome indicators	Leads the preparation of the agency operational plans and unifies/harmonizes and integrates ecosystems management plans for better execution and implementation	Direct the preparation of agency strategic and operational plans and translate integrated ecosystem plans thru implementation plans.
<ol style="list-style-type: none"> <li>1. Has basic knowledge of the Bureau mandate, mission, vision, and programs, activities, and projects (PAPs)</li> <li>2. Knows basic planning and programming concepts and processes – targeting scheduling, budgeting etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts proposal and planning guidelines for the preparation of annual WFPs based on approved budget, management directives, and national priorities</li> <li>2. Reviews and consolidates the offices' WFPs in accordance with the guidelines</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and edits draft planning guidelines</li> <li>2. Communicates and harmonizes with the different operating departments in identifying and formulating the priority PAPs of the agency</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of strategic planning workshop</li> <li>2. Finalizes the proposal and planning guidelines for approval of the Administrator</li> <li>3. Directs/coaches the regional operations in the preparation of budget proposal</li> </ol>

<ul style="list-style-type: none"> <li>3. Gathers/collects relevant planning inputs from policy issuances of oversight agencies (DENR, DBM, NEDA) and information on the programs of other government agencies)</li> <li>4. Recognizes and identifies output indicators and outcome indicators</li> <li>5. Develops database on regional targetstaking in to account the universe and baseline information</li> <li>6. Updates and maintains planning records regularly</li> </ul>	<ul style="list-style-type: none"> <li>3. Prepares budget submissions, justifications, and presentations</li> <li>4. Assists in the formulation and design of PAP monitoring and evaluation schemes</li> <li>5. Understands and discerns the unit of work measurement used in every output indicator</li> <li>6. Analyze information/data for funding request based on planning standards</li> </ul>	<ul style="list-style-type: none"> <li>3. Reviews and edits the draft budget submissions, justifications, and presentations</li> <li>4. Consolidates and takes the lead in the preparation of Bureau MTEP taking into consideration the high, medium and low scenario in terms of financial availability and the thrust and directions of the management</li> <li>5. Reviews and analyzes reports of operating units and makes recommendations for the effective PAPimplementation</li> </ul>	<ul style="list-style-type: none"> <li>taking into consideration the budget priorities framework vis a vis the directions of the management</li> <li>4. Leads the conduct of an annual planning workshop to review WFPsbased on the planning guidelines</li> <li>5. Discusses with management and offices/units technical and administrative issues relating to PAP planning and implementation</li> <li>6. Develops and recommends enhancements in the planning procedures</li> </ul>
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## BP2 - POLICY ANALYSIS

The ability to conduct policy studies affecting the Forest sector



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of policy studies and formulation	Conducts policy studies and prepares report	Supervises in the conduct of policy studies and formulation	Leads the formulation and implementation of agency strategic and operational policy frameworks
<ol style="list-style-type: none"> <li>1. Knows the basic principles/ conceptson policy formulation</li> <li>2. Has knowledge on the Bureau's mandate, vision, mission, priorities, and thrust</li> <li>3. Conducts research on new policyissuances</li> <li>4. Updates and maintain Bureau database on Forest laws and policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Recognizes policy implications ofspecific issuances or events</li> <li>2. Identifies relevant materials/ references for specific policy studies</li> <li>3. Conducts initial assessment/ study of policy issues</li> <li>4. Evaluates and interprets policy directives and recommends measuresfor implementation/ compliance</li> <li>5. Knows bureau systems and proceduresson PAP planning, implementation, and M&amp;E</li> <li>6. Conducts operational studies andprepares policy reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the policy implications of a particular research result</li> <li>2. Identifies policy gaps</li> <li>3. Reviews and edits policy reports</li> <li>4. Develops policies and procedures onplanning, implementation, and M&amp;</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of consultation workshops to formulate policy frameworks</li> <li>2. Oversees the formulation of priority policies in accordance with the framework</li> <li>3. Finalizes the policy reports for submission to the Secretary</li> </ol>





## BP3 - MONITORING AND EVALUATION OF DENR PROGRAMS AND PROJECTS

The ability to coordinate with bureaus, attached agencies and field offices of the Department on the progress of Forest sector programs and projects in accordance with approved priority areas; to formulate standards and criteria on monitoring, evaluation and validation; to evaluate and assess periodically performance reports and programs/projects' outputs/results/outcomes; and to prepare periodically monitoring and evaluation reports of the Forest sector programs and projects



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of monitoring and evaluation of Bureau programs and projects and Bureau's performance review and assessment	Conducts monitoring and evaluation of all Bureau programs and projects and Bureau's performance review and assessment	Leads the preparation of monitoring and evaluation reports of all Bureau programs and projects and Bureau offices' performance review and assessment	Leads the overall monitoring, evaluation and assessment of all Forest sector programs and projects and implementation of Bureau's performance review and assessment
<ol style="list-style-type: none"> <li>1. Demonstrates basic knowledge on Forest priority areas, programs, projects, and. Activities</li> <li>2. Shows basic understanding on M &amp; E principles and processes</li> <li>3. Communicates with bureaus, attached agencies and regional offices regarding the progress of Forest sector programs and projects</li> <li>4. Consolidates and reviews performance reports based on targets and commitments</li> <li>5. Assists in the conduct of field validation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge on planning, monitoring and evaluation</li> <li>2. Monitors and evaluates/ assesses the accomplishment reports based on targets</li> <li>3. Analyzes data, information and issues collected</li> <li>4. Discusses with bureaus, attached agencies and regional offices regarding the progress of Forest sector programs and projects</li> <li>5. Reviews the performance reports and determines the hindering and facilitating</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates the status of Forest sector programs and projects</li> <li>2. Initiates the communication of feedback of evaluation findings relevant to the operation and strategic planning</li> <li>3. Leads in the development of standards and criteria in the monitoring, evaluation and validation of Forest sector programs and projects</li> <li>4. Assists in the identification of issues and provides recommendations as a result of programs/projects evaluation for management's actions or considerations</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides guidance in the development and implementation of standards and criteria in monitoring, evaluation and validation of Forest sector programs and projects</li> <li>2. Provides feedback reports on the status of programs/projects performance.</li> <li>3. Provides recommendations relative to the identified operational and policy issues for management's decision making</li> <li>4. Contributes to the development and review of policies, guidance, systems,</li> </ol>

<p>6. Collects, gathers and processes data for evaluation of accomplishments</p> <p>7. Prepares, consolidates accomplishment reports for submission to management</p> <p>8. Assists in the review and assessment of Bureau's performance</p>	<p>factors contributing/affecting the desired performance outputs/results</p> <p>6. Reviews and assesses the Bureau's performance</p>	<p>5. Guides and coach staff in data collection and analysis, and in crafting appropriate recommendations that would address evaluation issues</p> <p>6. Leads the review and assessment of DENR offices' performance</p> <p>7. Articulates and communicates relevant information necessary for operation and strategic planning</p>	<p>procedures and tools related to monitoring and evaluation/assessment</p> <p>5. Presents evaluation results and findings including recommendations and lessons learned to the management</p> <p>6. Plans, organizes and leads the conduct of review and assessment of DENR offices' performance</p>
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## BIS1- APPLICATION SYSTEMS DEVELOPMENT

The ability to operate and utilize system development tools.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops simple application systems	Develops medium to complex application systems	Leads and provides instructions to programmers and reviews results of system development	Validates and approves results of system implementation and maintenance
<ol style="list-style-type: none"> <li>1. Demonstrates familiarity in operating and utilizing software development tools</li> <li>2. Knows software compatibility which can operate together on different environment such as SQL and WindowsServe</li> <li>3. Develops simple applications systems(web-based, client-based, mobile application, etc.) per end-user's requirements</li> <li>4. Performs unit testing on information systems during development</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates proficiency in operating and utilizing software development tools</li> <li>2. Develops medium to complex applications systems per end user's requirements</li> <li>3. Maintains software library and periodically monitors memory management</li> <li>4. Immediately fix reported/encountered system errors and bugs</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates mastery in operating and utilizing software development tools</li> <li>2. Efficiently implements system integration of modules developed by each team member</li> <li>3. Demonstrates effective organization and motivation to each team member ensuring assigned projects are completed</li> <li>4. Proficient in database management</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and organizes the overallactivities on implementation, coordination and management of systems development projects</li> <li>2. Is responsible for each phase of the systems development life cycle namely analysis and requirements, design and development, testing, implementation and maintenance cycles including possible reports and deliverables for each</li> <li>3. Develops/innovates policies and procedures regarding performance and maintenance of DENR website</li> </ol>



## BIS2 - SYSTEMS ANALYSIS AND DESIGN

The ability to examine a business activity to help decide whether new information technology solutions will improve productivity.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in system analysis, design, planning, implementation, and maintenance activities	Conducts activities covering system planning, analysis, design, implementation and maintenance	Leads the conduct of and reviews/verifies results of system planning, analysis, design, implementation and maintenance	Validates and approves results of system planning, analysis and design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of system analysis and design</li> <li>2. Prepares program and input/output specifications with some supervision</li> <li>3. Conducts preliminary investigation and requirements analysis</li> <li>4. Maintains documentation</li> <li>5. Assists in the implementation and maintenance of computer application system</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts preliminary/feasibility study on existing systems and procedures</li> <li>2. Defines all jobs, security and control procedures and back-up and recovery plans required within a system</li> <li>3. Analyzes, designs and implements information systems</li> <li>4. Documents whole project and modifications</li> <li>5. Prepares test data for individual programs and entire system</li> <li>6. Performs system testing and conducts periodic system reviews</li> </ol>	<ol style="list-style-type: none"> <li>1. Draws up specific proposals for modified or replacements systems and testing schedule for the complete system</li> <li>2. Presents proposals to clients and produces project feasibility reports</li> <li>3. Translates client's requirements into highly specified project briefs</li> <li>4. Identifies options for potential solutions and assesses them for both technical and business suitability</li> <li>5. Manages implementation of new information systems</li> <li>6. Liaises extensively with external or internal clients</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to computer information processing</li> <li>2. Conducts risk analysis, and information systems planning of organizational information systems</li> <li>3. Formulates staff development programs and conducts on-the-job training on systems analysis and design</li> <li>4. Possesses skills in ICT project management</li> </ol>

	<p>7. Works closely with developers and a variety of end users to ensure technical compatibility and user satisfaction</p> <p>8. Prepares request for proposal on outsource solutions</p> <p>9. Discusses existing business models and the flows of data in the business with those involved</p>	<p>7. Prepares training plans for users of a new system</p> <p>8. Draws up and prepares cost specifications for possible improvements and produces outline designs of new IT system for others to develop and build</p> <p>9. Assesses proposed projects and reviews requests for additional data processing services and applies cost-benefit analysis methods to current and proposed projects</p> <p>10. Guides and teaches others in systems analysis design</p>	
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## BIS3 - NETWORK INFRASTRUCTURE MANAGEMENT

The ability to manage network infrastructure and security.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic network infrastructure troubleshooting and maintenance	Undertakes more complex network infrastructure troubleshooting and maintenance	Leads the conduct of computer hardware/networking installation, troubleshooting and maintenance works.	Plans, organizes and reviews the conduct of network architecture management, troubleshooting and maintenance works.
<ol style="list-style-type: none"> <li>1. Knows the basic concepts computer hardware and configuration, network management and maintenance</li> <li>2. Assist in the maintenance and administration of both computer network and connected desktop/laptop computers</li> <li>3. Provide basic training to users in computer operations and responds to routine user questions</li> <li>4. Close out trouble tickets assigned and follow up to ensure user satisfaction</li> <li>5. Assist in monitoring, troubleshooting and maintenance of servers, computers peripherals and network installation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of the different concepts of computer hardware and configuration, network management and maintenance</li> <li>2. Monitors, troubleshoots and maintains the condition of servers, computers and peripherals and network installation in work areas</li> <li>3. Monitors efficiently network performance and usage in every user's station</li> <li>4. Evaluates and tests vendor-supplied hardware/software packages to determine suitability to organization's needs and requirements</li> <li>5. Assist in the design, development and maintenance of network system</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs, develop and maintains network (voice/data/video) system and recommend implementation based on existing hardware requirements of each account</li> <li>2. Installs and monitors the performance of the network system</li> <li>3. Secures the network infrastructure from external/internal risks</li> <li>4. Guides and teaches others in hardware installation, maintenance and networking</li> <li>5. Assist in the design of comprehensive and integrated network architecture</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs and directs comprehensive, integrated network architectures, creates policies and procedures in conjunction with ICT groups, vendors and emerging technologies</li> </ol>



## BIS4 - NETWORK SYSTEMS MANAGEMENT

The ability to install, maintain, and modify operating systems, database management systems, utilities, and related software. It includes ensuring the availability, integrity and reliability of assigned systems; primarily responsible for large-scale operating systems and database management systems that typically serve the entire organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support to/ assists in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software</p>	<p>Conducts activities in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software</p>	<p>Leads the conduct of and reviews/ verifies results of systems management activities</p>	<p>Validates and approves results of systems management activities</p>
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of server and storage hardware configuration, management and maintenance</li> <li>2. Assists in the maintenance and administration servers and storage</li> <li>3. Conducts basic training to users in server and storage operations and responds to routine user questions</li> <li>4. Closes out trouble tickets assigned and follows up to ensure user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutes, implements and monitors compliance with ICT network security guidelines and procedures</li> <li>2. Administers, secures and maintains application systems including its software and web-based electronic services</li> <li>3. Sets-up and maintains system access privileges and security</li> <li>4. Maintains the DENR's intranet</li> <li>5. Undertakes systems management, troubleshooting and maintenance</li> </ol>	<ol style="list-style-type: none"> <li>1. Is responsible for the management, planning and operations of servers/ storage</li> <li>2. Is responsible for the setup, maintenance, and administration of connectivity and ensures they meet Service Level Agreement and uptime standards</li> <li>3. Assists in planning for future growth, expansion and development of systems infrastructure</li> <li>4. Performs periodic disaster recovery testing and planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and usage of the information system infrastructure of the organization</li> </ol>

	6. Monitors and evaluates network infrastructure hardware and software compatibility and interoperability		
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## BIS5 – INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) RESOURCE MANAGEMENT

The ability to formulate, recommend and monitor the implementation of ICT and information management (IM) policies, strategies and standards.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic computer HW, SW and NW configuration and maintenance	Monitors and maintains the condition of HW, SW, NW and peripherals	Leads in planning, design, installation and maintenance of ICT resources and leads support to ICT research and development	Plans, organizes and reviews ICT resources, projects and activities
<ol style="list-style-type: none"> <li>1. Knows the basic IT policies, standards and strategies for improved ICT management</li> <li>2. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus/Regional Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts relevant research studies to improve the information and technology management of the Department</li> <li>2. Rationalizes the procurement and distribution of ICT resources</li> <li>3. Conducts computer literacy and ICTretooling programs</li> <li>4. Conducts ICT information campaign, promotion and advocacy</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus and Regional Offices</li> <li>2. Coordinates the formulation, implementation, monitoring and evaluation of the Department-wide ICT Master Plan</li> <li>3. Formulates and recommends human resource management strategy to acquire, develop, retool and retain ICT skills and capabilities</li> <li>4. Monitors, evaluates and audits implementation of major ICT programs, projects and significant activities, in coordination with concerned offices</li> <li>5. Ensures the integration of information management in all operations of the</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to ICT and IM</li> <li>2. Conducts system audits to ensure compliance with latest ICT standards</li> <li>3. Conducts periodic review and promotes ICT policies and standards</li> </ol>

		Department towards the development of a culture that embraces ICT and IM within DENR	
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## BIS6 – STATISTICAL ANALYSIS, DATA MANAGEMENT AND PRODUCTION OF KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, statistical analysis and production of knowledge products.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of statistical analysis, data management and production of knowledge product	Conducts statistical analysis, data management, and production of knowledge product	Leads the conduct of statistical analysis, data management, and production of knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of statistical analysis, data management, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of basic statistics (e.g. measures of central value; projection and forecasting, techniques)</li> <li>2. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>3. Entertains queries and provides assistances to internal and external clients</li> <li>4. Updates and consolidates sectoral data and information necessary in the implementation of ENR programs/projects and activities</li> <li>5. Assists in verification and consolidates plans and programs, activities,</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>2. Analyzes and validates statistical data for conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical database using SSIS and other statistical software</li> <li>4. Monitors statistical reporting system (SSIS) in the bureaus, regions, PENROs and CENROs</li> <li>5. Establishes and maintains close linkages with statistical system on statistical requirements particularly the Philippines Statistics Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes appropriate statistical program/project/activities to be undertaken in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on ENR statistics for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses integrated statistical development plans and programs submitted by the Bureaus, Attached Agencies and Central Office</li> <li>4. Reviews guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads statistical analysis, data management, integration of statistical and spatial data, and production of knowledge products</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on statistical analysis, data management, integration of statistical and spatial data and production of knowledge products</li> </ol>

<p>statistical reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</p> <p>6. Prepares required materials/documents for statistical assessment workshops and committee meetings</p> <p>7. Packages knowledge products for dissemination</p>	<p>6. Verifies and consolidates plans and programs, activities, statistical reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</p> <p>7. Recommends guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</p> <p>8. Applies ENR laws, regulations and practices pertaining to statistical analysis, data management and production of knowledge products</p>	<p>5. Recommends revisions of statistical plans based on the performance or accomplishments of Regional Offices and field offices vis-à-vis on their respective plans</p> <p>6. Trains others on statistical analysis, data management and production of knowledge products</p>	
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## BIS7 – SPATIAL ANALYSIS, CONVERSION OF STATISTICAL DATA TO SPATIAL DATA AND CONVERSION TO KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, conversion to spatial data, and production of knowledge products.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of data management, conversion to spatial data, spatial analysis, and production of knowledge product	Analyzes spatial data, integrate statistical and spatial data for conversion to knowledge product	Leads the analysis of spatial data, integration of statistical and spatial data and conversion of the same to knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria on spatial analysis, integration of statistical and spatial data, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of GIS application</li> <li>2. Analyzes ENR data/statistics for conversion to spatial data</li> <li>3. Updates and consolidates sectoral spatial data</li> <li>4. Assists in the analysis and integration of spatial and statistical data</li> <li>5. Prepares required materials/documents for assessment workshops and committee meetings related to conversion of statistical data to spatial data</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses GIS software in the conversion of statistical data to spatial data</li> <li>2. Analyzes and validates spatial data for integration and conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical spatial data using GIS software</li> <li>4. Prepares guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products</li> <li>5. Applies ENR laws, regulations and practices pertaining to statistical and</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes integration of statistical and spatial data in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on integration of ENR statistical and spatial data for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses development plans and programs on integration of statistical and spatial data submitted by the Bureaus, Attached Agencies and Central Office</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads spatial analysis, integration of statistical and spatial data, and production of knowledge products.</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on spatial analysis, integration of statistical and spatial data and production of knowledge products.</li> </ol>

<p>6. Assists in the preparation of guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products.</p>	<p>spatial data and production of knowledge products.</p>	<p>4. Reviews and assesses integrated spatial and statistical data for conversion to knowledge products</p> <p>5. Reviews and recommends guidelines/ procedures for integration of statistical and spatial data for conversion to knowledge products</p> <p>6. Trains others on data integration and conversion to knowledge products</p>	
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## F1 - FOREST LAND USE PLANNING

The ability required to identify, assess and classify the most appropriate use of forestlands, i.e. production and protection forests based on bio-physical and socio-economic characteristics, on the map and on the ground, including the division of the area into grids.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the identification, assessment and classification of the most appropriate use of forestlands	Implements forest land use planning activities	Supervises the implementation of forest land use planning activities	Formulates and recommends forest land use plans, programs and policies
<ol style="list-style-type: none"> <li>Gathers secondary data and information on the physiographic, biological, ecological and socio-economic characteristics of a forests area.</li> <li>Has basic knowledge in forest surveying, GPS operation, geo-tagging and cartography.</li> <li>Reads topographic maps, resource maps, LC maps, etc.</li> <li>Communicates and links with stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>Knows how to operate appropriate mapping software.</li> <li>Prepares maps of various themes using UTM grids, and transforms statistical data with such thematic maps or information into spatial information.</li> <li>Collates gathered data from inventory and other studies.</li> <li>Integrates forest interventions e.g., tenurial instruments, area development, area rehabilitated and others on the map as part of the spatial information.</li> </ol>	<ol style="list-style-type: none"> <li>Interprets data/information.</li> <li>Overlays various thematic maps.</li> <li>Analyzes and process socio-cultural characteristics, physiographic, biological, ecological and socio-economic characteristics of a forest area.</li> <li>Reconciles combined data and information to produce desired information.</li> <li>Transforms spatial information into statistical data and information.</li> <li>Knows aerial photogrammetry and land satellite interpretation including ground truthing.</li> </ol>	<ol style="list-style-type: none"> <li>Recommends appropriate land uses of a forest area.</li> <li>Prepares comprehensive land-use plan.</li> </ol>

		<ol style="list-style-type: none"><li>7. Presents alternative options of forestland uses.</li><li>8. Evaluates presented options using adopted techniques.</li><li>9. Formulates strategies for the implementation of the adopted options.</li></ol>	
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## F2 - FOREST RESOURCE INVENTORY AND ASSESSMENT

The ability required to conduct inventory, accounting/valuation and assessment studies of timber and non-timber products for generation of statistics, information and base data as inputs to development and management plans and/or program of action of government and private entities and other stakeholders.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of inventory, accounting/valuation and assessment studies of timber and non-timber products for generation of statistics, information and base data</p>	<p>Conduct inventory, accounting/ valuation and assessment studies of timber and non-timber products for generation of statistics, information and base data as inputs to development and management plans and/or program of action of government and private entities and other stakeholders</p>	<p>Supervises the conduct of inventory, accounting/valuation and assessment studies of timber and non-timber products for generation of statistics, information and base data</p>	<p>Plans and recommends programs and policies in the conduct of inventory, accounting/valuation and assessment studies of timber and non-timber products for generation of statistics, information and base data</p>
<ol style="list-style-type: none"> <li>1. Knows different techniques and procedures of forest resources inventory, accounting/valuation and assessment studies.</li> <li>2. Knows how to conduct plane surveying using UTM grids and GPS including geo-tagging.</li> <li>3. Knowledge on species identification of timber and non-timber forest products</li> <li>4. Knows how to prepare and interpret the maps on the ground and vice- versa.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares inventory design.</li> <li>2. Lays-out in the field the inventory design</li> <li>3. Prepares tally sheets.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts inventory as planned/designed</li> <li>2. Collates and presents the gathered data</li> <li>3. Prepares stand-and-stock table</li> <li>4. Oversees and monitors progress of inventory work</li> <li>5. Analyzes and interprets data gathered from the inventory</li> <li>6. Handles boundary conflict resolution</li> <li>7. Harmonizes field data gathered</li> </ol>	<ol style="list-style-type: none"> <li>1. Imparts knowledge on forest resources inventory.</li> <li>2. Applies results of the forest resource inventory to planning process and projection module and to resource accounting system.</li> </ol>



## F3 - NATURAL FOREST PRODUCTIVITY IMPROVEMENT

The ability required to improve the productivity of forests/forestlands in terms of volume and value of wood and non-wood products through appropriate silvicultural systems.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the implementation of appropriate silvicultural systems to improve the productivity of forests/forestlands</p>	<p>Implements appropriate silvicultural systems to improve the productivity of forests/forestlands</p>	<p>Supervises the implementation of silvicultural systems to improve the productivity of forests/forestlands</p>	<p>Formulates and recommends plans, programs and policies for national forest productivity improvement</p>
<p>1. Understands natural forest stand composition, development, protection, and conservation.</p>	<p>1. Identifies appropriate silvicultural systems for specific kind of stand composition.</p>	<p>1. Evaluates, assesses and determines the required management systems for particular forest stand</p> <p>2. Recommends proper silvicultural systems and practices</p> <p>3. Applies the proper silvicultural systems and practices</p> <p>4. Monitors and assesses the impacts of the prescribed silvicultural system</p>	<p>1. Assesses and projects the contributions of natural forest to national economy on and off-site.</p> <p>2. Applies the results to planning and decision-making processes.</p>



## F4 - FOREST HARVESTING AND UTILIZATION

The ability required to process and evaluate applications for the extraction, utilization and management consistent with the requirements of the Constitution and existing laws and regulations on the development of forest resources and products; and in designing, planning and implementing prescribed harvesting system for specific type of forests.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the processing and evaluation of applications for the extraction, utilization and management of forest resources and products</p>	<p>Implements forest harvesting and utilization activities</p>	<p>Supervises the implementation of forest harvesting and utilization activities</p>	<p>Formulates and recommends forest harvesting and utilization plans, programs and policies</p>
<ol style="list-style-type: none"> <li>Has basic knowledge of existing forest resources conditions on the ground</li> <li>Knows the applicable laws, rules and regulations on resources harvesting/utilization and land uses.</li> </ol>	<ol style="list-style-type: none"> <li>Assesses the forest conditions based on vegetative map drawn from recent photography or land satellite images and actual situation on the ground</li> <li>Assists the users/applicants in the different technical and legal requirements in processing permits, licenses, and leases.</li> </ol>	<ol style="list-style-type: none"> <li>Provides technical assistance to users/applicants in preparing plans for management, development and harvesting</li> <li>Evaluates, reviews, and recommends approval of management and development plans submitted by forest users /applicants</li> <li>Monitors and evaluates compliance by forest users on the terms and conditions of the permits, licenses, leases, and management agreements</li> </ol>	<ol style="list-style-type: none"> <li>Recommends appropriate environment-friendly technology on harvesting and utilization to achieve sustainable forest management.</li> </ol>



## F5 - SCALING, GRADING AND ASSESSMENT OF FOREST PRODUCTS

The ability required to assess the volume and grade of logs and lumber consistent with approved government standards on scaling and grading for assessing the required government fees or charges.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of scaling and grading of forest products for assessing the required government fees or charges</p>	<p>Assesses the volume and grade of logs andlumber consistent with approved government standards on scaling and grading for assessing the required government fees or charges</p>	<p>Supervises the implementation of scaling, grading and assessment of forest products</p>	<p>Formulates and recommends plans, programs and policies on the scaling, grading and assessment of forest products</p>
<ol style="list-style-type: none"> <li>1. Knows how to use scaling instruments</li> <li>2. Knows the applicable rules and regulations on scaling and grading</li> <li>3. Identifies commercial and lesser-known timber species, and non-timber forest products.</li> </ol>	<ol style="list-style-type: none"> <li>1. Scales and grades timber and lumberaccording to scaling and grading rulesand regulations</li> <li>2. Computes the volume (gross and net) of logs and lumber and other forest products</li> <li>3. Prepares scaling and grading reports, i.e. scale sheet, auxiliary invoice</li> <li>4. Determines the forest charges to be imposed according to applicable laws</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and/or checks scaling andassessment reports to detect errors</li> <li>2. Teaches technical and non-technicalpersonnel, including users on how toscale the logs and lumber and other forest products</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops procedures and/or methodologies to improve the system of scaling and grading of forest products.</li> </ol>



## F6 - ESTABLISHMENT AND MAINTENANCE OF FOREST NURSERIES

The ability required in selecting seed production areas, nursery sites, sexual and asexual/clonal propagation, selection of mother trees, nursery operations, establishing nursery infrastructure facilities (i.e storage, potting shed etc.)



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in selecting seed production areas, nursery sites, sexual and asexual/ clonal propagation, selection of mother trees, nursery operations, establishing nursery infrastructure facilities</p>	<p>Implements activities in the establishment and maintenance of forest nurseries</p>	<p>Supervises the implementation of establishment and maintenance of forest nurseries activities</p>	<p>Formulates and recommends plans, programs and policies on the establishment and maintenance of forest nurseries</p>
<ol style="list-style-type: none"> <li>1. Knows the criteria for identifying and selecting forest nursery site.</li> <li>2. Identifies appropriate sources of quality seeds/planting stocks.</li> <li>3. Knowledge of seeds and seedling production technologies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares appropriate nursery plan</li> <li>2. Oversees nursery operation.</li> <li>3. Knows appropriate propagation techniques for specific species.</li> <li>4. Knows proper handling and transporting of seedlings to the planting area.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and diagnoses common pests and diseases of seeds and seedlings.</li> <li>2. Prescribes prevention and control measures for pest and diseases</li> <li>3. Produces planting stocks using clonal propagation techniques.</li> <li>4. Recommends ways to improve quality of seedling.</li> </ol>	<p>Applies forest genetics in tree improvement.</p> <p>Evaluates application for seed certification.</p>



## F7 - REHABILITATION AND MANAGEMENT OF WATERSHEDS

The ability required to characterize, appraise, delineate, assess, plan, choose and select soil and water conservation measures to rehabilitate watersheds and sustain its management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of activities to characterize, appraise, delineate, assess, plan, choose and select soil and water conservation measures to rehabilitate watersheds and sustain its management</p>	<p>Implements activities to rehabilitate watersheds and sustain its management</p>	<p>Supervises the implementation of activities to rehabilitate watersheds and sustain its management</p>	<p>Formulates and recommends plans, programs and policies to rehabilitate watersheds and sustain its management</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge in forest surveying, GPS operation, geo-tagging and cartography.</li> <li>2. Knows how to identify and delineate watershed boundary on a topographic map and prepare base map thereof.</li> <li>3. Knows gathering of meteorological data.</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows how to characterize a watershed including vulnerability assessment.</li> <li>2. Identifies the problems and causes of soil erosion and sedimentation, floods, droughts, water supply shortage and other related watershed problems and socio-economic indicators.</li> <li>3. Knowledge of various soil and water conservation technologies.</li> <li>4. Interprets meteorological data.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and implements integrated watershed management plans and programs.</li> <li>2. Recommends strategies for soil and water conservation measures.</li> <li>3. Organizes and provides technical assistance to stakeholders for the sustainable management of watersheds.</li> <li>4. Monitors and evaluates watershed plans and programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends policies, guidelines, procedures and criteria on sustainable watershed management e.g., characterization, survey, rehabilitation, improvement, and protection of watersheds.</li> <li>2. Knows water resources accounting and valuation/ pricing.</li> </ol>



## F8 - SUSTAINABLE MANAGEMENT OF GRAZING LANDS

The ability required to survey and assess the suitability of the area for grazing purposes and to enhance the productivity of grazing land through improved forage and pasture grasses.

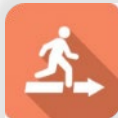


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of survey and assessment of the suitability of the area for grazing purposes through improved forage and pasture grasses</p>	<p>Implements survey and assessment activities for the sustainable management of grazing lands</p>	<p>Supervises the implementation of survey and assessment activities for the sustainable management of grazing lands</p>	<p>Formulates and recommends plans, programs and policies for the sustainable management of grazing lands</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge in forest surveying, GPS operation, geotagging and cartography.</li> <li>2. Knows land capability survey and assessment of grazing lands.</li> <li>3. Knows applicable grazing management techniques/ practices.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and characterizes various forages suitable for grazing and determination of its carrying capacity.</li> <li>2. Prepares grazing maps of different themes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines appropriate forage species for grazing purposes and its propagation techniques.</li> <li>2. Provides assistances to pasture holders in the preparation and implementation of grazing management plan.</li> <li>3. Implements and enforces terms and conditions of management agreement/s.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops standards in setting aside areas as permanent grazing lands.</li> </ol>



## F9 - FOREST PLANTATION ESTABLISHMENT, MAINTENANCE AND PROTECTION

The ability required to establish, maintain, protect, and manage forest plantations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of activities to establish, maintain, protect, and manage forest plantations	Implements activities to establish, maintain, protect, and manage forest plantations	Supervises the implementation of forest plantation establishment, maintenance and protection activities	Formulates and recommends plans, programs and policies on forest plantation establishment, maintenance and protection
<ol style="list-style-type: none"> <li>1. Has basic knowledge in forest surveying, GPS operation, geo-tagging and cartography.</li> <li>2. Knows how to identify, survey, and map a planting area, including urban areas suitable for greening.</li> <li>3. Knows how to prepare plantation thematic maps.</li> <li>4. Has knowledge on forest plantation management techniques like species-site matching.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares a planting plan.</li> <li>2. Identifies suitable species according to physiographic and edaphic conditions.</li> <li>3. Lays out planting design and planting schedules.</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervises planting, maintenance and protection activities.</li> <li>2. Maintains records of plantation management activities and events.</li> <li>3. Monitors the implementation of reforestation activities.</li> <li>4. Recommends appropriate silvicultural systems, i.e. thinning, pruning, weeding, fertilization, etc.</li> <li>5. Manages and controls forest fires, pest and diseases i.e., mobilizing concerned stakeholders and etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies to improve contributions of plantation forest to sustainable management.</li> </ol>





## F10 - ENFORCEMENT OF FOREST LAWS, RULES AND REGULATIONS

Knowledge and mastery of applicable forestry laws, rules and regulations, and investigatory skills required to ensure proper enforcement of ENR laws, rules and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of enforcement of forestry laws, rules and regulations	Implements forestry laws, rules and regulations to ensure its proper enforcement	Supervises the enforcement of forestry laws, rules and regulations	Formulates and recommends plans, programs and policies on the effective enforcement of forestry laws, rules and regulations
<ol style="list-style-type: none"> <li>1. Knows basic forest laws, rules and regulations.</li> <li>2. Knows para-legal procedures and basic rules of engagement.</li> <li>3. Knows basic surveying, geo-tagging, GPS, wood identification, and scaling.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts investigation of alleged violation of forest laws, rules and regulations.</li> <li>2. Implements procedures on the apprehension, seizure and confiscation of forest products based on established rules and standards.</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertakes appropriate action on alleged violation, such as gathering evidence, preparation of affidavits and other legal requirements.</li> <li>2. Conducts administrative and adjudication hearings on violation of forest laws.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements orders of issuance of confiscation of forest product/ conveyances/ tools and equipment.</li> <li>2. Recommends appropriate policy to improve sustainable management of forestland and forest resources.</li> </ol>



## CC1 - DISCIPLINE

The ability to:

- uphold the values and principles of Ethical Standards for Government Employees (RA 6713) taking in to account the social and environmental impact of one’s actions and decisions;
- exemplify high standards of professional behavior as DENR employees, adhering to ethical as well as moral principles, values and standards of the Agency;
- be motivated by organizational rather than personal concerns;
- utilize time efficiently and productively to attain desired results;
- show fulfillment in work and achievements;
- exercise persistence when faced with difficult problems and challenges; and
- communicate/observe DENR mission, quality policy, values, rules and regulations in the discharge of one’s functions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices ethical and professional behaviors	Upholds the values of DENR in every action and decision	Serves as a good role model on DENR values and ethics to staff/peers	Sponsors/Initiates development of proactive programs promoting DENR values and ethics
<ol style="list-style-type: none"> <li>1. Abides by Ethical Standards for Government Employees (RA 6713) by practicing ethical and professional behaviors</li> <li>2. Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures, and honoring one's commitment to others or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains a professional image and can be depended upon</li> <li>2. Respects and supports management in its decision and is able to guard and build the Agency's reputation and image</li> <li>3. Acts with a sense of urgency and responsibility to meet the organization's needs and prioritizes tasks to attain results</li> </ol>	<ol style="list-style-type: none"> <li>1. Inspires confidence and respect from peers/ staff</li> <li>2. Serves as a good role model on professionalism to staff/ peers by coming to work on time and producing outputs before the deadline</li> <li>3. Engages consultation with peers, subordinates, partners, and stakeholders in decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences confidence and trust in the discharge of one's duties through personal example and DENR policies, procedures, products and services that deserve such appreciation, confidence and trust</li> <li>2. Demonstrates accountability, responsibility, ethical practice and conformity to the principles of natural justice in decision making</li> </ol>

<ul style="list-style-type: none"> <li>3. Plans and organizes tasks and produces results</li> <li>4. Comes to work on time and attends meetings on time</li> <li>5. Projects a positive outlook and attitude toward work</li> <li>6. Is knowledgeable about DENR goals and directions, services, culture, history, structure, basic systems and processes and key personnel</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes personal actions and behaviors congruent to that of the values and goals of the organization</li> <li>5. Makes personal sacrifices to meet organizational needs</li> <li>6. Maintains confidentiality and protects the privacy of employees, customers, and other stakeholders of DENR</li> </ul>	<ul style="list-style-type: none"> <li>4. Shows moral courage by doing the right thing or by expressing dissent on actions or pending decisions which would violate organizational values, laws, and regulations</li> <li>5. Aligns organizational and personal values and guides others on DENR/office goals and directions, services and culture</li> </ul>	<ul style="list-style-type: none"> <li>3. Calls attention of peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others</li> <li>4. Contributes to the development of the Agency's values and professionalism/ ethical standards and programs</li> </ul>
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## CC2 - EXCELLENCE

The ability to provide proactive, responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Complies with DENR's standards of service deliver	Delivers and adds value to customers' expectations and requirements	Anticipates, identifies and manages stakeholders' standards and requirements towards excellent customer service through improving sense of responsibility and competence	Builds and shapes DENR service culture and strategy and provides leadership in service delivery through highest degree of responsibility and competence
<ol style="list-style-type: none"> <li>1. Complies with DENR's standards of service delivery</li> <li>2. Explains DENR's service standards and basic DENR rules and policies</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides relevant information to supervisor on matters referred for actions</li> <li>5. Shows sense of urgency in attending to customers' needs and requests</li> <li>6. Acts on simple queries/ concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains DENR's structure, processes, and time involved in the delivery of services to customers</li> <li>2. Articulates the vision, mission, programs, core values, and priority directions of the DENR</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides advice and guidance to subordinates with regard to concerns elevated to their level</li> <li>5. Takes the extra mile in customer service by consistently exceeding expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Anticipates and identifies stakeholders need and value based on programs and policies and analyzes based on the parameters and condition of customer service satisfaction</li> <li>2. Mentors and coach subordinates and peers on how to provide correct, adequate and prompt information to customers as may be necessary</li> <li>3. Anticipates and analyses stakeholders' needs and provides appropriate and immediate response</li> <li>4. Proactively comes up with solutions to manage stakeholders' expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistently exceeds stakeholders' needs and expectations by keeping abreast with local and global best practices in managing bureaucracy necessary to implement a successful change strategy</li> <li>2. Designs mechanisms in the provision of correct, adequate and prompt information to customers as may be necessary</li> <li>3. Directs the organization towards the achievement of the service excellence platform in the entire bureaucracy</li> <li>4. Recommends to DENR management mechanisms for the institutionalization of a service culture</li> </ol>

	<p>6. Initiates/recommends process improvements based on customers' feedback</p>	<p>5. Initiates improvements in service delivery based on stakeholder feedback</p> <p>6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely</p> <p>7. Seeks ways to improve one's knowledge and skills to perform requirements of present and future role in DENR</p> <p>8. Models excellence in assuming responsibility for dealing with problems, crises or issues. Does not blame others for mistakes and learns from them</p>	<p>5. Ensures compliance with established parameters of authority within DENR and empowers subordinates to manage DENR's culture of service excellence</p> <p>6. Formulates/Designs strategies in the scaling-up of service delivery as a result of analysis, appreciation and understanding of the customer's needs and concerns</p> <p>7. Promotes a culture of continuous learning to strengthen competency of people to raise the bar toward high quality service delivery</p> <p>8. Serves as champion in the sharing and applying new knowledge, skills and responsibility learned in one's field to stakeholders both internally and externally</p> <p>9. Gathers and analyzes feedbacks from subordinates and respond effectively to address concerns</p>
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## CC3 - NOBILITY

The ability to exemplify the quality of being noble in character and mind by displaying virtue, goodness, honor, justice and decency. It also includes traits of purity, selflessness and worthiness as well as concern for justice, peace and genuine respect for people.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Demonstrates virtue, goodness, honor, justness and decency at all times	Demonstrates virtue, goodness, honor, justness and decency even in difficult situations	Influences others to observe virtue, goodness, honor, justness and decency in all situations	Inspires others to act at the highest level of virtue, goodness, honor, justness and decency
<ol style="list-style-type: none"> <li>1. Demonstrates trustworthiness and selfless concern for the well-being of others</li> <li>2. Manifests objectivity, impartiality and fairness in handling situations at work</li> <li>3. Adheres to right standard of conduct in dealing with stakeholders</li> <li>4. Shows respect for others</li> <li>5. Fulfills an obligation or keeps an agreement</li> <li>6. Demonstrates honesty and compassion in all situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Manifests equal treatment to people regardless of status</li> <li>2. Shows respect, sensitivity and diplomacy to people in the attainment of common objectives</li> <li>3. Is respected and regarded by superiors and peers</li> <li>4. Takes an objective and independent stance in handling difficult issues and situations</li> <li>5. Exhibits high level of discipline and self-control in keeping personal and sensitive information</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences high level of trustworthiness and determination to resist temptation of corruption</li> <li>2. Ensures accountability in handling Agency funds and complies with agency's internal financial controls and policies and COA regulations</li> <li>3. Discourages and reports to proper authorities any potential acts of dishonesty, misappropriation, malversation, connivance, or defrauding</li> <li>4. Upholds and promotes the highest standards of moral values, practices, and ethics at all times</li> <li>5. Complies with the disclosure policy of the agency</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotes the culture of virtue, goodness, honor, justness and decency in the organization and manifests high level of purity, selflessness, and worthiness in every situation towards the achievement of common goals</li> <li>2. Pursues goals relentlessly and with dedication, towards achieving ambitious and excellent results and demonstrates persistence and strength of character when confronted with difficulties or challenges</li> <li>3. Remains calm and level-headed even in the most stressful situations.</li> <li>4. Sets an example in demonstrating tact and diplomacy in handling difficult situations and people, accepts constructive criticism and uses it to improve performance</li> </ol>



## CC4 - RESPONSIBILITY

The ability to:

- take full responsibility in delivering what has been agreed;
- take care of entrusted human, material resources and information;
- disclose all transactions and welcome reviews, audits, assessments, comments and monitoring of one's actions; and
- avoid wasteful and personal use of agency's resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Observes the principle of transparency and accountability in the workplace with supervision and guidance	Practices the principle of transparency and accountability in the workplace	Leads in the observance of the principle of transparency and accountability in the workplace	Champions the principle of transparency and accountability in the agency
<ol style="list-style-type: none"> <li>1. Understands the principle of transparency and accountability in organizations</li> <li>2. Implements the required tasks and produces the deliverables</li> <li>3. Makes information available in a manner appropriate to different stakeholders as instructed</li> <li>4. Observes proper use of office resources and applies the 5Rs in wastes segregation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the value of transparency and prudence in disclosing accurate material information in a timely manner</li> <li>2. Takes full responsibility for all business decisions, actions/inactions, and conduct</li> <li>3. Makes information available to permit timely analysis, and evaluation by relevant stakeholders</li> <li>4. Shows concern and serve excellently to the agency and its stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages information so that it is timely, accurate, and complete</li> <li>2. Coaches, mentors, and monitors to ensure others deliver their responsibilities as expected</li> <li>3. Models the behavior expected of the employees and the criteria by which they will be assessed</li> <li>4. Ensures that there is a process in which employees' issues and concerns are heard and deliberated</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews employees/ unit's accountabilities and provides guidance to ensure attainment of targets</li> <li>2. Takes corrective action to address office problems in a timely and consultative manner</li> <li>3. Empowers employees to hold themselves accountable and responsible of their decisions</li> <li>4. Sets up systems and processes to ensure that the agency's stakeholders are served with transparency and accountability</li> </ol>



## CC5 – CARING FOR THE ENVIRONMENT AND NATURAL RESOURCES

The ability to demonstrate its concern for the preservation and conservation of the natural environment (not just as a job) but more as a way of life. It includes (but not limited to) the following behavioral manifestations:

- takes care of the environment by throwing their garbage in the proper place and turns off light, air conditioners, computers and other electrical appliances when not in use;
- uses less of the earth's resources and uses carefully those that they have to use;
- reuses stuff - bags, containers, etc. and recycles materials as much as possible; and
- plants/replants trees and joins/advocates environment related activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge of concepts and application of preservation and conservation of the environment	Applies knowledge and understanding of the environment to further the aims of sustainability	Serves as a good role model in conserving and preserving the environment to peers and staffs	Sponsors development of proactive programs promoting the preservation and conservation of the environment
<ol style="list-style-type: none"> <li>1. Understands the wider environmental context/ importance of preserving and conserving the environment</li> <li>2. Complies with relevant agency codes of conduct and practices on preserving and conserving the environment without being told</li> <li>3. Demonstrates personal commitment to DENR mission and mandate, recognizing his/her obligations to society/ community</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates a critical awareness of current environmental problems and anticipates the impact of future environmental trends</li> <li>2. Addresses and resolves problems arising from questionable environmental practice</li> <li>3. Demonstrates self-direction and originality in tackling and addressing problems</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences others to promote behavioral and cultural changes to secure environmental improvements beyond Agency compliance</li> <li>2. Encourages others to promote and advance a sustainable and resilient approach by understanding their responsibility for environmental damage and improvement</li> <li>3. Critically evaluate actions, methods and results and their short and long-term implications e.g. the impact and role of ecology and biodiversity in relation to new development/ construction</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops good practices, by actively learning from results to improve future environmental solutions and approaches</li> <li>2. Advocates sustainability concerns and environmental issues, encourages others to actively contribute to environmental protection and sustainability</li> <li>3. Demonstrates self-direction and originality in developing strategies for sustainable development and environmental improvement</li> <li>4. Analyzes and evaluates problems from an environmental perspective, develops practical sustainable solutions and anticipates environmental trends to</li> </ol>



		4. Actively learns from results to improve environmental solutions and approaches, and build best practice	develop practical solutions
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## OC1 – WRITING EFFECTIVELY

The ability to write in a clear, concise and coherent manner using different tools to convey information or express ideas effectively.

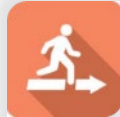


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Refers to and/or uses existing communication materials or templates to produce own written work</p>	<p>Edits existing or customizes available communication materials to produce an appropriate written work</p>	<p>Produces written work from scratch with some guidance while complying to agreed or prescribed standards of communicating within the bureaucracy</p>	<p>Designs and/or sets standards for a written material used within the bureaucracy while demonstrating independence producing written work</p>
<ol style="list-style-type: none"> <li>1. Knows and uses basic business writing rules such as sentence structure, rules in grammar and techniques in word use and spelling</li> <li>2. Seeks, identifies and is able to distinguish the appropriate template or reference material that will be used as basis for one's written document</li> <li>3. Writes simple pro-forma communications such as acknowledgment, transmittal letters and forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate vocabulary, formats, correct order in sentence formation to achieve cohesion in the composition of sentences</li> <li>2. Understands the advantages and limitations of email and designs written work to capitalize on such advantages and mitigate the limitations</li> <li>3. Solicits feedback from those able to judge the appropriateness of the written material for a given audience</li> <li>4. Replies to queries and prepares Memoranda, presentations, position papers, talking points and reports using templates, references and research tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate content, clarity, logic and presentation of written communications</li> <li>2. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience</li> <li>3. Drafts resolutions, pleadings, terminal reports, and speeches in compliance with agreed or prescribed communication standards</li> <li>4. Utilizes variety of visual elements such as graphs, charts and illustrations to enhance understanding of the written content</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands and uses current trends in business writing styles and written marketing collaterals</li> <li>2. Identifies benchmark examples of effective written communication that can be used by the organization, and applies these best practices in developing communication standards for the organization</li> <li>3. Undertakes in-depth research to develop policy guidelines for written work and related protocols</li> <li>4. Keeps people informed about the changes and developments in organizational goals, strategies and performance through written documentation</li> </ol>



## OC2 – SPEAKING EFFECTIVELY

The ability to actively listen, understand and respond appropriately when interacting with individuals and groups.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Effectively delivers messages that simply focus on data, facts or information and requires minimal preparation or can be supported by available communication materials. Focus of communication is to relay information and/or data.	Effectively delivers messages that require some planning for the Method used and the possible reception to the message (audience may be a controlled group, i.e., team/s, divisions) Focus of communication is to relay information and to build motivation.	Effectively delivers messages that require careful planning for the method used and the possible impact of the message (audience may be a large group, i.e., office, organization) Focus of communication is to relay information and to build motivation.	Facilitates and influences target audience such as the Heads of the Agency and External Partners/Clients. Focus of communication is to relay information, to build motivation and call for action.
<ol style="list-style-type: none"> <li>1. Effectively listens to and understands instructions and can understand the information needs of self and others</li> <li>2. Actively participates in discussions and is appropriately assertive in expressing own ideas</li> <li>3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarifies as well as summarizes discussions, providing insights on underlying issues not readily obvious to the audience</li> <li>2. Adjusts communication style according to the needs of the audience and/or situation</li> <li>3. Takes in to account others' point of view, listening actively and asking questions to check for understanding of others' inputs, acting appropriately to nonverbal cues</li> <li>4. Disseminates information accurately, sharing information and using</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands common conventions of language and grammar appropriate to professional settings and audience</li> <li>2. Chooses and uses the appropriate medium for the message and adapts spoken language to that medium</li> <li>3. Presents and discusses suggestions and proposals in English to superiors for the improvement of processes and procedures fluently</li> <li>4. Anticipates possible questions, objections from the audience and prepares materials or means to address or attend to such</li> </ol>	<ol style="list-style-type: none"> <li>1. States complex technical concepts in an understandable manner and uses appropriate supporting materials</li> <li>2. Advocates DENR goals effectively and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization</li> <li>3. Promotes an open line and on-going communication to address issues and align efforts to organizational goals</li> <li>4. Presents to the Heads of Agency programs, projects and issues relative to</li> </ol>

	<p>established methods or channels to keep appropriate parties informed</p>	<p>5. Disseminates policy guidelines and resolutions to subordinates</p> <p>6. Confidently explains DENR laws, rules and programs to external partners/client</p> <p>7. Devises improvements to communication systems and practices within and across teams/ units/ offices in order to improve clarity and reception of messages</p>	<p>their areas of responsibility for decision/resolution</p> <p>5. Responds appropriately, accurately, and with composure to challenging questions or comments</p>
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## OC3 – TECHNOLOGY LITERACY AND MANAGING INFORMATION

Makes effective use of technology to contribute to the improvement of the system’s performance. The ability to organize, process, distribute and manage information in order to support or facilitate the learning and data requirements of DENR.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies basic technology (office software and equipment) in the performance of the assigned tasks.</p> <p>Collects, organizes and maintains data</p>	<p>Demonstrates the use of available equipment and software/s and application/s that can be utilized in the performance of the assigned tasks.</p> <p>Works with data to generate relevant information</p>	<p>Analyzes appropriateness of office software and equipment in the performance of assigned tasks.</p> <p>Develops information assets to achieve organizational goals</p>	<p>Maximizes the use of equipment and office software/s and applications in the performance of the assigned tasks.</p> <p>Strategizes the method and use of information that adds value to the organization and the public sector</p>
<ol style="list-style-type: none"> <li>1. Uses basic technology with supervision in performing tasks</li> <li>2. Understands and complies with the set standards, policies and guidelines on the information management processes of the organization</li> <li>3. Describes and distinguishes data or information that is relevant to the job and the value this brings to one’s functional role, group or the organization</li> <li>4. Uses information channels and sources relevant to the job in order to identify data and transactions that need to be captured or recorded</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies advanced technology tools in performing tasks</li> <li>2. Knows and can articulate the importance of having accurate, readily available, timely and relevant information</li> <li>3. Analyzes and corrects discrepancies and assesses the accuracy, validity, and integrity of the information</li> <li>4. Evaluates information of distortions, personal bias or conflicts of interests using effective information management processes, tools and standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps abreast of technological changes to develop new skills and knowledge required to perform tasks</li> <li>2. Identifies and implements improvements to information management processes and techniques through observation of information management competence of others</li> <li>3. Facilitates the design, development or acquisition of information management tools based on the analyzed needs and gaps of an individual, group or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies gaps and recommends enhancement of office software/s and applications in performing tasks</li> <li>2. Fosters the development of appropriate information assets and protocol to effectively manage and capitalize on information</li> <li>3. Identifies, develops and articulates information management strategies and ensures that these are embedded within key organizational processes</li> <li>4. Ensures information management activities are coordinated across the organization</li> </ol>

<p>5. Uses available tools such as notebooks or computers to document, manage, retrieve and/or distribute data or information to appropriate individuals, groups or parties</p>	<p>5. Provides information on a timely basis and in a usable form ensuring the availability and accessibility of organizational information resources</p>	<p>4. Ensures that resources are available and effectively deployed to sustain service delivery and to address information needs of an individual, group or the organization</p>	<p>5. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general</p>
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## OC4 – PROJECT MANAGEMENT

The ability to plan, organize, implement, direct, monitor and assess projects/ work plans, outputs, effects and impacts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project management activities	Conducts project management activities	Leads in project management activities	Formulates plans, programs and policies on improvement of project management activities
<ol style="list-style-type: none"> <li>1. Applies the basic knowledge in gathering /collecting relevant data/materials under supervision</li> <li>2. Has basic knowledge in the preparation of research/project proposal</li> <li>3. Has basic knowledge in the monitoring and evaluation process</li> <li>4. Knows simple statistical tools needed in program evaluation</li> <li>5. Has basic knowledge in the technical standard and specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and packages research/project proposal</li> <li>2. Organizes staff assignments given therequirements of the special project</li> <li>3. Identifies priorities of the project and the outputs given specific time period in consultation with superior/s</li> <li>4. Devises a monitoring chart to track project activities</li> <li>5. Assists in the conduct of project monitoring and evaluation using prescribed instrument</li> <li>6. Develops and prepares project/research briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops feasibility studies</li> <li>2. Develops plans and proposals and negotiates for resources and support</li> <li>3. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>4. Identifies and analyzes project issues and concerns that affect project's implementation</li> <li>5. Formulates performance indicators and standards</li> <li>6. Develops monitoring and evaluation tools and instruments to assess the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approaches and strategies to address gaps for the improvement of project</li> <li>2. Formulates and recommends policies based on the results and impacts of the project</li> <li>3. Supervises overall activities of the project</li> </ol>

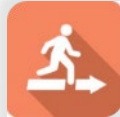
		<ol style="list-style-type: none"><li>7. Monitors and evaluates the development and progress of the project and prepares corresponding report</li><li>8. Provides technical assistance in projectmanagement to stakeholders</li><li>9. Guides others in monitoring and evaluation of program processes</li><li>10. Prepares project terminal report</li></ol>	
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## OC5 – COMPLETED STAFF WORK (CSW)

The ability to provide comprehensive, accurate, factual, and timely information to ensure well-informed decisions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices basic knowledge of CSW to generate complete, accurate, relevant and timely output	Demonstrates advanced knowledge in CSW by applying appropriate tools and techniques	Leads the practice of CSW in his/her office/unit	Institutionalizes and sustains the practice of CSW in the organization
<ol style="list-style-type: none"> <li>1. Provides the appropriate data needed for the action to be taken</li> <li>2. Strives to achieve job objectives and to meet targets based on CSW standard</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes validated data through the use of appropriate statistical tools and other techniques</li> <li>2. Determines the reliability, dependability and integrity of data and/or information gathered</li> <li>3. Explores effective processes and methods in generating action plans from a complex source</li> <li>4. Prepares reports containing the necessary and relevant information in CSW format</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the best source of action or proposal in the context of CSW</li> <li>2. Defines metrics in the effective use of processes and methods in the context of CSW</li> <li>3. Coaches and mentor subordinates and peers on CSW process</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops strategies and mechanisms to enhance the application of CSW</li> <li>2. Provides avenue to generate feedback to identify challenges affecting the application of CSW and corresponding solutions to address the issues</li> </ol>



## LC1 - STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)

The ability to “see the big picture”, think multi-dimensionally, craft innovative strategies/solutions; and envision a preferred future for one’s unit/office and functions in the context of the DENR’s Vision and Mission. It includes skills needed to establish and to communicate organizational objectives and to monitor progress toward accomplishment of such objectives; to initiate action; and to provide structure and systems to achieve goals and ensure long-term success.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Develops office/service’s strategies and plans based on the DENR’s mission/vision.</p>	<p>Ensures that others support the DENR’s mission, goals, agenda, climate, and policy.</p>	<p>Ensures that the DENR’s strategy is able to address the needs of different stakeholders.</p>	<p>Exemplifies to and leads others to support the DENR’s vision, mission, values, goals and objectives.</p>
<ol style="list-style-type: none"> <li>1. Understands the role of his/her office in achieving organizational goals and aligns day-to-day actions and resources with the team’s organizational issues and opportunities</li> <li>2. Develops and articulates concise, comprehensive office strategies that incorporate a System/ organization-wide perspective</li> <li>3. Motivates staff into action to support the DENR’s strategies</li> <li>4. Ensures that others support leader’s mission, goals, agenda, climate, and policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one’s department or functional area.</li> <li>2. Establishes and implements long-term objectives, goals, or projects that support the strategy.</li> <li>3. Considers the alignment of present assets, processes, and methods with the DENR’s strategy and identifies actions and changes needed to meet the strategy.</li> <li>4. Develops and contributes to the creation of the DENR’s strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the agency and secures the proper implementation of these strategies.</li> <li>2. Redesigns processes or services to better meet the DENR’s long-term goals.</li> <li>3. Develops Contingency Strategy and Plans Based on DENR Strategies.</li> <li>4. Strategically prepares, modifies and reviews contingency strategy; anticipates obstacles that could arise.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets the complex and volatile nature of the environment to the agency and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.</li> <li>2. Communicates a clear vision that generates enthusiasm, passion and commitment to the organization mission.</li> <li>3. Influences and persuades through effective will power.</li> <li>4. Takes on a pivotal role in promoting the development of an inspiring, relevant</li> </ol>

		<ul style="list-style-type: none"> <li>5. Examines radical strategic options and dramatic alternatives that drive the DENR's culture and results.</li> <li>6. Pushes oneself and strongly influences/ encourages others to "think outside the box" in setting the future direction of the DENR.</li> <li>7. Coaches/guides other officers on how the DENR's vision/mission /goals could be achieved</li> </ul>	<p>vision for the organization and influences others to share ownership of office goals.</p> <p>5. Takes initiative to collaborate with leadership team and other line agencies to shape the strategic direction of DENR</p>
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## LC2 – LEADING CHANGE

The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes the ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to advance and sustain change within the organization.



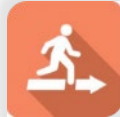
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Influences and guides team in understanding, accepting and supporting any change efforts/programs of the DENR	Ensures the effective implementation of any change initiatives/programs of the DENR by guiding the team in the transition process	Addresses the interests and objections of all the stakeholders involved in the change process	Formulates a change management framework and change management implementation plan to guide all the stakeholders involved in the change process
<ol style="list-style-type: none"> <li>1. Recognizes and communicates the change that is introduced in the unit/organization and its effect to DENR</li> <li>2. Communicates the work cooperatively with others to produce innovative solutions</li> <li>3. Supports various change management activities; e.g. communications, education, team development, coaching</li> <li>4. Prepares team/unit for the change by defining management strategy and preparing change management team</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change</li> <li>2. Forwards personal, professional and work unit needs and interests in an issue</li> <li>3. Develops change management plans and take actions and implements plans</li> <li>4. Diagnoses gaps and manages resistance in any change efforts effectively</li> <li>5. Recognizes right away the effect of a certain change in the organization and if</li> </ol>	<ol style="list-style-type: none"> <li>1. Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant</li> <li>2. Guides groups or teams through the transition process leading to the development and implementation of new approaches, systems, structures and methods</li> <li>3. Helps employees to develop a clear understanding of what they will need to do differently, as result of changes in the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, defines and exhibits buy-in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness</li> <li>2. Develops change management sponsorship model</li> <li>3. Establishes structures and processes to plan and manage the orderly implementation of change that will be beneficial to the DENR</li> <li>4. Reinforces the change effort in a dynamic manner</li> <li>5. Provides strategic insight on change management</li> </ol>

	<p>such change can be beneficial to the DENR</p> <p>6. Implements corrective actions and recognizes team/unit success</p>	<p>4. Challenges the status quo by comparing it to an ideal or a vision for change</p> <p>5. Builds broad based support for ideas, initiatives and directives</p>	<p>6. Acts as mentor/coach to change management teams and provides guidance</p> <p>7. Leads in setting new organization's directions, partnerships, policies and procedures</p>
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## LC3 – PEOPLE DEVELOPMENT (CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)

The ability to develop subordinates' competencies and enhance their performance by planning effective development activities related to current and future jobs. It includes the ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented. It also includes the ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies the basic principles of motivating and coaching people in the workplace</p>	<p>Motivates, trains, coaches and mentor people towards achieving quality results</p>	<p>Creates a work environment that encourages individuals to strive and reach their full potential</p>	<p>Ensures that work processes, procedures and resources provide for on-going growth</p>
<ol style="list-style-type: none"> <li>1. Knows the basic principles of motivating and coaching people</li> <li>2. Gives directions or demonstrations for the purpose of a training strategy (i.e., volunteers additional resources, tools, information, expert advice, etc.)</li> <li>3. Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions</li> <li>4. Gives specific feedback for developmental purposes</li> <li>5. Facilitates workforce effectiveness through motivating and developing people within a work environment that promotes mutual trust and respect</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds a shared sense of destiny among individuals with seemingly disparate views, concerns and aspirations; creates team cohesion and improves individual and team performance</li> <li>2. Motivates people towards achieving quality results</li> <li>3. Actively participates in the long-term learning or development of staff with an appropriate level of needs analysis and other relevant approaches</li> <li>4. Creates new programs or materials to meet identified training needs.</li> <li>5. Involves staff in project tasks, resources and responsibilities and provides</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates a culture where team work and interdependence is nurtured by facilitating collaboration across organizations</li> <li>2. Creates a work environment that encourages individuals to seek challenges and to strive in reaching their full potential</li> <li>3. Recognizes individuals' needs and wants and where possible incorporates it into work assignments consistent with their personal strengths</li> <li>4. Does long-term coaching or training by arranging appropriate and helpful assignments, formal training, or other experiences for the purpose of</li> </ol>	<ol style="list-style-type: none"> <li>1. Fosters and cultivates a shared sense of commitment between and/or among groups, departments and clients despite differences and/or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development</li> <li>2. Cultivates a learning environment by structuring interactive experiences such as looking for future opportunities that are in support of achieving an individual's career goals to gain their full potential</li> <li>3. Improves the skills and effectiveness of individuals through employing a range of development strategies</li> </ol>

<p>6. Provides staff with opportunities to attend training sessions which cater to their professional development needs</p> <p>7. Reassures others after a setback</p> <p>8. Gives negative feedback in behavioral rather than personal terms, and expresses positive expectations for future performance and/or gives suggestions for improvement</p> <p>9. Establishes and maintains effective one-on-one relations with a variety of people, customers, individuals, and institutions</p>	<p>opportunities for them to clarify aspects of particular tasks or seek further directions</p> <p>6. Explores opportunities to mentor/coach individual members of the workforce.</p> <p>7. Encourages staff to participate in development opportunities (for example cross posting, accepting higher duties) to enhance career opportunities</p> <p>8. Encourages team members to discuss concerns and conflicts openly rather than covering them up or overlooking them.</p> <p>9. Takes appropriate action to achieve resolution after assessing the issue.</p>	<p>supporting a person's learning and development</p> <p>5. Moves people to work out answers to issues themselves so they really know how, rather than simply giving them the answer</p> <p>6. Empowers staff to improve their work performance through reflecting and acting on workplace experiences</p> <p>7. Manifests an in-depth understanding of the ongoing reasons for a person's behavior or responses</p>	<p>4. Establishes systems and implements it to ensure that regular constructive feedback is given to each staff member through both formal and informal situations</p> <p>5. Promotes and rewards achievements in a way which openly acknowledges the contribution of individuals</p>
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## LC4 – PEOPLE PERFORMANCE MANAGEMENT (MANAGING PERFORMANCE AND COACHING FOR RESULTS)

The ability to create an enabling environment which will nurture and sustain a performance based coaching culture. It includes the ability to take responsibility for employees' performance, by setting clear goals and expectations, tracking progress against goals, ensuring feedback and addressing performance problems and issues promptly. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting value of continuous learning and improvement.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Explains performance management process and principles	Monitors employee performance regularly to help employee improve his/her performance	Guides others on the performance management system process and coach staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Sets performance standards and measures progress of employees.</li> <li>2. Describes the job in terms of outputs and how it contributes to the organizational objectives.</li> <li>3. States performance expectations clearly and ensures that they are understood.</li> <li>4. Sets agreement with the staff / employees on standards and measures of performance including the needed support, resources and skills.</li> <li>5. Checks understanding and commitment.</li> <li>6. Evaluates performance against clear standards or expectations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors employee performance regularly to help employee improve his/her performance</li> <li>2. Addresses performance problems in a timely way by assessing performance against standards and acting in a way to change performance for the better</li> <li>3. Provides feedback or conducts performance assessment, discussion and action planning</li> <li>4. Creates tools and/or applies new methods in correcting and improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the strategic imperatives of the organization and orchestrates teams, work and organizational culture around this, through advanced skills in coaching to achieve performance standard</li> <li>2. Acts to ensure others perform in accordance with clear expectations and goals</li> <li>3. Administers corrective discipline or performance improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the organization by example and through coaching towards a performance-based culture and the achievement of public service performance standards</li> <li>2. Makes specific changes in the performance management system or in own work methods to improve performance (e.g. does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale, revenues)</li> </ol>



	<p>to enable them to self-initiate solutions for their growth and development</p> <p>5. Coaches employees about their performance problems</p>		
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## LC5 – PARTNERSHIP AND NETWORKING (BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIPS)

The ability to build, and maintain a network of reciprocal, high trust, synergistic working relationships within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders. It also seeks to develop and utilize collaborative relationships with local and international partners to facilitate the accomplishment of Agency goals through mobilization of resources and as aid in policy formulation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains existing local partnership and networks and capitalizes on these to deliver or enhance work outcomes	Builds and develops local partnerships and networks and identifies to deliver or enhance work outcomes	Strengthens local partnership and networks to deliver or enhance work outcomes	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>1. Understands and articulates the nature of businesses, systems, and vision, mission and core values of partners or networks to facilitate collaboration</li> <li>2. Shows and encourages mutual respect in one's dealings with partners/ networks, providing assistances (e.g. sharing of information or resources) to maintain good working relationships with people whose cooperation and support are important</li> <li>3. Maintains contacts with people in different organizations who can be useful sources of information or resources and capitalizes on these to deliver or enhance work outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds partnerships and networks to deliver or enhance work outcomes.</li> <li>2. Identifies opportunities for collaboration by building productive and supportive relationships with partners/network to maintain existing relationships and establish new ones</li> <li>3. Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives</li> <li>4. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthens and deepens partnerships and networks to deliver or enhance work outcomes</li> <li>2. Recognizes ways to reinforce and expand successful partnerships.</li> <li>3. Practices win-win approach in resolving differences</li> <li>4. Resolves conflict by anticipating concerns, constraints, or resistance from partners/network</li> <li>5. Stays alert and informed of political, cultural and religious issues in order to anticipate and respond appropriately to</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds and then leverages on collaborative partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>3. Forges agreements/ understandings (MOA/MOU) with private and public sector partners to achieve common goals</li> <li>4. Seeks opportunities for collaboration with local and foreign partners by participating in international conventions/ conferences/gathering.</li> </ol>

<p>4. Monitors and acts on partnership arrangements to ensure that the objectives of the partnership remain on target</p>	<p>5. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions</p> <p>6. Gathers and responds to feedback to resolve specific problem</p> <p>7. Conforms to local and international protocol, etiquette and procedures</p>	<p>potential problems affecting the partnership</p> <p>6. Establishes relationships with a broad range of individuals and groups, in various organizations and cultures</p> <p>7. Guides others build and maintain positive interpersonal relationships and networks</p>	<p>5. Renders technical assistance to local and international partners in the development of policies and programs</p> <p>6. Participates in effective joint problem-solving endeavours with local and international partners</p> <p>7. Represents agency in international organizations to work together in meeting mutual goals</p>
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# POSITIONS PROFILE

**I. SUPPORT POSITIONA**

**A. Administrative and Finance**

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

POSITION TITLE	FUNCTIONAL																
	BF M 1	BF M 2	BF M 3	BH R 1	BH R 2	BH R 3	BH R 4	BH R 5	BH R 6	BH R 7	BH R 8	BH R 9	BH R 10	BH R 11	BH R 12	BH R 13	BH R 14
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
SUPVG AO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
AO V				A	A	A	A	A	A	A	A	A	A	A	A	A	A
AO IV				I	I	I	I	I	I	I	I	I	I	I	I	I	I
AO III				I	I	I	I	I	I	I	I	I	I	I	I	I	I
AO II				I	I	I	I	I	I	I	I	I	I	I	I	I	I
ACCT III	A	A	A														
ACCT II	I	I	I														
ACCT I	I	I	I														
ADAS III																	
ADAS II																	

POSITION TITLE	FUNCTIONAL														
	BAS 1	BAS 2	BAS3	BAS 4	BAS 5	BAS 6	BAS7	BAS8	BAS9	BAS1 0	BAS1 1	BAS1 2	BAS1 3	BAS1 4	
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
SUPVG AO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	
AO V				A	A	A	A	A	A	A	A	A	A	A	
AO IV															
AO III															
AO II															
ACCT III													A		
ACCT II													I		
ACCT I													I		
ADAS III							B							B	
ADAS II							B							B	

POSITION TITLE	CORE					ORGANIZATIONAL					LEADERSHIP				
	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVGV AO	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV	A	A	A	A	A	A	A	A	A	A					
AO III	I	I	I	I	I	I	I	I	I	I					
AO II	I	I	I	I	I	I	I	I	I	I					
ADA IV (DRIVER)	B	B	B	B	B	B	B	B	B	B					
ACCT III	A	A	A	A	A	A	A	A	A	A					
ACCT II	I	I	I	I	I	I	I	I	I	I					
ACCT I	I	I	I	I	I	I	I	I	I	I					
ADAS III	B	B	B	B	B	B	B	B	B	B					
ADAS II	B	B	B	B	B	B	B	B	B	B					

**HUMAN RESOURCE UNIT**

POSITION TITLE	SG	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
		BHR 2	BA3	BA5	BA 6	CC1	CC2	CC3	CC4	CC 5	OC1	OC2	OC3	OC4	OC 5	LC1	LC2	LC3	LC4	LC5
ADA I	1	B	B	B	B	BB	B	B	B	B	B	B	B	B	B					

**GENERAL SERVICES UNIT**

POSITION TITLE	SG	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
		BA5	BA1 0	BA1 1	CC 1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC 4	OC5	LC1	LC2	LC3	LC4	LC5
ADA III (DRIVER)	3	B	B	B	B	B	B	B	B	B	B	B	B	B					
SECURITY GUARD I																			

**RECORDS UNIT**

POSITION TITLE	SG	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
		BA3	BA4	BA5	CC 1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC 4	OC5	LC1	LC2	LC3	LC4	LC5
ADA II	2	B	B		B	B	B	B	B	B	B	B	B	B					
ADA I	1	B		B	B	B	B	B	B	B	B	B	B	B					

**B. Legal Affairs**

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

POSITION TITLE	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP				
	BL1	BL2	BL3	BL4	BL5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ATTY V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ATTY IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
LEGAL ASST II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS II	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

## II. TECHNICAL POSITIONS

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

### FOREST POLICY, PLANNING AND KNOWLEDGE MANAGEMENT DIVISION

POSITION TITLE	SG	FUNCTIONAL										COR E					ORGANIZATIONAL					LEADERSHIP				
		PP 1	PP 2	PP 3	IS1	IS2	IS3	IS4	IS5	IS6	IS7	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
CHIEF FMS	24	S	S	S								S	S	S	S	S	S	S	S	S	S					
DMO IV	22	A	A	A								A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III	18	A	A	A								A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SUPV G FMS	22	A	A	A								A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR FMS	18	A	A	A								A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
FMS II	15																									
PO III	18	A	A	A								A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ECON IV	22	A	A	A						A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ECON III	18	A	A	A						A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ECON II	15																									
ECON I	11	B	B	B																						
STAT III	18	A	A	A							A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
STAT II	15																									
STAT I	11	B	B	B																						
ITO II	22				A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA III	19				A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA II	16																									
CP III	15																									
CP II	11																									
ADAS III (COMP OP II)	9				B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS III	9				B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					



POSITION TITLE	FUNCTIONAL										CORE					ORGANIZATIONAL					LEADERSHIP				
	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF FMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUP FMS/ SR FMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A					
PEO/PO III/DMO IV/ III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A					
CDO III	B	B	B	B	B	B	A	A	A	A	A	A	A	A	A	A	A	A	A	A					
ECON IV/III/ SR INV SPLT/ STATN III	A	A	A	A	A	B	B	B	B	B	A	A	A	A	A	A	A	A	A	A					
FMS II/I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
EMS II/I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ENGR II/I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
PRO II	I	I	I	B	B	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I					
PDO II	I	I	I	B	B	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I					
CDO II	B	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
FA II	I	I	I	B	B	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I					
STATN	I	I	I	B	B	B	B	B	B	B	I	I	I	I	I	I	I	I	I	I					

**FIDD/FRCD**

POSITION TITLE	SG	FUNCTIONAL		CORE				ORGANIZATIONAL					LEADERSHIP											
		BA6	BA14	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5						
ADA IV	18	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B







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Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

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### I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>BFM1</b>	General Accounting	<b>1</b>	<b>BHR11</b>	Scholarship Administration	<b>21</b>
<b>BFM2</b>	Budget Preparation	<b>3</b>	<b>BHR12</b>	HR Planning	<b>22</b>
<b>BFM3</b>	Budget Administration and Control	<b>4</b>	<b>BHR13</b>	Career Development	<b>24</b>
<b>BFM4</b>	Organizational and Management Systems Improvement	<b>6</b>	<b>BA1</b>	Procurement Management	<b>26</b>
<b>BHR1</b>	Recruitment, Selection, and Placement	<b>8</b>	<b>BA2</b>	Property Management (Property Inventory and Disposal Management)	<b>27</b>
<b>BHR2</b>	Compensation, Benefits, and Welfare Administration	<b>10</b>	<b>BA3</b>	Records Management	<b>29</b>
<b>BHR3</b>	Processing of Personnel Actions	<b>12</b>	<b>BA4</b>	Computerized Records Management	<b>30</b>
<b>BHR4</b>	Grievance Handling	<b>13</b>	<b>BA5</b>	Courier, Postal, and Messengerial Services	<b>32</b>
<b>BHR5</b>	Learning Needs Assessment (LNA)	<b>14</b>	<b>BA6</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>33</b>
<b>BHR6</b>	Preparation of Learning Design	<b>16</b>	<b>BA7</b>	Building Maintenance System Administration	<b>35</b>
<b>BHR7</b>	Learning Program Management	<b>17</b>	<b>BA8</b>	Repair and Fabrication	<b>36</b>
<b>BHR8</b>	Learning Event Facilitation	<b>18</b>	<b>BA9</b>	Gardening and Landscaping	<b>37</b>
<b>BHR9</b>	Networking and Linkaging with HR Partners	<b>19</b>	<b>BA10</b>	Motor Pool Services Management	<b>38</b>
<b>BHR10</b>	Monitoring and Evaluation (M&E) of L&D Programs	<b>20</b>	<b>BA11</b>	Vehicle Repair and Maintenance	<b>40</b>

# TABLE OF CONTENTS

## ECOSYSTEMS RESEARCH AND DEVELOPMENT BUREAU

<b>BA12</b>	Cash Management	<b>41</b>
<b>BA13</b>	Environmental Management System (EMS), Wellness, Security, Safety, Emergency Preparedness and Disaster Management	<b>42</b>
<b>BA14</b>	Customer Assistance and Request Handling	<b>43</b>

### II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS

<b>BP1</b>	Planning and Programming	<b>44</b>
<b>BP2</b>	Policy Analysis	<b>46</b>
<b>BP3</b>	Monitoring and Evaluation of DENR Programs and Projects	<b>47</b>
<b>BIS1</b>	Application Systems Development	<b>49</b>
<b>BIS2</b>	Systems Analysis and Design	<b>50</b>
<b>BIS3</b>	Network Infrastructure Management	<b>52</b>
<b>BIS4</b>	Network Systems Management	<b>53</b>
<b>BIS5</b>	Information and Communication Technologies (ICT) Resource Management	<b>55</b>

<b>BIS6</b>	Statistical Analysis, Data Management and Production of Knowledge Products	<b>57</b>
<b>BIS7</b>	Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products	<b>59</b>
<b>R1</b>	Technology Generation	<b>61</b>
<b>R2</b>	Monitoring, Evaluation and Clearing House of Research, Development and Extension (RDE) Projects/ Activities	<b>63</b>
<b>R3</b>	Technology Assessment and Packaging	<b>64</b>
<b>R4</b>	Technology Promotion and Extension	<b>65</b>
<b>R5</b>	Publications Management	<b>67</b>
<b>R6</b>	Technology Impact Assessment	<b>68</b>
<b>R7</b>	Laboratory Management	<b>70</b>
<b>R8</b>	Program Formulation and Policy Research	<b>71</b>
<b>R9</b>	Demonstration and Experimental Areas Management	<b>72</b>
<b>R10</b>	Managing Library and Information Resources	<b>73</b>

<b>R11</b>	Forest Plantation Establishment, Maintenance and Protection	<b>76</b>
<b>R12</b>	Enforcement of Forest Laws, Rules and Regulations	<b>77</b>

### III. CORE COMPETENCIES

<b>CC1</b>	Discipline	<b>78</b>
<b>CC2</b>	Excellence	<b>80</b>
<b>CC3</b>	Nobility	<b>82</b>
<b>CC4</b>	Responsibility	<b>84</b>
<b>CC5</b>	Caring for the Environment and Natural Resources	<b>85</b>

### IV. ORGANIZATIONAL COMPETENCIES

<b>OC1</b>	Writing Effectively	<b>87</b>
<b>OC2</b>	Speaking Effectively	<b>88</b>
<b>OC3</b>	Technology Literacy and Managing Information	<b>90</b>
<b>OC4</b>	Project Management	<b>92</b>
<b>OC5</b>	Completed Staff Work (CSW)	<b>94</b>

### V. LEADERSHIP COMPETENCIES

<b>LC1</b>	Strategic Leadership (Thinking Strategically and Creatively)	<b>95</b>
<b>LC2</b>	Leading Change	<b>97</b>
<b>LC3</b>	People Development (Creating and Nurturing a High Performing Organization)	<b>99</b>
<b>LC4</b>	People Performance Management (Managing Performance and Coaching for Results)	<b>101</b>
<b>LC5</b>	Partnership and Networking (Building Collaborative and Inclusive Working Relationships)	<b>103</b>

### VI. POSITION PROFILE **105**



The DENR Competency-Based System Manual, which was adopted in 18 January 2018 through DENR Memorandum Circular No. 2018-01 entitled Adoption of the Competency-Based System Manual for Support and Technical Positions in the Central Office, Regional Offices and Bureaus signed by Secretary Roy A. Cimatu, is considered a living document. It includes the list of functional, core, organizational and leadership competency clusters; competency indicators per proficiency level (Basic, Intermediate, Advanced and Superior); and position profiles. It also covers all Offices of the DENR at the Central and Regional, and Bureaus for 1st and 2nd level positions.

Since its adoption, the Manual has been used Department-wide as a tool in the implementation of various HR systems: recruitment, selection and placement; learning and development; performance management; rewards and recognition; career development; and succession planning. In support to its continuous improvement and to ensure responsiveness to the needs of the organization, it was revisited this year.

For the Ecosystems Research and Development Bureau, the enhancements are as follows:

1. Addition of the following competencies:

COMPETENCY CODE AND TITLE	POSITION(S)/ OFFICE
R11 – Forest Plantation, Establishment, Maintenance and Protection	Forest Ranger position under the Research, Development and Extension Centers
R12 – Enforcement of Forest Laws, Rules and Regulations <i>(BASIC Level only)</i>	
BIS1 – Application Systems Development	ISA II and II, CP II and Stat II positions
BIS2 – Systems Analysis and Design	
BIS3 – Network Infrastructure Management	

COMPETENCY CODE AND TITLE	POSITION(S)/ OFFICE
BIS4 - Network Systems Management	ISA II and II, CP II and Stat II positions
BIS5 - Information and Communication Technologies (ICT) Resource Management	
BIS6 - Statistical Analysis, Data Management and Production of Knowledge Products	
BIS7 - Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products	

2. The position profile was improved. The positions missed in the existing manual were added, and the functional competencies of support positions were classified per unit.

These enhancements used the “borrow and modify” approach, and underwent a series of review, validation by the position holders and subject matter experts, and approval of office heads, following the competency profiling process.



## BFM1 – GENERAL ACCOUNTING

The ability to record classify and summarize Bureau’s financial transactions; and interpret the results thereof through various reports and analysis which serves as a basic tool for management in making decisions toward achieving the Bureau's goals and objectives.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Records, classifies, and summarizes Bureau’s financial transactions.	Analyzes and interprets Bureau’s financial transactions.	Reviews schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports.	Evaluates ERDB’s financial reports as well as accounting procedures and methods.
<ol style="list-style-type: none"> <li>1. Understands the guidelines and issuances issued by the oversight agencies that provides information on accounting cycle.</li> <li>2. Processes disbursement vouchers, payrolls, and other claims to verify accuracy, completeness, and validity of claims.</li> <li>3. Records, classifies, and summarizes financial transactions and events in accordance with generally accepted accounting principles.</li> <li>4. Prepares distribution for remittances to other concerned offices.</li> <li>5. Records accounting transactions to eNGAS.</li> <li>6. Applies a working knowledge of applicable laws and regulations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and posts all transactions in the books per eNGAS accurately.</li> <li>2. Evaluates, verifies, and analyzes account balances.</li> <li>3. Prepares schedule of accounts per trial balance.</li> <li>4. Maintains inter-agency accounts, reconciles, and makes necessary adjustments.</li> <li>5. Generates financial reports from eNGAS for financial analysis.</li> <li>6. Verifies accuracy and completeness of reports in compliance with the existing accounting and auditing rules and regulation.</li> <li>7. Prepares bank reconciliation statements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and signs disbursement vouchers, payrolls, and other claims.</li> <li>2. Leads the review of schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports.</li> <li>3. Administers the implementation of eNGAS.</li> <li>4. Evaluates the compilation, preparation, and presentation of annual financial reports.</li> <li>5. Updates and maintains accounting reports on financial system and operations.</li> <li>6. Communicates with other government agencies and banking institutions regarding financial matters.</li> </ol>	<ol style="list-style-type: none"> <li>1. Works with technical team of accounting systems in designing and implementing changes in the system and reports.</li> <li>2. Analyzes financial transactions/statements as inputs for management policy formulation and decision making.</li> <li>3. Evaluates accounting procedures and methods and recommends changes in internal procedures as needed.</li> <li>4. Communicates with other government agencies and banking institutions regarding financial matters.</li> </ol>

	8. Reconciles accounts and resolves differences including PPE accounts.		
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## BFM2 – BUDGET PREPARATION

The ability to determine the financial requirement to implement programs and projects of the Bureau.

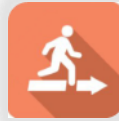


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in budget preparation activities to determine the Bureau's financial requirement.	Prepares/consolidates the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations.	Leads in the preparation/ consolidation of the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations.	Facilitates the preparation/ consolidation of the budget of all the offices/divisions in the Bureau in accordance with existing DBM and agency rules and regulations.
<ol style="list-style-type: none"> <li>1. Understands the guidelines and issuances issued by the oversight agencies that provides information on budgetary cycle.</li> <li>2. Addresses basic questions/ clarifications regarding budget preparation guidelines and procedures to the concerned offices/divisions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals based on the formulated guidelines.</li> <li>2. Reviews and consolidates budget proposals submitted by offices/divisions.</li> <li>3. Analyzes and consolidates the data contained in the budgetary forms.</li> <li>4. Conducts comparative analysis of current budget proposals vis-à-vis prior years' budget.</li> <li>5. Prepares and computes special budget request.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals over and above the budget ceiling.</li> <li>2. Evaluates and justifies increase and/or decrease on the budget proposals vis-à-vis prior years' budget.</li> <li>3. Evaluates /refines justifications for budget proposals.</li> <li>4. Implements needed budget revisions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides strategic directions, factors, and considerations in the preparation of the budget plan in line with the major thrust of the Administration.</li> <li>2. Facilitates the preparation of the budget proposals of the entire Bureau and other concerned office/divisions.</li> </ol>



## BFM3 – BUDGET ADMINISTRATION AND CONTROL

The ability to allocate government funds by program/project/activities. It presents the plan of the Bureau’s financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the bureau’s operations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of budget allocation of office/divisions.	Performs budget administration and control activities.	Leads in the conduct of budget administration and control activities.	Prepares plans and programs and formulates policy recommendations for budget administration and control activities of ERDB’s operations.
<ol style="list-style-type: none"> <li>1. Prepares work and financial plans (WFP) based on the set guidelines in coordination with policy and planning office.</li> <li>2. Identifies budget allocations based on the WFP.</li> <li>3. Knows basic operations of the offices/projects handled in accordance with their budget allocations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the completeness and accuracy of the supporting documents of all claims for funding.</li> <li>2. Identifies appropriate allotment for charging of claims.</li> <li>3. Informs the division concerned relative to budgetary control.</li> <li>4. Prepares obligation request and status based on allotment.</li> <li>5. Reconciles monthly statement of allotment, obligation, and balances with concerned division.</li> <li>6. Prepares sub-allotment advice and fund transfers to other operating units.</li> <li>7. Evaluates /analyzes special budget requests.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budgetary impositions on the ERDB’s budget.</li> <li>2. Prepares balances and charges of the division handled regularly.</li> <li>3. Reviews and signs ORS for funding purposes.</li> <li>4. Reviews PSIPOP in coordination with the Human Resources Development Unit.</li> <li>5. Prepares Budget Financial Accountability Report for submission to oversight agencies.</li> <li>6. Evaluates the impact in the operations if overspending occurred and recommends possible interventions.</li> <li>7. Reviews and signs special budget requests for submission to DENR Budget Division.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates financial performance with physical performance in accordance with the approved WFP.</li> <li>2. Discusses with the counterpart comptroller of the office concerned re: findings in the control system.</li> <li>3. Evaluates statement of allotment, obligation and balances for decision making.</li> <li>4. Assesses budgetary expenditures of the offices concerned.</li> <li>5. Analyzes Summary of Financial Report of Operations for submission to various agencies.</li> <li>6. Advises offices concerned on policies and procedures in the disbursement of allotment.</li> </ol>

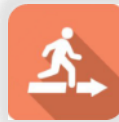
			<p>7. Evaluates and analyzes Financial Report of Operations related to cash utilizations and approved annual cash program for submission to DENR.</p> <p>8. Monitors “performance” of the full time Delivery Units that will ensure implementation of programs and projects in accordance with the set timelines or targets and improve capacity to utilize budget.</p> <p>9. Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance vs, plans and targets as basis for sound policy decision through:</p> <ul style="list-style-type: none"> <li>• GAA as Release Document</li> <li>• Unified Account Code</li> <li>• Structure (UACS)</li> <li>• Integration of</li> <li>• Performance-Informed</li> <li>• Budget Structure in GAA Adoption of Philippine Public Sector Accounting Standards (PPSAS) PREXC – Program</li> <li>• Expenditure Classification Approach.</li> </ul>
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## BFM4 – ORGANIZATION AND MANAGEMENT SYSTEMS IMPROVEMENT

The ability to:

- formulate management policies, rules and regulations that will serve as guide to ensure the effective and economic use of funds and property; and
- prepare/update/design standard operating procedures, manuals, charts and forms to define the respective functions and activities of an organizational unit vis-à-vis agency's objectives.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of organization and management systems improvement activities.	Conducts organization and management systems improvement activities.	Leads the conduct of organization and management systems improvement activities.	Prepares plans and programs and formulates policy recommendations for the conduct of organization and management systems improvement activities.
<ol style="list-style-type: none"> <li>1. Possesses knowledge on management internal controls - financial and administrative matters.</li> <li>2. Knows the DENR systems and procedures, rules and regulations, and internal policies.</li> <li>3. Gathers data and information pertaining to the scope of study (e.g., Legal Bases, functions of offices/units) under study.</li> <li>4. Prepares charts, graphs, and process flow.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts studies and recommends plans or measures for effective internal organization, workflow, work simplification etc.</li> <li>2. Prepares/updates and improves management systems and reviews existing methods/SOPs, Organizational/Functional Charts, and other Forms.</li> <li>3. Determines specific internal policy controls and the corresponding actions that are needed.</li> <li>4. Maintains and updates the Department's organization and other Manuals.</li> <li>5. Prepares communication / memoranda / endorsement relative to financial and administrative matters.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and evaluates plans or measures for effective internal organization, workflow, and work simplification.</li> <li>2. Recommends improvement of the organizational policy controls/ installation of control devices on financial and administrative matters.</li> <li>3. Communicates the adopted or approved policies.</li> <li>4. Undertakes review of the management studies, updated SOPs, Manuals, Organizational and Functional Charts and other forms related to financial and administrative matters.</li> </ol>	<ol style="list-style-type: none"> <li>1. Advises management on areas needing the installation/ modification of internal control devices and other related matters.</li> <li>2. Leads the conduct of research and studies on organizational policies, rules and regulations, procedures, forms, work simplification and other related studies designed to come up with solutions to financial and administrative concerns.</li> <li>3. Plans and/or prioritizes areas that need formulation/ revision of financial and administrative policies and guidelines.</li> <li>4. Evaluates finished work for quality, consistency, and conformity with internal and external policies.</li> <li>5. Plans, organizes, and monitors the implementation of overall function and activities of the Division.</li> </ol>



	<p>6. Establishes standards on the implementation of policy on financial and administrative concerns relative to laws, rules, regulations, guidelines, orders, and circulars (e.g., DENR, OP, DBM, COA, CSC, etc.)</p> <p>7. Monitors and consolidates recommendation on management actions pertaining to Audit Observation Memorandum (AOM) and Consolidated Annual Audit Report (CAAR) issued by the Commission on Audit (COA).</p>	<p>5. Reviews compliance reports on Audit Observation Memorandum (AOM) and Consolidated Annual Audit Report (CAAR) issued by the Commission on Audit.</p> <p>6. Serves as a resource person on this competency.</p>	
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## BHR1 – RECRUITMENT, SELECTION AND PLACEMENT

The ability to effectively determine and recruit qualified candidates to meet the requirements of the Bureau.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the recruitment, selection, and placement processes.</p> <ol style="list-style-type: none"> <li>1. Knows the recruitment process: classification of applicants, qualification standards, assessment methodologies.</li> <li>2. Knows how to determine the completeness of the applicant's documents.</li> <li>3. Knows the procedure in screening applicants for the preparation of matrix.</li> <li>4. Knows how to collate applicants' documents.</li> <li>5. Conducts initial evaluation of applicant's documents based on job specifications.</li> <li>6. Prepares the matrix of applicants for evaluation by the office Selection and Promotion Board (SPB).</li> <li>7. Administers job knowledge assessment tools to applicants.</li> </ol>	<p>Implements recruitment, selection, and placement processes.</p> <ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end users.</li> <li>2. Processes appointments and other documents in the placement of personnel.</li> <li>3. Reviews and evaluates credentials/qualifications of the applicants, employees and officials for possible employment or promotion/ advancement.</li> <li>4. Analyzes and computes ratings of applicants given by the SPB.</li> <li>5. Prepares short list of qualified applicants for final selection of Head of Office.</li> <li>6. Prepares the needed information / data of all applicants for promotion to be used by the members of the Promotion and Selection Board.</li> </ol>	<p>Leads the recruitment, selection, and placement processes in the Bureau.</p> <ol style="list-style-type: none"> <li>1. Initiates improvement in the DENR's recruitment, selection and promotion processes based on the merit and fitness principle.</li> <li>2. Assists the Board in the review and evaluation of documents of all qualified applicants for employment/promotion.</li> <li>3. Designs and conducts employee orientation for newly hired employees.</li> <li>4. Interprets provisions of the DENR Merit Selection and Promotion Plan and CSC rules on appointment/ placement.</li> </ol>	<p>Plans programs and recommends policies on recruitment, selection, and placement.</p> <ol style="list-style-type: none"> <li>1. Provides key strategic advice and/or participates in decisions regarding recruitment, selection and placement of key management and technical people.</li> <li>2. Designs an organization-wide recruitment, selection, and placement system in accordance with pertinent DENR laws, rules, and regulations.</li> <li>3. Recommends improvement in the Merit Selection and Promotion Plan, System of Ranking Positions and other systems and procedures in implementing personnel actions.</li> <li>4. Evaluates existing personnel selection processes/policies and recommends amendments/changes thereto which shall include criteria in the selection and other.</li> </ol>

<p>8. Documents and prepares minutes of meetings of the SPB.</p> <p>9. Knows the Bureau's Merit Selection and Promotion Plan (MSPP) and relevant CSC rules on appointment.</p>	<p>7. Identifies policies applicable to specific appointment / placement actions.</p>		
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## BHR2 – COMPENSATION, BENEFITS AND WELFARE ADMINISTRATION

The ability to administer compensation, benefits and welfare programs and systems in accordance with existing statutory (e.g., DBM, CSC, GSIS, PAG-IBIG, PHILHEALTH) and DENR laws, rules, and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in compensation, benefits, and welfare administration.	Implements compensation, benefits, and welfare administration policies.	Leads the implementation of compensation, benefits, and welfare administration.	Plans and programs and formulates or enhance policies on compensation, benefits, and welfare administration.
<ol style="list-style-type: none"> <li>1. Knows the national government's compensation policies as per Salary Standardization Law.</li> <li>2. Knows the government salary/wage schedule.</li> <li>3. Knows the different policies and other issuances of other concerned agencies like CSC, GSIS, PAG-IBIG, DBM, COA, PhilHealth, on employees' compensation and benefits, including step increment and salary adjustment.</li> <li>4. Knows the statutory and DENR benefits program and its implementing guidelines.</li> <li>5. Knows how to process leave applications including computation of earned leave credits.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits.</li> <li>2. Computes salary adjustments and step increments.</li> <li>3. Arranges with different government agencies/ partners such as GSIS, PAG-IBIG, PHILHEALTH, and other institutions on loan applications, loan payments, and premium payments of personnel, etc.</li> <li>4. Facilitates the implementation of compensation decisions: salary increases/ adjustments and pay-out.</li> <li>5. Prepares, generates, validates, and maintains compensation information and other related documents / statistics needed for management decision.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval the availment of benefits according to prescribed policies, rules, and regulations.</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other personnel committees.</li> <li>3. Conducts specific studies and assists in developing or enhancing compensation programs and practices to achieve better effectiveness &amp; efficiency in program delivery e.g., job analysis and job evaluation.</li> <li>4. Interprets effectively and communicates the philosophy, rationale, concept, and guidelines governing the DENR's rewards and recognition mechanisms.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to R.A 6713.</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims.</li> <li>3. Establishes an employee assistance program that will help identify issues and concerns that affect employee performance and productivity.</li> </ol>

<p>6. Communicates the requirements for personnel benefits.</p> <p>7. Evaluates requirements and other supporting documents.</p> <p>8. Prepares reports on attendance of personnel relative to compensation.</p>	<p>6. Identifies gaps and areas for improvement in the existing compensation programs and practices.</p>	<p>5. Interprets benefits policies and defines implementing guidelines for exceptional cases.</p> <p>6. Serves as a resource person on this competency.</p>	
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## BHR3 – PROCESSING OF PERSONNEL ACTIONS

The ability to apply DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support/assists in processing of personnel actions.</p>	<p>Implements applicable DENR, CSC, DBM and CESB laws, rules, and regulations in the processing of personnel actions.</p>	<p>Leads in the processing of personnel actions.</p>	<p>Plans and programs and formulates or enhance policies in the processing of personnel actions.</p>
<ol style="list-style-type: none"> <li>1. Knows the pertinent provisions of the DENR, CSC, DBM and CESB laws, rules, and regulations in the preparation of various personnel actions.</li> <li>2. Knows how to prepare the necessary documentation of personnel actions.</li> <li>3. Knows the proper filing system/safe keeping of personnel records.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate DENR, CSC/ CESB, DBM principles, practices, and policies in preparing actions on appointments, promotions, transfers, resignations, separations, reinstatements, and other personnel actions.</li> <li>2. Maintains complete and updated personnel records of all officials and employees.</li> <li>3. Prepares, maintains and updates plantilla.</li> </ol>	<ol style="list-style-type: none"> <li>1. Disseminates issuances on personnel actions.</li> <li>2. Prepares report of statistics on manpower strengths.</li> <li>3. Creates and maintains data base for all employees.</li> <li>4. Prepares a report on personnel actions to the CSC.</li> <li>5. Provides advice to various units/divisions on qualifications for recruitment, promotions and examinations and other personnel administration aspects.</li> <li>6. Serves as a resource person on this competency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and guidelines relative to qualification standards for appointments, position classification, personnel research, job audit, human resource surveys, etc.</li> <li>2. Plans, organizes, and monitors the preparation and updating of plantilla.</li> <li>3. Advises officials on personnel matters including those of contested appointments.</li> <li>4. Facilitates and evaluates effectiveness of existing programs and recommends improvement to meet changing needs in human resources management.</li> <li>5. Reviews implementation of the DENR's Strategic Performance Management System (SPMS) and its continued review and enhancement.</li> </ol>



## BHR4 – GRIEVANCE HANDLING

The ability to assist the grievance committees in handling employees' conflicts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in grievance handling and administrative discipline activities/cases.	Implements grievance handling guidelines in resolving administrative cases.	Supervises the effective implementation of grievance handling guidelines and the administrative disciplinary process.	Prepares plans and programs and formulates or enhances policies on grievance handling.
<ol style="list-style-type: none"> <li>1. Understands the procedures in applying the Grievance Machinery Program in the Department</li> <li>2. Knows the pertinent provisions of RA 6713, Revised Rules on Administrative Cases in the Civil Service, and other related CSC issuances.</li> <li>3. Assists in resolving personnel issues and concerns such as complaints/grievances of employees on personnel matters such as policies/procedures on appointment, promotion, tenure, transfer, reassignment, separation, and other personnel actions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of CSC/DENR principles, practices, and policies.</li> <li>2. Monitors consistency in implementing DENR/CSC policies and guidelines on recruitment, compensation, performance management, and other personnel matters.</li> <li>3. Conducts preliminary assessment of personnel issues.</li> <li>4. Recommends possible actions/strategies/solutions to be taken by the Management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and interprets CSC/DENR rules, laws, and regulations; and provides management with advice on the best way to operate under these conditions.</li> <li>2. Facilitates/leads in resolving personnel issues i.e., grievance dialogues.</li> <li>3. Implements personnel programs/ decisions to promote harmonious long-term relations between employees and management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutionalizes grievance machinery to help build a good management- employee relation and to resolve issues and concerns immediately.</li> <li>2. Recommends improvement in grievance procedures and other personnel related issues in the DENR.</li> </ol>



## BHR5 – LEARNING NEEDS ASSESSMENT (LNA)

The ability to:

- conduct LNA studies to identify the learning needs (gap between desired and actual job performance that results from the lack of appropriate KSA) of individuals in various positions in the Bureau that can be addressed by training; and
- identify and recommend learning and development interventions based on the LNA.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of LNA activities.</p> <ol style="list-style-type: none"> <li>1. Knows the rationale for conducting LNA with the DENR's/Bureau's vision/mission/values and goals.</li> <li>2. Knows the basic methods/techniques of LNA.</li> <li>3. Knows the various data sources for organizational, groups and individual learning needs.</li> <li>4. Assist in the identification of task requirements of a job and KSA required for successful job performance.</li> </ol>	<p>Implements LNA activities.</p> <ol style="list-style-type: none"> <li>1. Determines appropriateness of each LNA method by assessing the advantages and disadvantages of each, e.g., problem-solving approach, task or competency based.</li> <li>2. Drafts LNA instruments.</li> <li>3. Identifies/outlines the steps in the LNA process.</li> <li>4. Identifies the task requirements of a job and KSA required for successful job performance.</li> <li>5. Administers LNA instruments.</li> <li>6. Validates LNA data thru interviews, FGD (focus group discussion).</li> </ol>	<p>Leads the conduct of LNA activities.</p> <ol style="list-style-type: none"> <li>1. Analyzes gap by identifying discrepancies, pinpointing their causes, and then comparing actual with desired performance.</li> <li>2. Review draft LNA instruments.</li> <li>3. Analyzes data and other organizational by identifying the causes related to lack of knowledge, skills, and attitude in coordination with concerned unit heads.</li> <li>4. Identifies and recommends learning and development interventions to address capability needs/gaps for a particular job or role.</li> </ol>	<p>Plans, organizes and reviews conduct of LNA activities.</p> <ol style="list-style-type: none"> <li>1. Finalizes LNA reports and recommends HRD policies and training priorities because of the LNA study.</li> <li>2. Recommends approval of the LNA instruments.</li> <li>3. Addresses potential problems from recommendation/s and plans for contingent actions.</li> <li>4. Serves/acts as a resource person on the subject.</li> </ol>

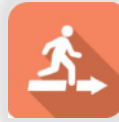


	<p>7. Coordinates with the concerned unit heads on their specific learning needs.</p> <p>8. Prepares LNA report.</p>		
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## BHR6 – PREPARATION OF LEARNING DESIGN

The ability to develop and formulate a responsive program or activity design which includes the Bureau’s vision, mission and goals; knowledge on the Department’s development thrust; new trends and developments in the subject field; and package the program to suit end-user requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of learning design.	Implements the preparation of learning design.	Leads the preparation of learning design.	Plans, organizes and reviews learning design.
<ol style="list-style-type: none"> <li>1. Knows the basic concepts, phases and steps in learning design and development.</li> <li>2. Knows the development thrust, trends, and needs of the Department and their impact on the design of the learning program.</li> <li>3. Knows the relevance of the vision, mission and program thrust on the learning design.</li> <li>4. Gathers information regarding a topic/session to fit desired outcome.</li> <li>5. Prepares schedule of activities that will effectively address the participants’ need.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies approaches or instructional delivery methods as well as the materials needed to facilitate learning.</li> <li>2. Prepares test items for measuring the level of knowledge gained.</li> <li>3. Develops presentation materials based on end-user requirements.</li> <li>4. Communicates with the stakeholders (internal and external) of the program to ensure attainment of program goals/objectives.</li> <li>5. Formulates learning objectives based on LNA results.</li> <li>6. Drafts learning design based on the learning and development plan.</li> <li>7. Prepares session guides by choosing and sequencing topics and content.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes the adult learning process to be able to monitor the flow of learning in the actual conduct of learning.</li> <li>2. Matches resource persons’ qualifications with the learning program requirements and Department’s standards on accreditation of learning service providers.</li> <li>3. Provides technical assistance in the preparation of learning design and development.</li> <li>4. Serves as a resource person on this competency.</li> <li>5. Reviews the learning design.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates new trends and developments on subject matter/field.</li> <li>2. Recommends approaches and strategies to implement learning program successfully.</li> <li>3. Introduces ways on how to minimize program cost, e.g., cost sharing, networking, etc.</li> <li>4. Advocates learning program at the system-wide level.</li> <li>5. Justifies and presents the learning design to top management/end-users.</li> </ol>



## BHR7 – LEARNING PROGRAM MANAGEMENT

The ability to manage a learning event effectively and efficiently during all its phases from planning to implementation and post-implementation.

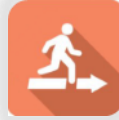


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning program management activities.	Implements learning management activities.	Leads the conduct of learning management activities.	Plans, organizes and reviews learning management activities.
<ol style="list-style-type: none"> <li>1. Knows the role of the learning event team as to, training coordinator, administrative coordinator, facilitator, evaluator, and documenter.</li> <li>2. Knows the process of conducting a learning event.</li> <li>3. Knows the physical requirements, equipment, transportation service and all other activities related to the conduct of the learning event.</li> <li>4. Knows how to operate and take care of basic audio-visual equipment.</li> <li>5. Prepares a learning event checklist.</li> <li>6. Knows how to coordinate venue arrangements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Administers and explains pre/post evaluation questionnaires.</li> <li>2. Prepares basic communication such as invitation letters, confirmation of learners and subject matter experts, office order, etc.</li> <li>3. Documents the highlights of learning event.</li> <li>4. Develops operational plans, e.g., schedules, budget, participants, and subject matter experts' directory, etc. in managing a learning event.</li> <li>5. Conducts post-learning evaluation.</li> <li>6. Conducts cliniquing of the day's sessions among the members of the learning event teams.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements contingency plans to address critical situations during a learning event.</li> <li>2. Employs the process documentation technique.</li> <li>3. Prepares post-learning completion report.</li> <li>4. Monitors the overall conduct and management of a learning event.</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations and techniques in learning program management.</li> <li>2. Formulates and recommends learning standards and policies for implementing learning programs.</li> <li>3. Strategically plans contingencies and recommends accordingly.</li> <li>4. Leads others in the effective management of a learning event.</li> </ol>



## BHR8 – LEARNING EVENT FACILITATION

The ability to facilitate learnings through exchange of information and ideas in an interactive session designed to meet defined objectives. It includes the ability to effectively use platform skills when presenting to an audience.

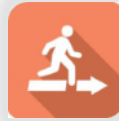


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning event facilitation activities.	Implements learning event facilitation activities.	Leads the conduct of learning event facilitation activities.	Plans, organizes and reviews learning event facilitation activities.
<ol style="list-style-type: none"> <li>1. Knows the key skills of a facilitator.</li> <li>2. Knows the different facilitation techniques and learning methodology.</li> <li>3. Understands facilitation skills and its uses.</li> <li>4. Knows how to use time management techniques in the conduct of training.</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates workshop, training, and other similar activities.</li> <li>2. Demonstrates key facilitation and presentation skills.</li> <li>3. Guides an individual, group or team using facilitation techniques in meeting desired result or outcome.</li> <li>4. Initiates discussion and directs group thought and feelings.</li> <li>5. Encourages active participation to elicit ideas/opinions regarding a topic/session to fit desired outcome.</li> </ol>	<ol style="list-style-type: none"> <li>1. Moderates discussions.</li> <li>2. Provides linking/bridging statements to and from one session to the other.</li> <li>3. Integrates with the program objectives the issues and concerns arising from interactions/ discussions.</li> <li>4. Synthesizes ideas in discussions to meet the desired outcome/group outputs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/ strategy.</li> <li>2. Serves as a subject matter expert in dealing with relevant issues.</li> <li>3. Facilitates conduct of SLEs (structured learning experiences) using the 4As in learning (activity, analysis, abstraction, and application) to prepare the learning environment and as priming for the topic.</li> </ol>



## BHR9 – NETWORKING AND LINKAGING WITH HR PARTNERS

The ability to establish and utilize networking with external partners, provide technical assistance in building stakeholders/partners on capacity building and activities and capabilities in ENR management, develop proposals for possible external funding for HR activities, and serve as resource center for tools and materials on HR practices and training equipment.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Communicates and coordinates with stakeholders/partners.	Maintains partnership and networks to deliver and enhance work outcomes.	Leads in the conduct of networking and linking activities.	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes.
<ol style="list-style-type: none"> <li>1. Has basic knowledge on linking and networking.</li> <li>2. Prepares invitations to participate in trainings and activities conducted by partner institutions.</li> <li>3. Has knowledge on maintaining and updating database of partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides information, guidance and assistance on the processes and requirements.</li> <li>2. Arranges with partner institutions on course offerings.</li> <li>3. Has knowledge on linking and networking activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilizes information from various sources to support the agency's objectives.</li> <li>2. Broadens network of relationships to promote the image of ERDB.</li> <li>3. Evaluates the conduct of HR linking and networking activities.</li> <li>4. Prescribes specific learning intervention and programs offered by partner institutions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies, develops, and leverages relationships with a diverse group of people across sectors, culture, and race.</li> <li>2. Adheres to national protocol, etiquette, and procedures.</li> <li>3. Engages subject matter experts in enhancement and conduct of learning and development programs.</li> <li>4. Helps national partners in the development of policies and programs.</li> <li>5. Serves as Subject Matter Expert on this competency.</li> </ol>



## BHR10 – MONITORING AND EVALUATION (M&E) OF L&D PROGRAMS

The ability to regularly gather the L&D program accomplishment against measures of expected performance and assess the performance and the achievement of learning & development program/project objectives, its effects and impact.

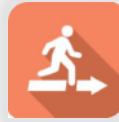


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning and development M&E activities.	Implements learning and development M&E activities.	Leads the conduct of learning and development M&E activities.	Plans, organizes and reviews learning and development M&E activities.
<ol style="list-style-type: none"> <li>1. Knows the concept of monitoring and the different levels of L&amp;D evaluation, e.g., reaction, learning, behavior, and results.</li> <li>2. Knows the application of various statistical tools needed in L&amp;D program evaluation.</li> <li>3. Prepares database on pre and post evaluation.</li> <li>4. Monitors implementation of target VS accomplishments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies L&amp;D program performance indicators and standards.</li> <li>2. Evaluates L&amp;D program on their ability to meet the program objectives.</li> <li>3. Analyzes project issues and concern that affect program's implementation.</li> <li>4. Prepares L&amp;D program monitoring and evaluation report.</li> <li>5. Conducts impact evaluation as to changes in behavior/outcome.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors L&amp;D program performance and documents outcome.</li> <li>2. Supervises all program implementation in accordance with approved plans, specifications, and timeframe.</li> <li>3. Develops evaluation instruments to determine behavioral changes on job performance.</li> <li>4. Makes recommendations to address any discrepancies/gaps in the program implementation.</li> <li>5. Implements M&amp;E tools to see to it that the objective/s of the learning activities were met.</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations or new techniques in L&amp;D program monitoring and evaluation.</li> <li>2. Recommends new policies based on the results of the L&amp;D program monitoring and evaluation.</li> <li>3. Oversees all program implementation in accordance with approved plans, specifications, and timeframe.</li> <li>4. Approves evaluation instrument/s to determine the impact of the learners' behavioral changes on the organization.</li> </ol>



## BHR11 – SCHOLARSHIP ADMINISTRATION

The ability to manage the implementation of the DENR’s Scholarships and Financial Assistance Program including establishing networks for sourcing of scholarship funds from both local and foreign institutions.

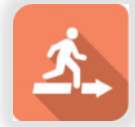


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the implementation of scholarship administration activities.	Implements scholarship administration activities.	Leads the implementation of scholarship administration activities.	Plans, organizes, and reviews scholarship administration activities.
<ol style="list-style-type: none"> <li>1. Prepares list of ERDB recipients and disseminates list of scholarship programs for availment.</li> <li>2. Gathers and organizes relevant materials for purposes of networking for sourcing of funds and scholarship programs from local and foreign institutions.</li> <li>3. Collates and submits to the ERDB scholarship committee documents pertinent to scholarship program application.</li> <li>4. Generates data of ERDB scholars from local and foreign scholarship programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains and implements DENR policies and decisions on scholarship programs.</li> <li>2. Conducts pre-screening of applicants for local and foreign scholarship programs.</li> <li>3. Facilitates processing of documents for nomination on fellowship/ scholarship grantees both local and abroad.</li> <li>4. Prepares materials in connection with appeals and committee meetings on scholarship programs.</li> <li>5. Maintains an established network of contacts within the DENR, NGAs, NGOs, POs, and international funding institutions.</li> <li>6. Coordinates with the different units/offices in the monitoring and evaluation of scholarship programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets and implements policies, rules and regulations governing scholarship programs.</li> <li>2. Reviews appeals and recommends action on meritorious cases to the DENR Scholarship Committee.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs, and coordinates the administration of the DENR Scholarship Program.</li> <li>2. Recommends policies, rules and regulations governing scholarship programs.</li> <li>3. Develops long term network of clients, service providers and institutions.</li> <li>4. Evaluates scholarships and financial assistance program proposals and initiates steps for improvement and expansion.</li> </ol>



## BHR12 – HR PLANNING

The ability to determine long-term HR needs, assess current resources, identify areas of need including a plan to replace competence lost. It also includes the numbers and types of human resources that will be needed to achieve DENR’s goals e.g., number of human resources, the required competencies and when the resources will be needed.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in HR planning activities.	Conducts HR planning activities.	Leads the conduct of HR planning activities.	Prepares plans and programs and formulates or enhances policies on HR planning.
<ol style="list-style-type: none"> <li>1. Compiles gathered data on current human resources and the required competencies.</li> <li>2. Prepares the documents needed in the conduct of research on HR Planning tools, templates, and processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers data on current human resources and the required competencies.</li> <li>2. Compares data correctly on current human resources against the required number of human resources in the organization.</li> <li>3. Assesses the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission, and business goals of the organization.</li> <li>4. Identifies internal factors in the organization that may affect HR capacity to meet organizational goals.</li> <li>5. Determines the environmental factors expected to affect workforce capacity,</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes the conduct of HR planning activities.</li> <li>2. Develops HR planning tools, templates, and processes to incorporate DENR’s competency-based standards.</li> <li>3. Develops and implements targeted human resource strategies, plans and programs to address gaps (e.g., learning; career development; etc.) based on the organization’s priorities, and HR performance related data.</li> <li>4. Oversees the monitoring and improvement of processes, tools, and systems to support HR Planning.</li> <li>5. Trains managers and/or facilitates HR planning process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans and policies that will support HR planning.</li> <li>2. Gives key strategic advice and participates in decision-making regarding short term and long-term HR planning.</li> </ol>



	<p>given known operational and HR priorities and emerging issues.</p> <p>6. Conducts workforce analysis and HR supply forecasting methods.</p>		
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## BHR13 – CAREER DEVELOPMENT

The ability to initiate and implement career development strategies based on individual and organizational needs and requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in career development activities.	Conducts career development activities.	Leads the conduct of career development activities.	Prepares plans and programs and formulates or enhances policies on career development.
<ol style="list-style-type: none"> <li>1. Knows a range of decision making and career development theories and models.</li> <li>2. Prepares the documents needed in the execution of the career development activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Defines and outlines career development process and succession management.</li> <li>2. Administers self-assessment or multi-source assessment to establish the current competency profile.</li> <li>3. Conducts competency profile matching that compares employee competencies against targeted role/job requirements to identify the competency gaps.</li> <li>4. Examines the competency gaps and formulates the L&amp;D interventions needed to address these gaps.</li> <li>5. Establishes the career paths of employees based on the competency profile matching.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes the conduct of all the career development activities</li> <li>2. Designs career assessment instruments and methods.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans for long-term career development guidance as appropriate</li> <li>2. Proposes policies for career development system improvement</li> <li>3. Acts as subject matter expert on career development and succession management.</li> </ol>

	6. Devises career development plans of employees that include the L&D interventions.		
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## BA1 – PROCUREMENT MANAGEMENT

The ability to procure goods and services in accordance with specification/s and delivery schedule.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills/knowledge/ understanding on RA 9184 (Procurement Act) and e-procurement (PhilGEPS); and requires assistance to apply technical skills; and displays limited knowledge of technologies.</p>	<p>Has intermediate skill/ working knowledge on RA 9184 and e-procurement; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g., IT, processes, methodologies, etc.) on procurement management related activities.</p>	<p>Has advanced skills/extensive knowledge on RA 9184 and e-procurement; and consistently applies technical skills and adapts to emerging technology on procurement management related activities.</p>	<p>Has subject matter breadth/depth/ expertise on RA 9184 and e-procurement; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities.</p>
<ol style="list-style-type: none"> <li>1. Understands/knows the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS).</li> <li>2. Consolidates all PPMP into Annual Procurement Plan with supervision.</li> <li>3. Provides secretariat services to the Bids and Awards Committee (BAC).</li> <li>4. Reviews purchase requisitions as to completeness of supporting documents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares abstract of quotations.</li> <li>2. Reviews thoroughly documents in BAC meetings.</li> <li>3. Prepares bidding documents.</li> <li>4. Evaluates bidder's credentials based on existing standards.</li> <li>5. Prepares notice of award and notice to proceed.</li> <li>6. Posts awards and contract documents in the PhilGEPS and agency website.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and determines that procurement/ purchases made are in accordance with the approved APP.</li> <li>2. Provides inputs in BAC meetings.</li> <li>3. Conducts cost/price analysis and applies accounting and auditing rules and regulations on procurement.</li> <li>4. Evaluates submitted PPMP coming from the various units/ section/divisions as to conformance with existing standards and policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on procurement management related activities.</li> <li>2. Plans and implements cost cutting and internal control measures on the general principles and standards of procurement management.</li> <li>3. Reviews supplier's performance and drives for continuous improvement.</li> <li>4. Monitors implementation of programs and projects on procurement as part of asset management and recommends appropriate.</li> </ol>



## BA2 – PROPERTY MANAGEMENT (PROPERTY INVENTORY AND DISPOSAL MANGEMENT)

The ability to account, secure, manage inventories of supplies, materials and dispose as mandated by law.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Has basic skills/knowledge/understanding on property inventory and disposal management activities; and requires assistance to apply technical skills; and displays limited knowledge of technologies.</p>	<p>Has intermediate skill/working knowledge property inventory and disposal management activities; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g., IT, processes, methodologies, etc.) on procurement management related activities.</p>	<p>Has advanced skills/extensive knowledge on property inventory and disposal management activities; and consistently applies technical skills and adapts to emerging technology on procurement management related activities. Monitors and reviews data from various aspects of property management.</p>	<p>Has subject matter breadth/ depth/ expertise on property inventory and disposal management activities; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities</p>
<ol style="list-style-type: none"> <li>1. Accepts and counterchecks deliveries of supplies/ materials/ equipment.</li> <li>2. Prepares receiving report and updates inventory monitoring system.</li> <li>3. Stocks and stores goods based on warehousing principles.</li> <li>4. Issues goods as per request by end users.</li> <li>5. Updates monitoring tools.</li> <li>6. Implements physical inventory and cycle count.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements the following storage activities to ensure adherence to procedures, processes, and policies in the performance of activities on property management:               <ul style="list-style-type: none"> <li>• Receiving – the actual receiving of goods and counter checking against delivery receipts in accordance with specification.</li> <li>• Storing – the safekeeping of goods and updating warehousing records.</li> <li>• Issuance – the withdrawal of goods from warehouse and updating its record.</li> <li>• Physical Inventory taking – the checking of actual inventory versus records.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares an inventory variance analysis.</li> <li>2. Makes use of storage reports and triggers improvements in terms of inventory turns and inventory level.</li> <li>3. Conducts property inventory and disposal.</li> <li>4. Recommends materials/ equipment for disposal.</li> <li>5. Processes documents necessary for disposal of properties.</li> <li>6. Prepares inventory reports of PPE.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on property management.</li> <li>2. Develops and reviews existing storage procedures to eliminate variances.</li> <li>3. Formulates policies and procedures on property inventory and disposal management.</li> <li>4. Recommends new programs on how storage processes can be improved, e.g., use of software, etc.</li> <li>5. Implements all necessary measures to ensure accuracy of inventory report.</li> </ol>

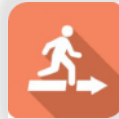
7. Understands and implements various measures to ensure inventory accuracy and eliminate pilferage.	2. Performs inventory reconciliation and identifies root causes of inventory variances.		6. Reviews inventory turns performance and drives for continuous improvement.
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## BA3 – RECORDS MANAGEMENT

The ability to:

- maintain an updated and orderly filing system to facilitate retrieval & ensure that confidential and/or personal files and records are properly secured and maintained; and
- maintain/implement record schedule of disposal.



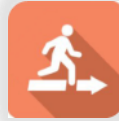
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities.	Implements records management activities.	Leads the implementation of recordsmanagement activities.	Prepares plans and programs and formulates or enhances policies on records management.
<ol style="list-style-type: none"> <li>1. Understands the Bureau’s recording system.</li> <li>2. Maintains systematic filing and safekeeping of records of the bureau foreasy reference and retrieval.</li> <li>3. Understands the basic procedure of records maintenance and disposal in accordance with the Records Retentionand Disposition Schedule.</li> <li>4. Observes/ follows the decentralized records system.</li> <li>5. Conducts regular inventory of recordsfor proper retention and disposition.</li> <li>6. Observes the proper use and recyclingof paper</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes improvement on records to keep eliminating unnecessary storage and to save on space.</li> <li>2. Maintains an electronic file of records/documents received and released.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the classification of documents and determines what should be filed/kept or not and which are confidential in nature.</li> <li>2. Designs a Records Management Information System for easy and fast retrieval of documents.</li> <li>3. Drafts policies and guidelines on the maintenance and disposition of recordsand documents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as toend paper build – up.</li> <li>2. Serves as a resource person on this competency.</li> <li>3. Represents the Department in the presentation of documents required bythe courts and other bodies.</li> <li>4. Recommends policies and guidelines onthe maintenance and disposition of records and documents.</li> </ol>



## BA4 – COMPUTERIZED RECORDS MANAGEMENT

The ability to:

- systematically handle documents and communication and track its flow;
- maintain filing system for reference and easy retrieval;
- undertake efficient transmittal of directives, policies, regulations for the guidance or compliance; and
- arrange archival materials for retention and its eventual disposition.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in computerized recordsmanagement activities.	Implements computerized recordsmanagement activities.	Leads the implementation of computerized records management activities.	Prepares plans and programs and formulates or enhances policies on computerized records management.
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the various phases of records management (e.g., records creation, mail management, filing and maintenance, retention, and disposal).</li> <li>2. Understands and adopts the Document Action Tracking System (DATS) in receiving and releasing of documents.</li> <li>3. Is familiar with types of documents, offices, and its Officials.</li> <li>4. Understands and adopts the system of releasing documents thru Records Management Information System (RMIS).</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains electronic database of records diligently.</li> <li>2. Migrates records using various media to save on space and for security purposes.</li> <li>3. Tracks documents using the DATS and RMIS accurately.</li> <li>4. Retrieves documents using the existing classification scheme and the “tracking number” assigned by DATS and RMIS.</li> <li>5. Safeguards records to avoid losses and preserve their integrity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR policies and applicable rules (e.g., DAO 97-24).</li> <li>2. Updates and drafts policy on Records Retention and Disposition Schedule (RRDS).</li> <li>3. Determines the authenticity of records/ documents as may be required.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, and monitors the records management function of the entire DENR.</li> <li>2. Maintains a continuing program for the management, preservation, and eventual disposition of records.</li> <li>3. Recommends retention period of documents/ records based on applicable policies.</li> <li>4. Serves as resource person on this competency.</li> </ol>



5. Uploads issuances and send thruwebmail promptly.			
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## BA5 – COURIER, POSTAL AND MESSENGERIAL SERVICES

The ability to speedily dispatch, pick up and deliver official documents to the postal office, government and private offices and individuals.



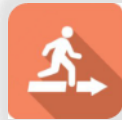
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs routine courier, postal and messengerial services.</p>	<p>Performs more complex courier, postal and messengerial services.</p>	<p>Leads the conduct of courier, postal and messengerial services.</p>	<p>Oversees the conduct of courier, postal and messengerial services.</p>
<ol style="list-style-type: none"> <li>1. Knows how to read road map.</li> <li>2. Sorts and records materials and documents for delivery.</li> <li>3. Delivers routine documents and materials.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains accurate records sent thru Courier, Postal Office, or Messenger, including the costs for postage and courier services.</li> <li>2. Adopts a systematic schedule and efficient way of delivery taking into consideration the urgency of the document.</li> </ol>	<ol style="list-style-type: none"> <li>1. Responds proactively to circumstances arising from delivery problems.</li> <li>2. Responds promptly to queries/complaints/problems on status of documents with tact and diplomacy.</li> <li>3. Maintains a mailing list with proper addresses, telephone and fax numbers, and directions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides options to act on critical messengerial requirements.</li> <li>2. Demonstrates considerable expertise on this competency.</li> </ol>



## BA6 – CLERICAL/SECRETARIAL/EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in discharging complete staff work.	Implements complete staff work.	Supervises complete staff work.	Ensures proper implementation of complete staff work.
<ol style="list-style-type: none"> <li>1. Screens, classifies, prioritizes, and reviews all incoming documents for action/signature of official concerned.</li> <li>2. Gathers data and other information required by the official concerned in relation to his /her duties and assignments.</li> <li>3. Assists in arranging meetings.</li> <li>4. Creates, maintains, and enters information into databases.</li> <li>5. Operates office equipment such as fax/scanner/copying machines.</li> <li>6. Maintains scheduling and events calendar.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with different units/offices and agencies programs and activities for specific end-users and purposes.</li> <li>2. Drafts routine business correspondence for review of superior.</li> <li>3. Assists in meetings and prepares minutes of the meeting.</li> <li>4. Reviews, verifies, and maintains information into databases.</li> <li>5. Researches the details in resolving issues, analyzes findings, prioritizes, and categorizes alternatives.</li> <li>6. Discusses other concerns with superior.</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred, and referred activities with the use of some system e.g., calendar/holding filing method.</li> <li>2. Composes all types of business correspondence (letters, memos, fax, and email) for review of the executive.</li> <li>3. Sends and disseminates routine correspondence in the absence of the executive.</li> <li>4. Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns of the executive/s.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information as a resource and information office.</li> <li>2. Designs and integrates data and process flow to facilitate interoffice coordination.</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence.</li> <li>4. Obtains decision maker approval.</li> <li>5. Strictly observes communication procedures.</li> </ol>

<p>7. Knows and demonstrates telephone and other communication skills (i.e., clarifying, providing feedback).</p> <p>8. Assists in filing and record keeping of reports, memos, and other communications as per ISO standards and principles of 5S.</p>	<p>7. Implements record management processes for the executive/office.</p>	<p>5. Recommends alternatives on solving a problem based on well researched and analyzed data.</p> <p>6. Maintains records creation and maintenance activities.</p> <p>7. Maintains the effective implementation of records management process.</p>	<p>6. Prepares plans and programs for the improvement of office's records management.</p> <p>7. Validates information into databases.</p>
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## BA7 – BUILDING MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop and implement an effective system of maintenance of office buildings and other facilities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs basic maintenance activities of buildings and other facilities.</p>	<p>Implements building maintenance activities</p>	<p>Leads the implementation of building maintenance activities</p>	<p>Prepares plans and programs and formulates or enhances policies on building maintenance</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the proper care and maintenance of office building and its premises, equipment, furniture, and fixtures.</li> <li>2. Attends to employees call, complaints, concerns, and documents on account of service request forms.</li> <li>3. Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services.</li> <li>4. Prepares vouchers for payment of office utility bills.</li> <li>5. Prepares cost estimates of materials of needed maintenance cost.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains and updates the inventory of real property, buildings, and other facilities.</li> <li>2. Monitors water and electricity consumption to ensure that cost reduction measures are observed.</li> <li>3. Identifies and determines maintenance and improvement requirements of structures, equipment, and facilities within the office.</li> <li>4. Inspects building equipment, facilities and surrounding areas and determines and notes maintenance work needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the status of equipment being maintained by the unit/office and implements preventive maintenance system.</li> <li>2. Prepares designs and estimates the proper maintenance of office buildings in accordance with existing building code.</li> <li>3. Implements programs and schedule of maintenance work.</li> <li>4. Reviews and assesses works of maintenance service providers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates and recommends programs and schedule of maintenance operations of office equipment, building fixture and utilities, such as changing of electric lights and other maintenance and housekeeping tasks.</li> <li>2. Conducts periodic reviews and pushes for continuous / continual improvement.</li> <li>3. Prepares periodic report on the regular maintenance works undertaken.</li> </ol>



## BA8 - REPAIR AND FABRICATION

The ability to repair damaged portion of the buildings including electrical, plumbing, and air-conditioning and to fabricate furniture and fixtures.

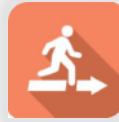


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs minor repairs and simple fabrication of equipment, furniture, and fixtures.	Performs more complex repairs and fabrication of damaged portion of buildings, furniture, and fixtures.	Leads in the implementation of repairs and fabrication of damaged portion of buildings, furniture, and fixtures.	Plans and organizes the delivery of repairs and fabrication of damaged portion of buildings, furniture, and fixtures.
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to repair and fabricate damaged portion of the buildings, including furniture and fixtures, based on the following fields: <ul style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning,</li> <li>painting,</li> <li>masonry, and</li> <li>carpentry</li> </ul> </li> <li>Familiar with the use of basic tools and equipment for their respective work.</li> <li>Estimates dimensions, specifications and other proportions of the project and selects the materials to be used.</li> </ol>	<ol style="list-style-type: none"> <li>Performs installation, repair and fabrication of furniture, fixtures, electrical equipment, masonry structures, commissioning of plumbing and sanitary equipment and facilities.</li> <li>Has the knowledge and ability to use special tools, mechanical and/or electrical equipment (power tools).</li> <li>Maintains/updates regular records of electrical and mechanical equipment.</li> <li>Identifies repair, maintenance and improvement requirements of structures, equipment, and facilities within the office.</li> </ol>	<ol style="list-style-type: none"> <li>Reads, interprets, and implements electrical, architectural, sanitary, and structural designs, sketches, diagrams, and blue/white prints.</li> <li>Inspects building equipment, facilities and surrounding areas and determines/assesses the extent of repair work needed.</li> <li>Trains colleagues and identifies training needs to reinforce section's technical competencies.</li> <li>Plans, assigns, and directs workload among colleagues with respect to their fields of expertise.</li> <li>Inspects equipment, facilities, and facilities after repair to ensure high quality of work.</li> </ol>	<ol style="list-style-type: none"> <li>Has the expertise in installation, repair and fabrication on the following fields: <ul style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning,</li> <li>painting,</li> <li>masonry, and</li> <li>carpentry</li> </ul> </li> <li>Conceptualizes designs and prepares estimates and bill of materials on various projects.</li> <li>Recommends improvements, modifications, and schedules of works.</li> <li>Has familiarity on the provisions of the Building Code of the Philippines.</li> </ol>



## BA9 - GARDENING AND LANDSCAPING

The ability to maintain office grounds and open spaces and to provide landscaping services including garden maintenance, indoor displays, nurseries and greenhouse.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the maintenance of gardens, indoor displays, nurseries, and greenhouse.	Implements the proper maintenance of garden, displays, nurseries and greenhouse.	Leads the implementation of gardening and landscaping activities.	Prepares plans and programs and formulates/enhances policies on ground maintenance and landscaping activities.
<ol style="list-style-type: none"> <li>Has the ability to perform variety of gardening tasks in the proper care and maintenance of gardens, nurseries, and green house with the use of simple tools and machine.</li> <li>Has the basic knowledge on the proper use, handling, and cleaning of garden materials, supplies and equipment.</li> </ol>	<ol style="list-style-type: none"> <li>Performs basic landscaping activities with some supervision.</li> <li>Knows the proper handling and storage of gardening tools, materials, equipment, plants, chemicals, and pesticides.</li> <li>Monitors the physical condition of tools, equipment, facilities, and materials, and reports any damage to superiors.</li> <li>Releases and collects gardening tools, materials, equipment, chemicals, and pesticides to colleagues</li> </ol>	<ol style="list-style-type: none"> <li>Undertakes advanced landscaping works.</li> <li>Trains and guides other colleagues in the implementation of landscaping and gardening activities.</li> <li>Organizes grounds maintenance work around DENR grounds, garden, nurseries, and greenhouse.</li> <li>Monitors and maintains inventory of gardening supplies and equipment.</li> <li>Makes job requests, vouchers and requisition of needed plants, chemicals, equipment, and supplies.</li> </ol>	<ol style="list-style-type: none"> <li>Designs and prepares landscaping designs and indoor displays.</li> <li>Estimates specification and prepares Bill of Materials of landscape projects within DENR.</li> <li>Schedules, organizes, monitors, and directs the work of grounds men and gardeners in the maintenance of landscape projects.</li> </ol>



## BA10 - MOTOR POOL SERVICES MANAGEMENT

The ability to design, develop and implement an effective system of fleet management, including dispatch, trip ticket, registration, parking and traffic administration.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Conveys passengers from point of origin to destination.</p>	<p>Schedules trips and provides the safest, fastest, and most economical route.</p>	<p>Inspects and monitors status of conveyance, fuel consumption, registration, and insurance.</p>	<p>Prepares plans, implement programs and reviews motor pool services, including parking and traffic administration.</p>
<ol style="list-style-type: none"> <li>1. Has the knowledge on traffic rules and regulations, as well as the policies on the use of motor vehicles of the bureau i.e., issuance of trip tickets, purchase of fuel, etc.</li> <li>2. Performs pre and post driving check on vehicle, tools, and equipment, and properly maintains cleanliness of the motor vehicles.</li> <li>3. Familiar with the routes and geographical location of the assigned area and destination of passengers.</li> <li>4. Displays proper decorum with passengers and practices defensive driving strategies.</li> <li>5. Prepares monthly report of official travels.</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs pre and post driving check on motor vehicles as well as the physical, emotional, and mental condition of drivers.</li> <li>2. Knows the names and geographical locations of cities and towns within and outside Metro Manila.</li> <li>3. Schedules and assigns drivers according to their accomplished vehicle request slip.</li> <li>4. Reminds drivers on proper decorum and all standard operating procedures (SOP) in driving.</li> <li>5. Prepares monthly report of fuel consumption.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates, monitors, and assesses the performance of drivers and recommends training for improvement of technical skills and attitude towards their work.</li> <li>2. Reviews the fuel consumption, distance travelled and fuel efficiency of motor vehicles.</li> <li>3. Monitors the timely renewal of motor vehicle insurances and registration.</li> <li>4. Monitors parking area for safety and cleanliness.</li> <li>5. Monitors conditions of all vehicles and refers those needing repair to the immediate supervisor.</li> </ol>	<ol style="list-style-type: none"> <li>1. Makes recommendations on improving motor pool operations, including parking and traffic administration.</li> <li>2. Adapts measures to improve operational efficiency and dependability of the service.</li> <li>3. Maintains an inventory of all motor vehicles, including type of vehicle, specification, date of purchase, and other relevant information.</li> <li>4. Evaluates and recommends purchase or rental of additional vehicles, taking into consideration its applicability, intended use, cost and quality.</li> <li>5. Recommends for disposal vehicles no longer economical to repair and</li> </ol>



	<p>6. Monitors and responds to driver's involvement in traffic accidents.</p> <p>7. Records fuel consumption distance travelled and fuel.</p>	<p>6. Reviews the monthly report of fuel consumption based on the monthly report of official travels.</p> <p>7. Has knowledge with the normal procedure and documentation needed in case of accidents.</p>	<p>maintain and submits same to Management.</p> <p>6. Prepares periodic report on the regular maintenance works undertaken.</p>
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## BA11 - VEHICLE REPAIR AND MAINTENANCE

The ability needed to perform repairs and maintenance work on all office motor vehicles.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs minor repairs and maintenance work on motor vehicles.	Performs more complex repair and maintenance activity on motor vehicles.	Leads in the implementation of transport repairs and maintenance services activities.	Leads in the delivery of repairs and maintenance work on motor vehicles.
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to troubleshoot, repair and maintain motor vehicles, on each of the following fields: <ul style="list-style-type: none"> <li>auto-electrical;</li> <li>auto-mechanical; and</li> <li>auto-air-conditioning</li> </ul> </li> <li>Has the knowledge on the use of basic mechanical/electronic tools.</li> <li>Inspects and assesses the condition of motor vehicle.</li> <li>Estimates specifications, dimensions and other proportions of the project and selects the materials and equipment to be used.</li> </ol>	<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to maintain, troubleshoot and repair electrical, mechanical, and air-conditioning units of motor vehicles.</li> <li>Uses special tools and equipment for faster completion of work.</li> <li>Cleans disassembled subunits properly without supervision.</li> <li>Identifies parts that need to be replaced and prepares a list of spare parts for purchase.</li> <li>Performs preliminary checks/tests on sub-units before final installation.</li> </ol>	<ol style="list-style-type: none"> <li>Performs preventive maintenance work on vehicles according to predetermined schedules.</li> <li>Performs mechanical, electrical, and air-conditioning troubleshooting, repairs, and maintenance.</li> <li>Suggests steps further improve workplace.</li> <li>Inspects and test-drives vehicles after repair or maintenance to ensure high quality of work.</li> <li>Maintains an inventory of supplies, equipment, materials, and parts.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates capabilities of co-mechanics and auto electricians and recommends steps to further improve their technical know-how.</li> <li>Has the technical expertise on the repair and maintenance of motor vehicles on the following fields: <ul style="list-style-type: none"> <li>auto-electrical;</li> <li>auto-mechanical; and</li> <li>auto-air-conditioning.</li> </ul> </li> <li>Conceptualizes designs and prepares estimates and Bill of Materials on vehicle repair and maintenance projects.</li> <li>Recommends improvements, modifications, and schedules of work.</li> </ol>



## BA12 - CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money, and accountable forms with face value. It includes counting of cash and keeping of financial records of cash and accountable forms with face value transactions for accounting and auditing purposes.

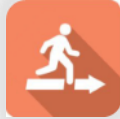


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the discharge of cash management activities.</p> <ol style="list-style-type: none"> <li>1. Collects payments from creditors.</li> <li>2. Prepares and issues checks/LDDAP creditors.</li> <li>3. Prepares daily collection and weekly disbursement reports.</li> <li>4. Facilitates routing of checks to signatories for all transactions.</li> </ol>	<p>Performs cash management activities.</p> <ol style="list-style-type: none"> <li>1. Prepares, processes, and ensures accuracy and propriety of checks for issuance.</li> <li>2. Answers creditors queries and follow-ups regarding checks/LDDAP.</li> <li>3. Maintains and records cash control.</li> <li>4. Posts and Indexes all office's payments.</li> <li>5. Issues tickets to gate collectors.</li> <li>6. Prepares the monthly report of supplies and materials issued (tickets) and reports of accountability of cheques and official receipts.</li> </ol>	<p>Leads in the discharge of cash management activities.</p> <ol style="list-style-type: none"> <li>1. Issues official receipts upon collection.</li> <li>2. Records and maintains cash registry book from all types of collection.</li> <li>3. Reviews collection and disbursement report.</li> <li>4. Handles cash advances and petty cash fund.</li> <li>5. Prepares liquidation report accurately as per approved cycle time.</li> <li>6. Reviews and signs the monthly report of supplies and materials issued (tickets) and reports of accountability of cheques and official receipts.</li> </ol>	<p>Prepares plans and programs and formulates recommendations on cash management.</p> <ol style="list-style-type: none"> <li>1. Monitors, reviews, and assesses monthly collection and disbursement.</li> <li>2. Reports and recommends, if needed, appropriate actions.</li> <li>3. Transacts with banks re agency accounts.</li> <li>4. Proposes recommendations to improve cash management activities.</li> </ol>



## BA13 – ENVIRONMENTAL MANAGEMENT SYSTEM (EMS), WELLNESS, SECURITY, SAFETY, EMERGENCY PREPAREDNESS AND DISASTER MANAGEMENT

The ability to manage significant environmental aspects, monitor environmental performance, secure occupational health and safety, security and conduct emergency and evacuation drills on emergency situations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers data and other information relative to the Environmental Management System, security, and emergency situations.</p>	<p>Consolidates data and information gathered and identifies significant environmental aspects, security, and emergency situations.</p>	<p>Monitors legal compliance and safety requirements, and assesses hazards and risks of DENR projects, programs, and activities.</p>	<p>Interprets data, generates information, prepares reports and formulates or enhances programs and activities.</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on EMS program of the Department, especially the significant environmental aspects.</li> <li>2. Gathers data and information from sources for the different environmental aspects.</li> <li>3. Has basic knowledge and ability on the standard operating procedures on the disaster risk reduction program.</li> <li>4. Knows the necessary fire and safety equipment.</li> <li>5. Knows the passage, exit point in the building, place of evacuation and all structural installations within the DENR and other installations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives, identifies, analyzes, and consolidates data for the different environmental performance.</li> <li>2. Assists in the coordination with various stakeholders on the disaster risk reduction/emergency preparedness program.</li> <li>3. Is familiar with the disaster risk reduction program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and monitors applicable legal compliance for all construction, maintenance of facilities, transportation and security as required under EMS.</li> <li>2. Conducts periodic inspection to determine and assess hazards and risks relative to occupational health and safety standards.</li> <li>3. Coordinates and organizes with other agencies, organization and groups on disaster risk reduction/emergency preparedness programs and activities.</li> <li>4. Recommends logistics, equipment suitable for the operation.</li> <li>5. Guides others on this competency and serves as a resource person.</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes programs as required under the DENR EMS.</li> <li>2. Evaluates effectiveness of existing programs on health and safety, disaster risk reduction and security, and initiates improvements to adapt to the present situation.</li> <li>3. Prepares periodic reports and documentation on the significant environmental aspects, security, and disaster preparedness.</li> </ol>



## BA14 - CUSTOMER ASSISTANCE AND REQUEST HANDLING

The ability to attend to requests, complaints, observations and suggestions, including the ability to monitor work progress, file records, consolidate and prepare periodic reports.



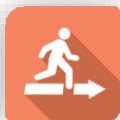
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Receives requests, complaints, observations, and suggestions, and informs concerned personnel and offices.</p>	<p>Monitors the work progress of the requests, complaints, observations, and suggestions.</p>	<p>Records and consolidates data.</p>	<p>Interprets data, generates information, and prepares reports.</p>
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on the proper handling of requests, complaints, observations, and suggestions according to the Code of conduct and ethical standards for Public Officials and Employees (RA 6713).</li> <li>2. Has basic knowledge on the use of the Enhanced Electronic Document Action Tracking Slip (E-DATS).</li> <li>3. Is familiar with the basic procedure of records maintenance: Sorting according to importance and filing and record keeping according to subject.</li> </ol>	<ol style="list-style-type: none"> <li>1. Has basic knowledge on the operations and workflow of the Division, as well as the job description of colleagues.</li> <li>2. Identifies and determines the kind of work to be performed, schedules the job request according to importance, endorses to concerned employees, and monitors the progress of the request.</li> </ol>	<ol style="list-style-type: none"> <li>1. Has knowledge on records management.</li> <li>2. Maintains an electronic record and files copy of all memoranda, letters, and communications, including job requests/orders, history of repair, client satisfaction form and other related documents.</li> <li>3. Collects, reviews, and consolidates data gathered from received requests, complaints, observations, and suggestions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and identifies applicable legal compliance for all constructions, maintenance of facilities, transportation, security, and other services.</li> <li>2. Prepares periodic reports based on the data gathered and information generated from the requests, complaints, suggestions, observations, and the client satisfaction form.</li> <li>3. Initiates and recommends strategies on improving customer assistance and request handling.</li> </ol>



## BP1 – PLANNING AND PROGRAMMING

The ability required to:

- determine /scheme/strategy to come up with specific projects/activities that will be implemented in a given period in accordance with the Department’s thrust priorities, and budget appropriation;
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the DENR;
- formulate criteria for determining priorities for proposed projects and selects the appropriate programs/projects/activities for funding and execution;
- determine the selected programs which are in consonance with national plans (PDP/PIP) to be integrated for recommending to NEDA the DENR’s short, medium and long-term plans (DENR’s PDP/PIP);
- harmonize and integrate sector plans and translate to action plans as input to PDP;
- review and analyze programs for funding support using the outcome/output indicators and its relevance to DENR mandate; and
- prepare the DENR’s Medium-term Expenditure Program as input to PIP.



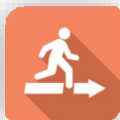
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of planning and programming activities in DENR	Consolidates and reviews and analyzes the agency’s Work and Financial Plans (WFPs) and determines output/outcome indicators	Leads the preparation of the agency operational plans and unifies/harmonizesand integrates ecosystems managementplans for better execution and implementation	Direct the preparation of agency strategicand operational plans and translate integrated ecosystem plans thru implementation plans.
<ol style="list-style-type: none"> <li>1. Has basic knowledge of the DENR mandate, mission, vision, and programs, activities, and projects (PAPs)</li> <li>2. Knows basic planning and programming concepts and processes – targeting scheduling, budgeting etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts proposal and planning guidelinesfor the preparation of annual WFPs based on approved budget, management directives, and national priorities</li> <li>2. Reviews and consolidates the offices’ WFPs in accordance with the guidelines</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and edits draft planning guidelines</li> <li>2. Communicates and harmonizes with the different operating departments in identifying and formulating the priority PAPs of the agency</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of strategic planning workshop</li> <li>2. Finalizes the proposal and planning guidelines for approval of the Administrator</li> <li>3. Directs/coaches the regional operationsin the preparation of budget proposal</li> </ol>

<ul style="list-style-type: none"> <li>3. Gathers/collects relevant planning inputs from policy issuances of oversight agencies (DENR, DBM, NEDA) and information on the programs of other government agencies)</li> <li>4. Recognizes and identifies output indicators and outcome indicators</li> <li>5. Develops database on regional targets taking in to account the universe and baseline information</li> <li>6. Updates and maintains planning records regularly</li> </ul>	<ul style="list-style-type: none"> <li>3. Prepares budget submissions, justifications, and presentations</li> <li>4. Assists in the formulation and design of PAP monitoring and evaluation schemes</li> <li>5. Understands and discerns the unit of work measurement used in every outputindicator</li> <li>6. Analyze information/data for funding request based on planning standards</li> </ul>	<ul style="list-style-type: none"> <li>3. Reviews and edits the draft budget submissions, justifications, and presentations</li> <li>4. Consolidates and takes the lead in the preparation of DENR MTEP taking into consideration the high, medium and low scenario in terms of financial availability and the thrust and directions of the management</li> <li>5. Reviews and analyzes reports of operating units and makes recommendations for the effective PAP implementation</li> </ul>	<ul style="list-style-type: none"> <li>taking into consideration the budget priorities framework vis a vis the directions of the management</li> <li>4. Leads the conduct of an annual planning workshop to review WFPs based on the planning guidelines</li> <li>5. Discusses with management and offices/units technical and administrative issues relating to PAP planning and implementation</li> <li>6. Develops and recommends enhancements in the planning procedures</li> </ul>
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## BP2 - POLICY ANALYSIS

The ability to conduct policy studies affecting the ENR sector.



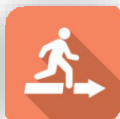
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of policy studies and formulation	Conducts policy studies and prepares report	Supervises in the conduct of policy studies and formulation	Leads the formulation and implementation of agency strategic and operational policy frameworks
<ol style="list-style-type: none"> <li>1. Knows the basic principles/ concepts on policy formulation</li> <li>2. Has knowledge on the DENR's mandate, vision, mission, priorities, and thrust</li> <li>3. Conducts research on new policy issuances</li> <li>4. Updates and maintain DENR database on ENR laws and policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Recognizes policy implications of specific issuances or events</li> <li>2. Identifies relevant materials/ references for specific policy studies</li> <li>3. Conducts initial assessment/ study of policy issues</li> <li>4. Evaluates and interprets policy directives and recommends measures for implementation/ compliance</li> <li>5. Knows agency systems and procedures on PAP planning, implementation, and M&amp;E</li> <li>6. Conducts operational studies and prepares policy reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the policy implications of a particular research result</li> <li>2. Identifies policy gaps</li> <li>3. Reviews and edits policy reports</li> <li>4. Develops policies and procedures on planning, implementation, and M&amp;E</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the conduct of consultation workshops to formulate policy frameworks</li> <li>2. Oversees the formulation of priority policies in accordance with the framework</li> <li>3. Finalizes the policy reports for submission to the Secretary</li> </ol>





## BP3 - MONITORING AND EVALUATION OF DENR PROGRAMS AND PROJECTS

The ability to coordinate with bureaus, attached agencies and field offices of the Department on the progress of ENR programs and projects in accordance with approved priority areas; to formulate standards and criteria on monitoring, evaluation and validation; to evaluate and assess periodically performance reports and programs/projects' outputs/results/outcomes; and to prepare periodically monitoring and evaluation reports of the ENR programs and projects.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of monitoring and evaluation of DENR programs and projects and DENR offices' performance review and assessment	Conducts monitoring and evaluation of all DENR programs and projects and DENR offices' performance review and assessment	Leads the preparation of monitoring and evaluation reports of all DENR programs and projects and DENR offices' performance review and assessment	Leads the overall monitoring, evaluation and assessment of all ENR programs and projects and implementation of DENR offices' performance review and assessment
<ol style="list-style-type: none"> <li>1. Demonstrates basic knowledge on ENR priority areas, programs, projects, and activities</li> <li>2. Shows basic understanding on M &amp; E principles and processes</li> <li>3. Communicates with bureaus, attached agencies and regional offices regarding the progress of ENR programs and projects</li> <li>4. Consolidates and reviews performance reports based on targets and commitments</li> <li>5. Assists in the conduct of field validation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge on planning, monitoring and evaluation</li> <li>2. Monitors and evaluates/ assesses the accomplishment reports based on targets</li> <li>3. Analyzes data, information and issues collected</li> <li>4. Discusses with bureaus, attached agencies and regional offices regarding the progress of ENR programs and projects</li> <li>5. Reviews the performance reports and determines the hindering and facilitating</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates the status of ENR programs and projects</li> <li>2. Initiates the communication of feedback of evaluation findings relevant to the operation and strategic planning</li> <li>3. Leads in the development of standards and criteria in the monitoring, evaluation and validation of ENR programs and projects</li> <li>4. Assists in the identification of issues and provides recommendations as a result of programs/projects evaluation for management's actions or considerations</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides guidance in the development and implementation of standards and criteria in monitoring, evaluation and validation of ENR programs and projects</li> <li>2. Provides feedback reports on the status of programs/projects performance.</li> <li>3. Provides recommendations relative to the identified operational and policy issues for management's decision making</li> <li>4. Contributes to the development and review of policies, guidance, systems, procedures and tools related to monitoring and evaluation/assessment</li> </ol>

<p>6. Collects, gathers and processes data for evaluation of accomplishments</p> <p>7. Prepares, consolidates accomplishment reports for submission to management</p> <p>8. Assists in the review and assessment of DENR offices' performance</p>	<p>factors contributing/affecting the desired performance outputs/results</p> <p>6. Reviews and assesses the DENR offices' performance</p>	<p>5. Guides and coach staff in data collection and analysis, and in crafting appropriate recommendations that would address evaluation issues</p> <p>6. Leads the review and assessment of DENR offices' performance</p> <p>7. Articulates and communicates relevant information necessary for operation and strategic planning</p>	<p>5. Presents evaluation results and findings including recommendations and lessons learned to the management</p> <p>6. Plans, organizes and leads the conduct of review and assessment of DENR offices' performance</p>
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## BIS1- APPLICATION SYSTEMS DEVELOPMENT

The ability to operate and utilize system development tools.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops simple application systems	Develops medium to complex application systems	Leads and provides instructions to programmers and reviews results of system development	Validates and approves results of system implementation and maintenance
<ol style="list-style-type: none"> <li>1. Demonstrates familiarity in operating and utilizing software development tools</li> <li>2. Knows software compatibility which can operate together on different environment such as SQL and WindowsServe</li> <li>3. Develops simple applications systems (web-based, client-based, mobile application, etc.) per end-user's requirements</li> <li>4. Performs unit testing on information systems during development</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates proficiency in operating and utilizing software development tools</li> <li>2. Develops medium to complex applications systems per end user's requirements</li> <li>3. Maintains software library and periodically monitors memory management</li> <li>4. Immediately fix reported/encountered system errors and bugs</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates mastery in operating and utilizing software development tools</li> <li>2. Efficiently implements system integration of modules developed by each team member</li> <li>3. Demonstrates effective organization and motivation to each team member ensuring assigned projects are completed</li> <li>4. Proficient in database management</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and organizes the overall activities on implementation, coordination and management of systems development projects</li> <li>2. Is responsible for each phase of the systems development life cycle namely analysis and requirements, design and development, testing, implementation and maintenance cycles including possible reports and deliverables for each</li> <li>3. Develops/innovates policies and procedures regarding performance and maintenance of DENR website</li> </ol>



## BIS2 - SYSTEMS ANALYSIS AND DESIGN

The ability to examine a business activity to help decide whether new information technology solutions will improve productivity.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in system analysis, design, planning, implementation, and maintenance activities	Conducts activities covering system planning, analysis, design, implementation and maintenance	Leads the conduct of and reviews/verifies results of system planning, analysis, design, implementation and maintenance	Validates and approves results of system planning, analysis and design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of system analysis and design</li> <li>2. Prepares program and input/output specifications with some supervision</li> <li>3. Conducts preliminary investigation and requirements analysis</li> <li>4. Maintains documentation</li> <li>5. Assists in the implementation and maintenance of computer application system</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts preliminary/feasibility study on existing systems and procedures</li> <li>2. Defines all jobs, security and control procedures and back-up and recovery plans required within a system</li> <li>3. Analyzes, designs and implements information systems</li> <li>4. Documents whole project and modifications</li> <li>5. Prepares test data for individual programs and entire system</li> <li>6. Performs system testing and conducts periodic system reviews</li> </ol>	<ol style="list-style-type: none"> <li>1. Draws up specific proposals for modified or replacements systems and testing schedule for the complete system</li> <li>2. Presents proposals to clients and produces project feasibility reports</li> <li>3. Translates client's requirements into highly specified project briefs</li> <li>4. Identifies options for potential solutions and assesses them for both technical and business suitability</li> <li>5. Manages implementation of new information systems</li> <li>6. Liaises extensively with external or internal clients</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to computer information processing</li> <li>2. Conducts risk analysis, and information systems planning of organizational information systems</li> <li>3. Formulates staff development programs and conducts on-the-job training on systems analysis and design</li> <li>4. Possesses skills in ICT project management</li> </ol>

	<p>7. Works closely with developers and a variety of end users to ensure technical compatibility and user satisfaction</p> <p>8. Prepares request for proposal on outsource solutions</p> <p>9. Discusses existing business models and the flows of data in the business with those involved</p>	<p>7. Prepares training plans for users of a new system</p> <p>8. Draws up and prepares cost specifications for possible improvements and produces outline designs of new IT system for others to develop and build</p> <p>9. Assesses proposed projects and reviews requests for additional data processing services and applies cost-benefit analysis methods to current and proposed projects</p> <p>10. Guides and teaches others in systems analysis design</p>	
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## BIS3 - NETWORK INFRASTRUCTURE MANAGEMENT

The ability to manage network infrastructure and security.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic network infrastructure troubleshooting and maintenance	Undertakes more complex network infrastructure troubleshooting and maintenance	Leads the conduct of computer hardware/ networking installation, troubleshooting and maintenance works.	Plans, organizes and reviews the conduct of network architecture management, troubleshooting and maintenance works.
<ol style="list-style-type: none"> <li>1. Knows the basic concepts computer hardware and configuration, network management and maintenance</li> <li>2. Assist in the maintenance and administration of both computer network and connected desktop/laptop computers</li> <li>3. Provide basic training to users in computer operations and responds to routine user questions</li> <li>4. Close out trouble tickets assigned and follow up to ensure user satisfaction</li> <li>5. Assist in monitoring, troubleshooting and maintenance of servers, computers peripherals and network installation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of the different concepts of computer hardware and configuration, network management and maintenance</li> <li>2. Monitors, troubleshoots and maintains the condition of servers, computers and peripherals and network installation in work areas</li> <li>3. Monitors efficiently network performance and usage in every user's station</li> <li>4. Evaluates and tests vendor-supplied hardware/software packages to determine suitability to organization's needs and requirements</li> <li>5. Assist in the design, development and maintenance of network system</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs, develop and maintains network (voice/data/video) system and recommend implementation based on existing hardware requirements of each account</li> <li>2. Installs and monitors the performance of the network system</li> <li>3. Secures the network infrastructure from external/internal risks</li> <li>4. Guides and teaches others in hardware installation, maintenance and networking</li> <li>5. Assist in the design of comprehensive and integrated network architecture</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs and directs comprehensive, integrated network architectures, creates policies and procedures in conjunction with ICT groups, vendors and emerging technologies</li> </ol>



## BIS4 - NETWORK SYSTEMS MANAGEMENT

The ability to install, maintain, and modify operating systems, database management systems, utilities, and related software. It includes ensuring the availability, integrity and reliability of assigned systems; primarily responsible for large-scale operating systems and database management systems that typically serve the entire organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software	Conducts activities in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software	Leads the conduct of and reviews/ verifies results of systems management activities	Validates and approves results of systems management activities
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of server and storage hardware configuration, management and maintenance</li> <li>2. Assists in the maintenance and administration servers and storage</li> <li>3. Conducts basic training to users in server and storage operations and responds to routine user questions</li> <li>4. Closes out trouble tickets assigned and follows up to ensure user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutes, implements and monitors compliance with ICT network security guidelines and procedures</li> <li>2. Administers, secures and maintains application systems including its software and web-based electronic services</li> <li>3. Sets-up and maintains system access privileges and security</li> <li>4. Maintains the DENR's intranet</li> <li>5. Undertakes systems management, troubleshooting and maintenance</li> </ol>	<ol style="list-style-type: none"> <li>1. Is responsible for the management, planning and operations of servers/ storage</li> <li>2. Is responsible for the setup, maintenance, and administration of connectivity and ensures they meet Service Level Agreement and uptime standards</li> <li>3. Assists in planning for future growth, expansion and development of systems infrastructure</li> <li>4. Performs periodic disaster recovery testing and planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and usage of the information system infrastructure of the organization</li> </ol>

	6. Monitors and evaluates network infrastructure hardware and software compatibility and interoperability		
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## BIS5 – INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) RESOURCE MANAGEMENT

The ability to formulate, recommend and monitor the implementation of ICT and information management (IM) policies, strategies and standards.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic computer HW, SW and NW configuration and maintenance	Monitors and maintains the condition of HW, SW, NW and peripherals	Leads in planning, design, installation and maintenance of ICT resources and leads support to ICT research and development	Plans, organizes and reviews ICT resources, projects and activities
<ol style="list-style-type: none"> <li>1. Knows the basic IT policies, standards and strategies for improved ICT management</li> <li>2. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus/Regional Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts relevant research studies to improve the information and technology management of the Department</li> <li>2. Rationalizes the procurement and distribution of ICT resources</li> <li>3. Conducts computer literacy and ICT retooling programs</li> <li>4. Conducts ICT information campaign, promotion and advocacy</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus and Regional Offices</li> <li>2. Coordinates the formulation, implementation, monitoring and evaluation of the Department-wide ICT Master Plan</li> <li>3. Formulates and recommends human resource management strategy to acquire, develop, retool and retain ICT skills and capabilities</li> <li>4. Monitors, evaluates and audits implementation of major ICT programs, projects and significant activities, in coordination with concerned offices</li> <li>5. Ensures the integration of information management in all operations of the Department towards the development of</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to ICT and IM</li> <li>2. Conducts system audits to ensure compliance with latest ICT standards</li> <li>3. Conducts periodic review and promotes ICT policies and standards</li> </ol>

		a culture that embraces ICT and IM within DENR	
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## BIS6 – STATISTICAL ANALYSIS, DATA MANAGEMENT AND PRODUCTION OF KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, statistical analysis and production of knowledge products.



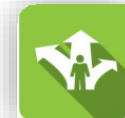
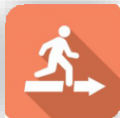
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of statistical analysis, data management and production of knowledge product	Conducts statistical analysis, data management, and production of knowledge product	Leads the conduct of statistical analysis, data management, and production of knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of statistical analysis, data management, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of basic statistics (e.g. measures of central value; projection and forecasting, techniques)</li> <li>2. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>3. Entertains queries and provides assistances to internal and external clients</li> <li>4. Updates and consolidates sectoral data and information necessary in the implementation of ENR programs/projects and activities</li> <li>5. Assists in verification and consolidates plans and programs, activities, statistical</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>2. Analyzes and validates statistical data for conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical database using SSIS and other statistical software</li> <li>4. Monitors statistical reporting system (SSIS) in the bureaus, regions, PENROs and CENROs</li> <li>5. Establishes and maintains close linkages with statistical system on statistical requirements particularly the Philippines Statistics Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes appropriate statistical program/project/activities to be undertaken in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on ENR statistics for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses integrated statistical development plans and programs submitted by the Bureaus, Attached Agencies and Central Office</li> <li>4. Reviews guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads statistical analysis, data management, integration of statistical and spatial data, and production of knowledge products</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on statistical analysis, data management, integration of statistical and spatial data and production of knowledge products</li> </ol>

<p>reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</p> <p>6. Prepares required materials/documents for statistical assessment workshops and committee meetings</p> <p>7. Packages knowledge products for dissemination</p>	<p>6. Verifies and consolidates plans and programs, activities, statistical reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</p> <p>7. Recommends guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</p> <p>8. Applies ENR laws, regulations and practices pertaining to statistical analysis, data management and production of knowledge products</p>	<p>5. Recommends revisions of statistical plans based on the performance or accomplishments of Regional Offices and field offices vis-à-vis on their respective plans</p> <p>6. Trains others on statistical analysis, data management and production of knowledge products</p>	
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## BIS7 – SPATIAL ANALYSIS, CONVERSION OF STATISTICAL DATA TO SPATIAL DATA AND CONVERSION TO KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, conversion to spatial data, and production of knowledge products.



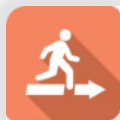
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of data management, conversion to spatial data, spatial analysis, and production of knowledge product	Analyzes spatial data, integrate statistical and spatial data for conversion to knowledge product	Leads the analysis of spatial data, integration of statistical and spatial data and conversion of the same to knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria on spatial analysis, integration of statistical and spatial data, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of GIS application</li> <li>2. Analyzes ENR data/statistics for conversion to spatial data</li> <li>3. Updates and consolidates sectoral spatial data</li> <li>4. Assists in the analysis and integration of spatial and statistical data</li> <li>5. Prepares required materials/documents for assessment workshops and committee meetings related to conversion of statistical data to spatial data</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses GIS software in the conversion of statistical data to spatial data</li> <li>2. Analyzes and validates spatial data for integration and conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical spatial data using GIS software</li> <li>4. Prepares guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products</li> <li>5. Applies ENR laws, regulations and practices pertaining to statistical and</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes integration of statistical and spatial data in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on integration of ENR statistical and spatial data for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses development plans and programs on integration of statistical and spatial data submitted by the Bureaus, Attached Agencies and Central Office</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads spatial analysis, integration of statistical and spatial data, and production of knowledge products.</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on spatial analysis, integration of statistical and spatial data and production of knowledge products.</li> </ol>

<p>6. Assists in the preparation of guidelines/procedures for conversion of statistical data to spatial data and integration for production of knowledge products.</p>	<p>spatial data and production of knowledge products.</p>	<p>4. Reviews and assesses integrated spatial and statistical data for conversion to knowledge products</p> <p>5. Reviews and recommends guidelines/procedures for integration of statistical and spatial data for conversion to knowledge products</p> <p>6. Trains others on data integration and conversion to knowledge products</p>	
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## R1 - TECHNOLOGY GENERATION

Knowledge and skills required in generating science-based technology (information, products, processes and services on biodiversity, coastal, wetlands and ecotourism / related to the specific center's area of excellence) and the consequent application of such technology to develop new/improved information, products, processes, and services that are beneficial to end-users



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in information/ technology generation activities.	Conducts information/ technology generation activities.	Supervises information/ technology generation activities.	Formulates plans and programs on information/ technology generation activities
<ol style="list-style-type: none"> <li>1. Is aware of the basic environmental issues and problems in the Philippines.</li> <li>2. Understands the present state of the Philippine environment and the current needs in terms of technologies related to the specific center's area of excellence.</li> <li>3. Knows the basic concepts and methodologies in the conduct of research and the statistical and mathematical tools in the analysis and interpretation of results.</li> <li>4. Gathers, organizes, and manages research data relevant to DENR concerns, both manually and electronically with supervision.</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands the current needs in terms of technologies (information, products, processes, and services) applicable for the proper management of the environment and natural resources.</li> <li>2. Conceptualizes, organizes, and prepares RDE proposals with minimal supervision.</li> <li>3. Organizes and analyzes research data and technical information with minimal supervision.</li> <li>4. Implements technology generation activities based on schedule with minimal supervision.</li> <li>5. Prepares technical reports and papers with minimal supervision.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes and interprets results of processed data.</li> <li>2. Formulates implements and runs RDE (research, development, and extension) projects.</li> <li>3. Provides inputs to research database development and management.</li> <li>4. Evaluates and reviews RDE proposals, terminal reports, and scientific / technical/popular papers/reports.</li> <li>5. Prepares and presents scientific papers.</li> <li>6. Assists in the planning and formulation of RDE framework/agenda and program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and develops integrated RDE agenda, programs, and framework.</li> <li>2. Recommends relevant technological advancements for adaptation/utilization in ENR management.</li> <li>3. Institutes measures to eliminate lapses, deficiencies, shortfalls and/or slippages of all future RDE activities.</li> <li>4. Directs/Guides RDE activities and staff.</li> </ol>

<p>5. Writes simple progress reports (e.g.travel reports, activity reports, etc.)</p>	<p>6. Assists in the evaluation and review ofRDE proposals, terminal reports/ technical/ scientific papers/reports.</p>	<p>7. Contributes to the establishment and enhancement of RDE linkages and networking for funding, professional growth and other purposes.</p> <p>8. Guides and coach others on this competency.</p>	
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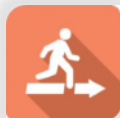




## R2 – MONITORING, EVALUATION AND CLEARING HOUSE OF RESEARCH, DEVELOPMENT AND EXTENSION (RDE) PROJECTS/ACTIVITIES

Knowledge and skills required to screen projects/activities and evaluate performance and impact using indicators that help measure progress toward achieving targets or goals and recommend corrective measures in line with programs, activities and areas of excellence of delivery units.

Monitoring systems comprise procedural arrangements for data collection, analysis and reporting.

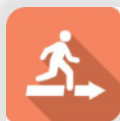


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in monitoring and evaluation of R&D activities.	Conducts monitoring and evaluation of RDE activities.	Supervises monitoring and evaluation of RDE activities.	Formulates plans, programs and policies on monitoring and evaluation of R&D activities.
<ol style="list-style-type: none"> <li>1. Knows the various tools and parameters in monitoring and evaluating RDE activities.</li> <li>2. Assists in the monitoring and evaluation of R&amp;D activities.</li> <li>3. Provides inputs in monitoring and evaluation (M &amp; E) data/information on RDE activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Collects, organizes, analyzes, and interprets monitoring and evaluation data/information.</li> <li>2. Applies tools and parameters in the M &amp; E of R&amp;D activities.</li> <li>3. Maintains and updates databases of all R&amp;D projects/activities for effective M &amp; E.</li> <li>4. Drafts periodic M &amp; E reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and evaluates R&amp;D projects and activities along his/her field of specialization.</li> <li>2. Reviews M &amp; E reports.</li> <li>3. Identifies the research gaps of the RDE activity being subjected to M &amp; E.</li> <li>4. Initiates designing of information systems, databases for effective monitoring and evaluation of R&amp;D and activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates and analyzes all the findings and outcomes of the M &amp; E.</li> <li>2. Institutes measures that will effectively address the research gaps identified.</li> <li>3. Leads the conduct of monitoring and evaluation activities of R&amp;D programs and projects.</li> </ol>



## R3 - TECHNOLOGY ASSESSMENT AND PACKAGING

Knowledge and skills required to study the environmental soundness, social acceptability, technical feasibility, economic viability, and enabling mechanism (ESTEEM) of the technologies developed including sets of relevant information and recommend appropriate technologies for promotion and transfer.

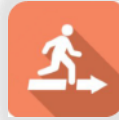


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in technology assessment and packaging activities.	Conducts technology assessment and packaging activities.	Supervises technology assessment and packaging.	Formulates plans, programs and policies on technology assessment and packaging.
<ol style="list-style-type: none"> <li>1. Understands the general process of technology assessment and packaging.</li> <li>2. Knows the different parameters in assessing and packaging technologies.</li> <li>3. Coordinates conduct of workshops/ meetings/ trainings.</li> <li>4. Assists in drafting reports pertinent to set criteria for technology assessment and packaging.</li> <li>5. Assists in the activities related to technology assessment and packaging.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts activity proposals in relation to technology assessment and packaging.</li> <li>2. Gather documents/materials for technology assessment and packaging.</li> <li>3. Assists in the integration and analysis of assessment and packaging reports.</li> <li>4. Provides inputs on research advances related to technologies for assessment and packaging.</li> <li>5. Maintains database in relation to technology assessment and packaging.</li> <li>6. Prepares articles for publication, as necessary.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and submits activity proposals for technology assessment and packaging.</li> <li>2. Identifies and recommends technologies for assessment and packaging.</li> <li>3. Identifies Technology Assessment Team (TAT) composition per technology to be assessed.</li> <li>4. Synthesizes findings and outcomes of technology assessment and packaging.</li> <li>5. Develops/updates protocol on technology assessment and packaging, as necessary.</li> <li>6. Provides technology documents for packaging, promotion, and transfer.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensures policies on technology assessment and packaging are in place and updated.</li> <li>2. Assigns Technology Assessment Team (TAT) composition per technology to be assessed.</li> <li>3. Manages personnel and activities related to technology assessment and packaging.</li> <li>4. Recommends technology assessed for promotion and transfer or for further research/ improvement.</li> <li>5. Recommends with comprehensive recommendations to improve technology assessment and packaging protocol being used.</li> </ol>



## R4 - TECHNOLOGY PROMOTION AND EXTENSION

Knowledge and skills required in promotion of technology in conformity with established form, substance, content and language appropriate for acceptance and adoption by target clientele.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in technology promotion and extension activities/projects.	Conducts technology promotion and extension activities/projects.	Supervises technology promotion and extension activities/projects.	Formulates plans, programs and policies on technology promotion and extension
<ol style="list-style-type: none"> <li>1. Knows the basic principles, concepts, and skills in promoting and extending technologies (i.e. stakeholder analysis, strategic design, development and testing, implementation and monitoring, evaluation and re-planning).</li> <li>2. Provides inputs for production of communication materials or tools for technology promotion and extension.</li> <li>3. Knows basic knowledge products preparation (i.e. research, writing, editing, proofreading, graphic design, popularization, photography, video production and software, publishing software).</li> <li>4. Assists in the development and conduct of capacity building activities for technology promotion extension.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts activity/project proposals for technology promotion and extension.</li> <li>2. Assists in strategic communication plan preparation (analysis of stakeholders, relevant policies, programs, organizations, and communication channels; promotion/marketing strategies i.e., branding, exhibits, trade fairs, fora, capacity building, social marketing, demonstration area/eco- destination); implementation, and monitoring and evaluation.</li> <li>3. Drafts communication materials for technology promotion and extension.</li> <li>4. Assists in media linkaging and writing news/feature articles.</li> <li>5. Assists in designing strategies/ building partnerships and linkages with target</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes and submits project and activity proposals on technology promotion and extension based on packaged technologies.</li> <li>2. Reviews and recommends on RDECs' promotion plans including communication materials.</li> <li>3. Develops capacity building strategies and tools (i.e. design, modules, manuals, evaluation).</li> <li>4. Facilitates media linkaging and news releases.</li> <li>5. Designs strategies/builds partnerships and linkages with target clientele/ stakeholders for technology promotion and extension.</li> <li>6. Manages technology promotion projects and activities of ERDB (i.e., trainings,</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads in formulation of periodic technology promotion and extension programs, projects, and activities.</li> <li>2. Recommends RDECs communication plans for technology promotion and extension.</li> <li>3. Reviews (approves/ disapproves) ERDB's communication materials for technology promotion and extension.</li> <li>4. Directs implementation of technology promotion and extension programs, projects, and activities of ERDB.</li> <li>5. Formulates policy recommendations to improve procedures on technology promotion and extension as necessary.</li> </ol>

	<p>cliente/ stakeholders for technology promotion and extension.</p> <p>6. Develops and updates databases on technology promotion and extension.</p> <p>7. Assists in the provision of technical assistance to RDECs and other clients on technology promotion and extension.</p>	<p>seminars, fora, other promotion campaigns).</p> <p>7. Integrates/consolidates technology promotion and extension report from RDECs.</p> <p>8. Develops/updates protocol on technology promotion and extension, as necessary.</p> <p>9. Drafts/updates policies on technology promotion, as necessary.</p> <p>10. Provides technical assistance, guides, and coaches others on this competency.</p>	
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## R5 - PUBLICATIONS MANAGEMENT

Knowledge and skills required in documenting and publishing technologies on print and online platforms.

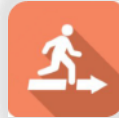


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in technology documentation, and publishing.	Conducts technology documentation, and publishing.	Supervises technology documentation, and publishing.	Formulates plans, programs and policies on technology documentation and publishing.
<ol style="list-style-type: none"> <li>1. Applies basic knowledge on copy editing and lay outing.</li> <li>2. Applies basic knowledge on production of ERDB publications.</li> <li>3. Assists in collection of materials for publications.</li> <li>4. Assists in developing and maintaining database of publications and subscribers/ recipients.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies basic knowledge on science writing and technical editing.</li> <li>2. Undertakes lay outing of publications using appropriate software.</li> <li>3. Reviews and edits submitted popular and semi-technical articles for publication.</li> <li>4. Coordinates submission of articles/manuscripts for publication.</li> <li>5. Maintains a systematic database of ERDB publications.</li> <li>6. Maintains circulation database of publication subscribers/ recipients</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervises maintenance of ERDB publications databases.</li> <li>2. Reviews and edits submitted technical articles/manuscripts for publication.</li> <li>3. Assists in the development of policy on publication production, and circulation/marketing.</li> <li>4. Leads the conduct of readership survey for ERDB publications and coach others on this competency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews technology assessment reports for possible publications.</li> <li>2. Recommends submitted technical articles/manuscripts for publication, and circulation/marketing.</li> <li>3. Develops policy on publication production, and circulation/marketing</li> </ol>



## R6 - TECHNOLOGY IMPACT ASSESSMENT

Knowledge and skills required in assessing the impacts of technologies transferred to clientele in terms of environmental, socio-economic, political, technical and institutional aspects.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of technology impact assessment activities.	Conducts technology impact assessment activities.	Leads technology impact assessment activities.	Formulates plans, programs and policies on technology impact assessment activities.
<ol style="list-style-type: none"> <li>Has basic knowledge on technology impact assessment.</li> <li>Assists in technology impact assessment projects.</li> <li>Assists in the preparation of project proposals on technology impact assessment.</li> <li>Provides assistance in preparation of reports.</li> </ol>	<ol style="list-style-type: none"> <li>Updates and maintains databases on technology impact assessment.</li> <li>Gathers data/feedback from clientele on a particular technology.</li> <li>Gathers data and/or performs interview of clientele on technology utilization.</li> <li>Collates and integrates data gathered.</li> <li>Assists the preparation of project proposals.</li> <li>Prepares draft reports.</li> </ol>	<ol style="list-style-type: none"> <li>Updates and maintains databases on technology impact assessment.</li> <li>Prepares project proposal on technology impact assessment.</li> <li>Conceptualizes and formulates programs and implementation strategies for technology impact assessment.</li> <li>Leads in project report preparation.</li> <li>Provides technical assistance to clientele.</li> <li>Performs analysis, interpretation and synthesis of data gathered, and recommends actions or policies.</li> <li>Integrates results of technology impact assessment.</li> </ol>	<ol style="list-style-type: none"> <li>Facilitates conceptualization and formulation of program proposals on technology impact assessment.</li> <li>Directs overall activities and oversees staff work on technology impact assessment.</li> <li>Integrates results of technology impact assessment and comes up with comprehensive recommendations to improve procedures, processes, and policies.</li> </ol>

		8. Recommends strategies to further improve technology impact assessment procedures.	
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## R7 - LABORATORY MANAGEMENT

The ability required in managing laboratory resources and facilities including its personnel, equipment and laboratory processes and procedures.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in managing laboratory resources and facilities.	Manages laboratory resources and facilities.	Leads laboratory resources and facilities.	Formulates plans, programs and policies on managing laboratory resources and facilities activities.
<ol style="list-style-type: none"> <li>1. Possesses basic knowledge on laboratory equipment and procedures.</li> <li>2. Assists in laboratory analysis, sanitation, and testing.</li> <li>3. Assists in the maintenance and management of laboratory equipment and facilities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts analysis and testing of laboratory samples based on prescribed or standard procedures.</li> <li>2. Updates and maintains laboratory databases.</li> <li>3. Handles the maintenance and management of laboratory equipment and facilities.</li> <li>4. Assists the conduct of calibration of equipment and laboratory as well as the analytical and diagnostic laboratories and inter/intra calibration of laboratory equipment and procedures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes laboratory samples, interprets results and prepares laboratory reports.</li> <li>2. Conducts and or directs the calibration of equipment and laboratory as well as the analytical and diagnostic laboratories and inter/intra calibration of laboratory equipment and procedures.</li> <li>3. Runs the activities for laboratory analysis and testing.</li> <li>4. Provides and extends laboratory assistance and services in the development of technologies and relevant information to clientele.</li> <li>5. Leads laboratory procedure such as inter/intra-calibration.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates strategies for laboratory programs/projects.</li> <li>2. Manages the analytical and diagnostic laboratories and inter/intra calibration of laboratory equipment and procedures.</li> <li>3. Leads in the development of laboratory information management system (LIMS).</li> <li>4. Establishes linkages/ collaboration/networking with other organizations with laboratory facilities.</li> </ol>





## R8 – PROGRAM FORMULATION AND POLICY RESEARCH

The ability required in translating research results into science-based policies on ENR management systems.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in policy research and formulation activities.	Conducts policy research and formulation activities.	Leads policy research and formulation activities.	Develops and recommends policy research and formulation activities.
<ol style="list-style-type: none"> <li>1. Knows the basic principles/concepts on policy formulation and implication to management.</li> <li>2. Understands the various application of a particular research output.</li> <li>3. Understands the relevant policy of a given issue or subject.</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows the protocols in crafting policy directives.</li> <li>2. Undertakes formulation and conduct of policy research with supervision.</li> <li>3. Conducts primary/ secondary data gathering.</li> <li>4. Prepares draft policy research report.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and interprets policy directives on ENR.</li> <li>2. Finalizes policy research report.</li> <li>3. Formulates and implements policy research.</li> <li>4. Understands the policy implications of a particular research result.</li> <li>5. Identifies policy gaps.</li> <li>6. Formulates policy recommendations related to area of excellence.</li> <li>7. Supervises and mentor others on this competency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates corresponding management intervention projects/program on ENR policies.</li> <li>2. Reviews, analyzes, and recommends policy directives related to area of excellence.</li> </ol>



## R9 - DEMONSTRATION AND EXPERIMENTAL AREAS MANAGEMENT

The ability required in managing experimental and demonstration areas including its personnel and facilities.

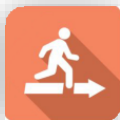


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in managing experimental and demonstration areas.	Manages experimental and demonstration areas.	Leads experimental and demonstration areas.	Formulates plans, programs and policies on experimental and demonstration areas.
<ol style="list-style-type: none"> <li>1. Possesses basic knowledge on managing experimental and demonstration areas.</li> <li>2. Assists in running experimental and demonstration areas.</li> <li>3. Assists in the protection of experimental and demonstration areas.</li> </ol>	<ol style="list-style-type: none"> <li>1. Updates and maintains experimental and demonstration areas databases.</li> <li>2. Inspects regularly experimental and demonstration areas to ensure compliance to existing protection and maintenance criteria.</li> <li>3. Assists in the conduct of field experiments and other related developmental projects.</li> <li>4. Monitors the status of the experimental forest.</li> <li>5. Assists in the provision of relevant technologies and information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares reports for the experimental and demonstration areas.</li> <li>2. Implements effectively field experiments in experimental and demonstration areas.</li> <li>3. Provides and extends technical assistance and services in the development of technologies and relevant information to clientele.</li> <li>4. Develops, establishes, and maintains experimental and demonstration areas.</li> <li>5. Plans, organizes, monitors, and directs the establishment and management of experimental and demonstration areas.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates strategies for experimental and demonstration areas.</li> <li>2. Leads in the development of experimental and demonstration areas information management system (EDIMS).</li> <li>3. Establishes linkages/ collaboration/ networking with other organizations with facilities on experimental and demonstration areas.</li> </ol>



## R10 - MANAGING LIBRARY AND INFORMATION RESOURCES

The ability to access, store, retrieve, share and exchange ENR information resources with DENR publics and stakeholders.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in library operations and information resource services	Implements library operations and services	Leads in the implementation of the library resource development plan and activities	Plans, organizes, and reviews the implementation of library resource development plan to enhance public accessto ENR information
<ol style="list-style-type: none"> <li>1. Acquires basic knowledge on available library resources</li> <li>2. Performs assigned office management duties efficiently</li> <li>3. Assists library users, both DENR and non-DENR promptly</li> <li>4. Digitizes print library collections for posting in library system</li> <li>5. Assists in organizing and maintaining books and reference materials, and other library materials</li> <li>6. Performs basic computer operations especially those related to library operations</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps accession records of books and other information materials, including stamping ownership, typing of book cards, etc.</li> <li>2. Acquires additional materials (e.g. print, broadcast, digital) through purchases and exchange</li> <li>3. Indexes and catalogues books and non-book materials using traditional and online library systems</li> <li>4. Encodes and maintains database of library holdings into the e-library system</li> <li>5. Keeps track of circulation of books and other information materials such as lending and recalling books from users</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and implements the library and information resources development plan</li> <li>2. Recommends new materials for acquisition and subscription</li> <li>3. Keeps track of the implementation of e-library system and prepares periodic report</li> <li>4. Develops policy recommendations regarding the establishment and maintenance of library in the central offices and regional offices</li> <li>5. Prepares and leads the implementationof the library development plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and finalizes the library and information resources development plan</li> <li>2. Oversees the operationalization of the DENR library system</li> <li>3. Reviews and endorses policy guidelines on library establishment and operations in the regional offices</li> <li>4. Reviews, finalizes and oversees the implementation of the library resource development plan, including the weedingout of old resources</li> <li>5. Reviews, finalizes and recommends policies relating to library management, including data population of library information system</li> </ol>

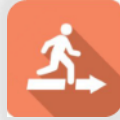
<ul style="list-style-type: none"> <li>7. Assists in organizing and maintaining library collections</li> <li>8. Assists in keeping track of circulation of books and other library resources, such as lending and recalling of books from users</li> <li>9. Assists in encoding/data population of library information system</li> <li>10. Assists library users</li> <li>11. Assists in the inventory of library holdings and equipment</li> <li>12. Digitizes/scans print collections</li> </ul>	<ul style="list-style-type: none"> <li>6. Guides users of online/digital library system</li> <li>7. Briefs library users on existing library policies, rules and regulations</li> <li>8. Conducts inventory of library equipment and holdings</li> <li>9. Coordinates with other DENR offices and other institutions for additional resource materials relating to ENR for the library</li> <li>10. Prepares necessary administrative requirements relating to library acquisitions and subscriptions</li> <li>11. Keep and updates accession records of books, including stamping of ownership, preparation of book cards, etc.</li> <li>12. Catalogues and classifies books and non-book materials using traditional and online library systems</li> <li>13. Indexes journals and journal articles</li> <li>14. Classifies news clippings</li> <li>15. Undertakes encoding/data population of library information system</li> <li>16. Guides users of online/digital library system</li> <li>17. Orients library users on existing library policies, rules and regulations</li> </ul>	<ul style="list-style-type: none"> <li>6. Oversees the mechanical and technical processing of library resources</li> <li>7. Supervises the data population of library information system</li> <li>8. Recommends new library materials for acquisition and subscription</li> <li>9. Networks with other special libraries for possible exchange program</li> <li>10. Formulates guidelines relating to library management</li> </ul>	<ul style="list-style-type: none"> <li>6. Ensures continuing capacitation of central and designated regional librarians</li> </ul>
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	<p>18. Takes charge in the physical upkeep of the library and its resources</p> <p>19. Drafts correspondence with minimal supervision</p>		
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## R11 - FOREST PLANTATION ESTABLISHMENT, MAINTENANCE AND PROTECTION

The ability required to establish, maintain, protect, and manage forest plantations.

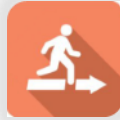


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of activities to establish, maintain, protect, and manage forest plantations	Implements activities to establish, maintain, protect, and manage forest plantations	Supervises the implementation of forest plantation establishment, maintenance and protection activities	Formulates and recommends plans, programs and policies on forest plantation establishment, maintenance and protection
<ol style="list-style-type: none"> <li>Has basic knowledge in forest surveying, GPS operation, geo-tagging and cartography.</li> <li>Knows how to identify, survey, and map a planting area, including urban areas suitable for greening.</li> <li>Knows how to prepare plantation thematic maps.</li> <li>Has knowledge on forest plantation management techniques like species-site matching.</li> </ol>	<ol style="list-style-type: none"> <li>Prepares a planting plan.</li> <li>Identifies suitable species according to physiographic and edaphic conditions.</li> <li>Lays out planting design and planting schedules.</li> </ol>	<ol style="list-style-type: none"> <li>Supervises planting, maintenance and protection activities.</li> <li>Maintains records of plantation management activities and events.</li> <li>Monitors the implementation of reforestation activities.</li> <li>Recommends appropriate silvicultural systems, i.e. thinning, pruning, weeding, fertilization, etc.</li> <li>Manages and controls forest fires, pest and diseases i.e., mobilizing concerned stakeholders and etc.</li> </ol>	<ol style="list-style-type: none"> <li>Recommends policies to improve contributions of plantation forest to sustainable management.</li> </ol>



## R12 - ENFORCEMENT OF FOREST LAWS, RULES AND REGULATIONS

Knowledge and mastery of applicable forestry laws, rules and regulations, and investigatory skills required to ensure proper enforcement of ENR laws, rules and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of enforcement of forestry laws, rules and regulations	Implements forestry laws, rules and regulations to ensure its proper enforcement	Supervises the enforcement of forestry laws, rules and regulations	Formulates and recommends plans, programs and policies on the effective enforcement of forestry laws, rules and regulations
<ol style="list-style-type: none"> <li>1. Knows basic forest laws, rules and regulations.</li> <li>2. Knows para-legal procedures and basic rules of engagement.</li> <li>3. Knows basic surveying, geo-tagging, GPS, wood identification, and scaling.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts investigation of alleged violation of forest laws, rules and regulations.</li> <li>2. Implements procedures on the apprehension, seizure and confiscation of forest products based on established rules and standards.</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertakes appropriate action on alleged violation, such as gathering evidence, preparation of affidavits and other legal requirements.</li> <li>2. Conducts administrative and adjudication hearings on violation of forest laws.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements orders of issuance of confiscation of forest product/ conveyances/ tools and equipment.</li> <li>2. Recommends appropriate policy to improve sustainable management of forestland and forest resources.</li> </ol>

**CORE COMPETENCIES**

**DISCIPLINE**

**EXCELLENCE**

**NOBILITY**

**RESPONSIBILITY**

**CARING FOR THE ENVIRONMENT AND  
NATURAL RESOURCES**







## CC1 - DISCIPLINE

The ability to:

- uphold the values and principles of Ethical Standards for Government Employees (RA 6713) taking in to account the social and environmental impact of one's actions and decisions;
- exemplify high standards of professional behavior as DENR employees, adhering to ethical as well as moral principles, values and standards of the Agency;
- be motivated by organizational rather than personal concerns;
- utilize time efficiently and productively to attain desired results;
- show fulfillment in work and achievements;
- exercise persistence when faced with difficult problems and challenges; and
- communicate/observe DENR mission, quality policy, values, rules and regulations in the discharge of one's functions.



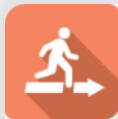
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices ethical and professional behaviors	Upholds the values of DENR in every action and decision	Serves as a good role model on DENR values and ethics to staff/peers	Sponsors/Initiates development of proactive programs promoting DENR values and ethics
<ol style="list-style-type: none"> <li>1. Abides by Ethical Standards for Government Employees (RA 6713) by practicing ethical and professional behaviors</li> <li>2. Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures, and honoring one's commitment to others or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains a professional image and can be depended upon</li> <li>2. Respects and supports management in its decision and is able to guard and build the Agency's reputation and image</li> <li>3. Acts with a sense of urgency and responsibility to meet the organization's needs and prioritizes tasks to attain results</li> </ol>	<ol style="list-style-type: none"> <li>1. Inspires confidence and respect from peers/ staff</li> <li>2. Serves as a good role model on professionalism to staff/ peers by coming to work on time and producing outputs before the deadline</li> <li>3. Engages consultation with peers, subordinates, partners, and stakeholders in decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences confidence and trust in the discharge of one's duties through personal example and DENR policies, procedures, products and services that deserve such appreciation, confidence and trust</li> <li>2. Demonstrates accountability, responsibility, ethical practice and conformity to the principles of natural justice in decision making</li> </ol>

<ul style="list-style-type: none"> <li>3. Plans and organizes tasks and produces results</li> <li>4. Comes to work on time and attends meetings on time</li> <li>5. Projects a positive outlook and attitude toward work</li> <li>6. Is knowledgeable about DENR goals and directions, services, culture, history, structure, basic systems and processes and key personnel</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes personal actions and behaviors congruent to that of the values and goals of the organization</li> <li>5. Makes personal sacrifices to meet organizational needs</li> <li>6. Maintains confidentiality and protects the privacy of employees, customers, and other stakeholders of DENR</li> </ul>	<ul style="list-style-type: none"> <li>4. Shows moral courage by doing the right thing or by expressing dissent on actions or pending decisions which would violate organizational values, laws, and regulations</li> <li>5. Aligns organizational and personal values and guides others on DENR/office goals and directions, services and culture</li> </ul>	<ul style="list-style-type: none"> <li>3. Calls attention of peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others</li> <li>4. Contributes to the development of the Agency's values and professionalism/ethical standards and programs</li> </ul>
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## CC2 - EXCELLENCE

The ability to provide proactive, responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Complies with DENR's standards of service deliver	Delivers and adds value to customers' expectations and requirements	Anticipates, identifies and manages stakeholders' standards and requirements towards excellent customer service through improving sense of responsibility and competence	Builds and shapes DENR service culture and strategy and provides leadership in service delivery through highest degree of responsibility and competence
<ol style="list-style-type: none"> <li>1. Complies with DENR's standards of service delivery</li> <li>2. Explains DENR's service standards and basic DENR rules and policies</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides relevant information to supervisor on matters referred for actions</li> <li>5. Shows sense of urgency in attending to customers' needs and requests</li> <li>6. Acts on simple queries/ concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains DENR's structure, processes, and time involved in the delivery of services to customers</li> <li>2. Articulates the vision, mission, programs, core values, and priority directions of the DENR</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides advice and guidance to subordinates with regard to concerns elevated to their level</li> <li>5. Takes the extra mile in customer service by consistently exceeding expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Anticipates and identifies stakeholders need and value based on programs and policies and analyzes based on the parameters and condition of customer service satisfaction</li> <li>2. Mentors and coach subordinates and peers on how to provide correct, adequate and prompt information to customers as may be necessary</li> <li>3. Anticipates and analyses stakeholders' needs and provides appropriate and immediate response</li> <li>4. Proactively comes up with solutions to manage stakeholders' expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistently exceeds stakeholders' needs and expectations by keeping abreast with local and global best practices in managing bureaucracy necessary to implement a successful change strategy</li> <li>2. Designs mechanisms in the provision of correct, adequate and prompt information to customers as may be necessary</li> <li>3. Directs the organization towards the achievement of the service excellence platform in the entire bureaucracy</li> <li>4. Recommends to DENR management mechanisms for the institutionalization of a service culture</li> </ol>

	<p>6. Initiates/recommends process improvements based on customers' feedback</p>	<p>5. Initiates improvements in service delivery based on stakeholder feedback</p> <p>6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely</p> <p>7. Seeks ways to improve one's knowledge and skills to perform requirements of present and future role in DENR</p> <p>8. Models excellence in assuming responsibility for dealing with problems, crises or issues. Does not blame others for mistakes and learns from them</p>	<p>5. Ensures compliance with established parameters of authority within DENR and empowers subordinates to manage DENR's culture of service excellence</p> <p>6. Formulates/Designs strategies in the scaling-up of service delivery as a result of analysis, appreciation and understanding of the customer's needs and concerns</p> <p>7. Promotes a culture of continuous learning to strengthen competency of people to raise the bar toward high quality service delivery</p> <p>8. Serves as champion in the sharing and applying new knowledge, skills and responsibility learned in one's field to stakeholders both internally and externally</p> <p>9. Gathers and analyzes feedbacks from subordinates and respond effectively to address concerns</p>
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## CC3 - NOBILITY

The ability to exemplify the quality of being noble in character and mind by displaying virtue, goodness, honor, justice and decency. It also includes traits of purity, selflessness and worthiness as well as concern for justice, peace and genuine respect for people.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Demonstrates virtue, goodness, honor, justness and decency at all times	Demonstrates virtue, goodness, honor, justness and decency even in difficult situations	Influences others to observe virtue, goodness, honor, justness and decency in all situations	Inspires others to act at the highest level of virtue, goodness, honor, justness and decency
<ol style="list-style-type: none"> <li>1. Demonstrates trustworthiness and selfless concern for the well-being of others</li> <li>2. Manifests objectivity, impartiality and fairness in handling situations at work</li> <li>3. Adheres to right standard of conduct in dealing with stakeholders</li> <li>4. Shows respect for others</li> <li>5. Fulfills an obligation or keeps an agreement</li> <li>6. Demonstrates honesty and compassion in all situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Manifests equal treatment to people regardless of status</li> <li>2. Shows respect, sensitivity and diplomacy to people in the attainment of common objectives</li> <li>3. Is respected and regarded by superiors and peers</li> <li>4. Takes an objective and independent stance in handling difficult issues and situations</li> <li>5. Exhibits high level of discipline and self-control in keeping personal and sensitive information</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences high level of trustworthiness and determination to resist temptation of corruption</li> <li>2. Ensures accountability in handling Agency funds and complies with agency's internal financial controls and policies and COA regulations</li> <li>3. Discourages and reports to proper authorities any potential acts of dishonesty, misappropriation, malversation, connivance, or defrauding</li> <li>4. Upholds and promotes the highest standards of moral values, practices, and ethics at all times</li> <li>5. Complies with the disclosure policy of the agency</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotes the culture of virtue, goodness, honor, justness and decency in the organization and manifests high level of purity, selflessness, and worthiness in every situation towards the achievement of common goals</li> <li>2. Pursues goals relentlessly and with dedication, towards achieving ambitious and excellent results and demonstrates persistence and strength of character when confronted with difficulties or challenges</li> <li>3. Remains calm and level-headed even in the most stressful situations.</li> <li>4. Sets an example in demonstrating tact and diplomacy in handling difficult situations and people, accepts</li> </ol>

			constructive criticism and uses it to improve performance
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## CC4 - RESPONSIBILITY

The ability to:

- take full responsibility in delivering what has been agreed;
- take care of entrusted human, material resources and information;
- disclose all transactions and welcome reviews, audits, assessments, comments and monitoring of one's actions; and
- avoid wasteful and personal use of agency's resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Observes the principle of transparency and accountability in the workplace with supervision and guidance	Practices the principle of transparency and accountability in the workplace	Leads in the observance of the principle of transparency and accountability in the workplace	Champions the principle of transparency and accountability in the agency
<ol style="list-style-type: none"> <li>1. Understands the principle of transparency and accountability in organizations</li> <li>2. Implements the required tasks and produces the deliverables</li> <li>3. Makes information available in a manner appropriate to different stakeholders as instructed</li> <li>4. Observes proper use of office resources and applies the 5Rs in wastes segregation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the value of transparency and prudence in disclosing accurate material information in a timely manner</li> <li>2. Takes full responsibility for all business decisions, actions/inactions, and conduct</li> <li>3. Makes information available to permit timely analysis, and evaluation by relevant stakeholders</li> <li>4. Shows concern and serve excellently to the agency and its stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages information so that it is timely, accurate, and complete</li> <li>2. Coaches, mentors, and monitors to ensure others deliver their responsibilities as expected</li> <li>3. Models the behavior expected of the employees and the criteria by which they will be assessed</li> <li>4. Ensures that there is a process in which employees' issues and concerns are heard and deliberated</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews employees/ unit's accountabilities and provides guidance to ensure attainment of targets</li> <li>2. Takes corrective action to address office problems in a timely and consultative manner</li> <li>3. Empowers employees to hold themselves accountable and responsible of their decisions</li> <li>4. Sets up systems and processes to ensure that the agency's stakeholders are served with transparency and accountability</li> </ol>



## CC5 – CARING FOR THE ENVIRONMENT AND NATURAL RESOURCES

The ability to demonstrate its concern for the preservation and conservation of the natural environment (not just as a job) but more as a way of life. It includes (but not limited to) the following behavioral manifestations:

- takes care of the environment by throwing their garbage in the proper place and turns off light, air conditioners, computers and other electrical appliances when not in use;
- uses less of the earth's resources and uses carefully those that they have to use;
- reuses stuff - bags, containers, etc. and recycles materials as much as possible; and
- plants/replants trees and joins/advocates environment related activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge of concepts and application of preservation and conservation of the environment	Applies knowledge and understanding of the environment to further the aims of sustainability	Serves as a good role model in conserving and preserving the environment to peers and staffs	Sponsors development of proactive programs promoting the preservation and conservation of the environment
<ol style="list-style-type: none"> <li>1. Understands the wider environmental context/ importance of preserving and conserving the environment</li> <li>2. Complies with relevant agency codes of conduct and practices on preserving and conserving the environment without being told</li> <li>3. Demonstrates personal commitment to DENR mission and mandate, recognizing his/her obligations to society/ community</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates a critical awareness of current environmental problems and anticipates the impact of future environmental trends</li> <li>2. Addresses and resolves problems arising from questionable environmental practice</li> <li>3. Demonstrates self-direction and originality in tackling and addressing problems</li> </ol>	<ol style="list-style-type: none"> <li>4. Influences others to promote behavioral and cultural changes to secure environmental improvements beyond Agency compliance</li> <li>5. Encourages others to promote and advance a sustainable and resilient approach by understanding their responsibility for environmental damage and improvement</li> <li>6. Critically evaluate actions, methods and results and their short and long-term implications e.g. the impact and role of</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops good practices, by actively learning from results to improve future environmental solutions and approaches</li> <li>2. Advocates sustainability concerns and environmental issues, encourages others to actively contribute to environmental protection and sustainability</li> <li>3. Demonstrates self-direction and originality in developing strategies for sustainable development and environmental improvement</li> </ol>



		<p>ecology and biodiversity in relation to new development/ construction</p> <p>7. Actively learns from results to improve environmental solutions and approaches, and build best practice</p>	<p>4. Analyzes and evaluates problems from an environmental perspective, develops practical sustainable solutions and anticipates environmental trends to develop practical solutions</p>
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**ORGANIZATIONAL COMPETENCIES**

**WRITING EFFECTIVELY**

**SPEAKING EFFECTIVELY**

**TECHNOLOGY LITERACY AND  
MANAGING INFORMATION**

**PROJECT MANAGEMENT**

**COMPLETED STAFF WORK (CSW)**





## OC1 – WRITING EFFECTIVELY

The ability to write in a clear, concise and coherent manner using different tools to convey information or express ideas effectively.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Refers to and/or uses existing communication materials or templates to produce own written work</p>	<p>Edits existing or customizes available communication materials to produce an appropriate written work</p>	<p>Produces written work from scratch with some guidance while complying to agreed or prescribed standards of communicating within the bureaucracy</p>	<p>Designs and/or sets standards for a written material used within the bureaucracy while demonstrating independence producing written work</p>
<ol style="list-style-type: none"> <li>1. Knows and uses basic business writing rules such as sentence structure, rules in grammar and techniques in word use and spelling</li> <li>2. Seeks, identifies and is able to distinguish the appropriate template or reference material that will be used as basis for one's written document</li> <li>3. Writes simple pro-forma communications such as acknowledgment, transmittal letters and forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate vocabulary, formats, correct order in sentence formation to achieve cohesion in the composition of sentences</li> <li>2. Understands the advantages and limitations of email and designs written work to capitalize on such advantages and mitigate the limitations</li> <li>3. Solicits feedback from those able to judge the appropriateness of the written material for a given audience</li> <li>4. Replies to queries and prepares Memoranda, presentations, position papers, talking points and reports using templates, references and research tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate content, clarity, logic and presentation of written communications</li> <li>2. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience</li> <li>3. Drafts resolutions, pleadings, terminal reports, and speeches in compliance with agreed or prescribed communication standards</li> <li>4. Utilizes variety of visual elements such as graphs, charts and illustrations to enhance understanding of the written content</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands and uses current trends in business writing styles and written marketing collaterals</li> <li>2. Identifies benchmark examples of effective written communication that can be used by the organization, and applies these best practices in developing communication standards for the organization</li> <li>3. Undertakes in-depth research to develop policy guidelines for written work and related protocols</li> <li>4. Keeps people informed about the changes and developments in organizational goals, strategies and performance through written documentation</li> </ol>



## OC2 – SPEAKING EFFECTIVELY

The ability to actively listen, understand and respond appropriately when interacting with individuals and groups.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Effectively delivers messages that simply focus on data, facts or information and requires minimal preparation or can be supported by available communication materials. Focus of communication is to relay information and/or data.	Effectively delivers messages that require some planning for the Method used and the possible reception to the message (audience may be a controlled group, i.e., team/s, divisions) Focus of communication is to relay information and to build motivation.	Effectively delivers messages that require careful planning for the method used and the possible impact of the message (audience may be a large group, i.e., office, organization) Focus of communication is to relay information and to build motivation.	Facilitates and influences target audiences such as the Heads of the Agency and External Partners/Clients. Focus of communication is to relay information, to build motivation and call for action.
<ol style="list-style-type: none"> <li>1. Effectively listens to and understands instructions and can understand the information needs of self and others</li> <li>2. Actively participates in discussions and is appropriately assertive in expressing own ideas</li> <li>3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarifies as well as summarizes discussions, providing insights on underlying issues not readily obvious to the audience</li> <li>2. Adjusts communication style according to the needs of the audience and/or situation</li> <li>3. Takes in to account others' point of view, listening actively and asking questions to check for understanding of others' inputs, acting appropriately to nonverbal cues</li> <li>4. Disseminates information accurately, sharing information and using</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands common conventions of language and grammar appropriate to professional settings and audience</li> <li>2. Chooses and uses the appropriate medium for the message and adapts spoken language to that medium</li> <li>3. Presents and discusses suggestions and proposals in English to superiors for the improvement of processes and procedures fluently</li> <li>4. Anticipates possible questions, objections from the audience and prepares materials or means to address or attend to such</li> </ol>	<ol style="list-style-type: none"> <li>1. States complex technical concepts in an understandable manner and uses appropriate supporting materials</li> <li>2. Advocates DENR goals effectively and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization</li> <li>3. Promotes an open line and on-going communication to address issues and align efforts to organizational goals</li> <li>4. Presents to the Heads of Agency programs, projects and issues relative to</li> </ol>

	<p>established methods or channels to keep appropriate parties informed</p>	<ol style="list-style-type: none"> <li>5. Disseminates policy guidelines and resolutions to subordinates</li> <li>6. Confidently explains DENR laws, rules and programs to external partners/client</li> <li>7. Devises improvements to communication systems and practices within and across teams/ units/ offices in order to improve clarity and reception of messages</li> </ol>	<p>their areas of responsibility for decision/resolution</p> <ol style="list-style-type: none"> <li>5. Responds appropriately, accurately, and with composure to challenging questions or comments</li> </ol>
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## OC3 – TECHNOLOGY LITERACY AND MANAGING INFORMATION

Makes effective use of technology to contribute to the improvement of the system’s performance. The ability to organize, process, distribute and manage information in order to support or facilitate the learning and data requirements of DENR.



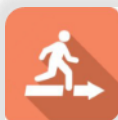
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies basic technology (office software and equipment) in the performance of the assigned tasks.</p> <p>Collects, organizes and maintains data</p>	<p>Demonstrates the use of available equipment and software/s and application/s that can be utilized in the performance of the assigned tasks.</p> <p>Works with data to generate relevant information</p>	<p>Analyzes appropriateness of office software and equipment in the performance of assigned tasks.</p> <p>Develops information assets to achieve organizational goals</p>	<p>Maximizes the use of equipment and office software/s and applications in the performance of the assigned tasks.</p> <p>Strategizes the method and use of information that adds value to the organization and the public sector</p>
<ol style="list-style-type: none"> <li>1. Uses basic technology with supervision in performing tasks</li> <li>2. Understands and complies with the set standards, policies and guidelines on the information management processes of the organization</li> <li>3. Describes and distinguishes data or information that is relevant to the job and the value this brings to one’s functional role, group or the organization</li> <li>4. Uses information channels and sources relevant to the job in order to identify data and transactions that need to be captured or recorded</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies advanced technology tools in performing tasks</li> <li>2. Knows and can articulate the importance of having accurate, readily available, timely and relevant information</li> <li>3. Analyzes and corrects discrepancies and assesses the accuracy, validity, and integrity of the information</li> <li>4. Evaluates information of distortions, personal bias or conflicts of interests using effective information management processes, tools and standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps abreast of technological changes to develop new skills and knowledge required to perform tasks</li> <li>2. Identifies and implements improvements to information management processes and techniques through observation of information management competence of others</li> <li>3. Facilitates the design, development or acquisition of information management tools based on the analyzed needs and gaps of an individual, group or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies gaps and recommends enhancement of office software/s and applications in performing tasks</li> <li>2. Fosters the development of appropriate information assets and protocol to effectively manage and capitalize on information</li> <li>3. Identifies, develops and articulates information management strategies and ensures that these are embedded within key organizational processes</li> <li>4. Ensures information management activities are coordinated across the organization</li> </ol>

<p>5. Uses available tools such as notebooks or computers to document, manage, retrieve and/or distribute data or information to appropriate individuals, groups or parties</p>	<p>5. Provides information on a timely basis and in a usable form ensuring the availability and accessibility of organizational information resources</p>	<p>4. Ensures that resources are available and effectively deployed to sustain service delivery and to address information needs of an individual, group or the organization</p>	<p>5. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general</p>
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## OC4 – PROJECT MANAGEMENT

The ability to plan, organize, implement, direct, monitor and assess projects/ work plans, outputs, effects and impacts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project management activities	Conducts project management activities	Leads in project management activities	Formulates plans, programs and policies on improvement of project management activities
<ol style="list-style-type: none"> <li>1. Applies the basic knowledge in gathering /collecting relevant data/materials under supervision</li> <li>2. Has basic knowledge in the preparation of research/project proposal</li> <li>3. Has basic knowledge in the monitoring and evaluation process</li> <li>4. Knows simple statistical tools needed in program evaluation</li> <li>5. Has basic knowledge in the technical standard and specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and packages research/project proposal</li> <li>2. Organizes staff assignments given the requirements of the special project</li> <li>3. Identifies priorities of the project and the outputs given specific time period in consultation with superior/s</li> <li>4. Devises a monitoring chart to track project activities</li> <li>5. Assists in the conduct of project monitoring and evaluation using prescribed instrument</li> <li>6. Develops and prepares project/research briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops feasibility studies</li> <li>2. Develops plans and proposals and negotiates for resources and support</li> <li>3. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>4. Identifies and analyzes project issues and concerns that affect project's implementation</li> <li>5. Formulates performance indicators and standards</li> <li>6. Develops monitoring and evaluation tools and instruments to assess the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approaches and strategies to address gaps for the improvement of project</li> <li>2. Formulates and recommends policies based on the results and impacts of the project</li> <li>3. Supervises overall activities of the project</li> </ol>

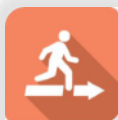


		<ol style="list-style-type: none"><li>7. Monitors and evaluates the development and progress of the project and prepares corresponding report</li><li>8. Provides technical assistance in project management to stakeholders</li><li>9. Guides others in monitoring and evaluation of program processes</li><li>10. Prepares project terminal report</li></ol>	
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## OC5 – COMPLETED STAFF WORK (CSW)

The ability to provide comprehensive, accurate, factual, and timely information to ensure well-informed decisions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Practices basic knowledge of CSW to generate complete, accurate, relevant and timely output</p>	<p>Demonstrates advanced knowledge in CSW by applying appropriate tools and techniques</p>	<p>Leads the practice of CSW in his/her office/unit</p>	<p>Institutionalizes and sustains the practice of CSW in the organization</p>
<ol style="list-style-type: none"> <li>1. Provides the appropriate data needed for the action to be taken</li> <li>2. Strives to achieve job objectives and to meet targets based on CSW standard</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes validated data through the use of appropriate statistical tools and other techniques</li> <li>2. Determines the reliability, dependability and integrity of data and/or information gathered</li> <li>3. Explores effective processes and methods in generating action plans from a complex source</li> <li>4. Prepares reports containing the necessary and relevant information in CSW format</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the best source of action or proposal in the context of CSW</li> <li>2. Defines metrics in the effective use of processes and methods in the context of CSW</li> <li>3. Coaches and mentor subordinates and peers on CSW process</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops strategies and mechanisms to enhance the application of CSW</li> <li>2. Provides avenue to generate feedback to identify challenges affecting the application of CSW and corresponding solutions to address the issues</li> </ol>

**LEADERSHIP COMPETENCIES**

**STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)**

**LEADING CHANGE**

**PEOPLE DEVELOPMENT  
(CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)**

**PEOPLE PERFORMANCE MANAGEMENT  
(MANAGING PERFORMANCE AND COACHING FOR RESULTS)**

**PARTNERSHIP AND NETWORKING  
(BUILDING COLLABORATIVE AND INCLUSIVE)**





## LC1 - STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)

The ability to “see the big picture”, think multi-dimensionally, craft innovative strategies/solutions; and envision a preferred future for one’s unit/office and functions in the context of the DENR’s Vision and Mission. It includes skills needed to establish and to communicate organizational objectives and to monitor progress toward accomplishment of such objectives; to initiate action; and to provide structure and systems to achieve goals and ensure long-term success.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops office/service’s strategies and plans based on the DENR’s mission/vision.	Ensures that others support the DENR’s mission, goals, agenda, climate, and policy.	Ensures that the DENR’s strategy is able to address the needs of different stakeholders.	Exemplifies to and leads others to support the DENR’s vision, mission, values, goals and objectives.
<ol style="list-style-type: none"> <li>1. Understands the role of his/her office in achieving organizational goals and aligns day-to-day actions and resources with the team’s organizational issues and opportunities</li> <li>2. Develops and articulates concise, comprehensive office strategies that incorporate a System/ organization-wide perspective</li> <li>3. Motivates staff into action to support the DENR’s strategies</li> <li>4. Ensures that others support leader’s mission, goals, agenda, climate, and policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one’s department or functional area.</li> <li>2. Establishes and implements long-term objectives, goals, or projects that support the strategy.</li> <li>3. Considers the alignment of present assets, processes, and methods with the DENR’s strategy and identifies actions and changes needed to meet the strategy.</li> <li>4. Develops and contributes to the creation of the DENR’s strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the agency and secures the proper implementation of these strategies.</li> <li>2. Redesigns processes or services to better meet the DENR’s long-term goals.</li> <li>3. Develops Contingency Strategy and Plans Based on DENR Strategies.</li> <li>4. Strategically prepares, modifies and reviews contingency strategy; anticipates obstacles that could arise.</li> <li>5. Examines radical strategic options and dramatic alternatives that drive the DENR’s culture and results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets the complex and volatile nature of the environment to the agency and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.</li> <li>2. Communicates a clear vision that generates enthusiasm, passion and commitment to the organization mission.</li> <li>3. Influences and persuades through effective will power.</li> <li>4. Takes on a pivotal role in promoting the development of an inspiring, relevant vision for the organization and influences others to share ownership of office goals.</li> </ol>

		<p>6. Pushes oneself and strongly influences/ encourages others to “think outside the box” in setting the future direction of the DENR.</p> <p>7. Coaches/guides other officers on how the DENR’s vision/mission /goals could be achieved</p>	<p>5. Takes initiative to collaborate with leadership team and other line agencies to shape the strategic direction of DENR</p>
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## LC2 – LEADING CHANGE

The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes the ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to advance and sustain change within the organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Influences and guides team in understanding, accepting and supporting any change efforts/programs of the DENR	Ensures the effective implementation of any change initiatives/programs of the DENR by guiding the team in the transition process	Addresses the interests and objections of all the stakeholders involved in the change process	Formulates a change management framework and change management implementation plan to guide all the stakeholders involved in the change process
<ol style="list-style-type: none"> <li>1. Recognizes and communicates the change that is introduced in the unit/organization and its effect to DENR</li> <li>2. Communicates the work cooperatively with others to produce innovative solutions</li> <li>3. Supports various change management activities; e.g. communications, education, team development, coaching</li> <li>4. Prepares team/unit for the change by defining management strategy and preparing change management team</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change</li> <li>2. Forwards personal, professional and work unit needs and interests in an issue</li> <li>3. Develops change management plans and take actions and implements plans</li> <li>4. Diagnoses gaps and manages resistance in any change efforts effectively</li> <li>5. Recognizes right away the effect of a certain change in the organization and if</li> </ol>	<ol style="list-style-type: none"> <li>1. Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant</li> <li>2. Guides groups or teams through the transition process leading to the development and implementation of new approaches, systems, structures and methods</li> <li>3. Helps employees to develop a clear understanding of what they will need to do differently, as result of changes in the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, defines and exhibits buy-in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness</li> <li>2. Develops change management sponsorship model</li> <li>3. Establishes structures and processes to plan and manage the orderly implementation of change that will be beneficial to the DENR</li> <li>4. Reinforces the change effort in a dynamic manner</li> <li>5. Provides strategic insight on change management</li> </ol>

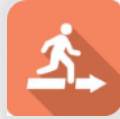
	<p>such change can be beneficial to the DENR</p> <p>6. Implements corrective actions and recognizes team/unit success</p>	<p>4. Challenges the status quo by comparing it to an ideal or a vision for change</p> <p>5. Builds broad based support for ideas, initiatives and directives</p>	<p>6. Acts as mentor/coach to change management teams and provides guidance</p> <p>7. Leads in setting new organization's directions, partnerships, policies and procedures</p>
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## LC3 – PEOPLE DEVELOPMENT \

### (CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)

The ability to develop subordinates' competencies and enhance their performance by planning effective development activities related to current and future jobs. It includes the ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented. It also includes the ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies the basic principles of motivating and coaching people in the workplace</p>	<p>Motivates, trains, coaches and mentor people towards achieving quality results</p>	<p>Creates a work environment that encourages individuals to strive and reach their full potential</p>	<p>Ensures that work processes, procedures and resources provide for on-going growth</p>
<ol style="list-style-type: none"> <li>1. Knows the basic principles of motivating and coaching people</li> <li>2. Gives directions or demonstrations for the purpose of a training strategy (i.e., volunteers additional resources, tools, information, expert advice, etc.)</li> <li>3. Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions</li> <li>4. Gives specific feedback for developmental purposes</li> <li>5. Facilitates workforce effectiveness through motivating and developing people within a work environment that promotes mutual trust and respect</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds a shared sense of destiny among individuals with seemingly disparate views, concerns and aspirations; creates team cohesion and improves individual and team performance</li> <li>2. Motivates people towards achieving quality results</li> <li>3. Actively participates in the long-term learning or development of staff with an appropriate level of needs analysis and other relevant approaches</li> <li>4. Creates new programs or materials to meet identified training needs.</li> <li>5. Involves staff in project tasks, resources and responsibilities and provides</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates a culture where team work and interdependence is nurtured by facilitating collaboration across organizations</li> <li>2. Creates a work environment that encourages individuals to seek challenges and to strive in reaching their full potential</li> <li>3. Recognizes individuals' needs and wants and where possible incorporates it into work assignments consistent with their personal strengths</li> <li>4. Does long-term coaching or training by arranging appropriate and helpful assignments, formal training, or other experiences for the purpose of</li> </ol>	<ol style="list-style-type: none"> <li>1. Fosters and cultivates a shared sense or commitment between and/or among groups, departments and clients despite differences and/or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development</li> <li>2. Cultivates a learning environment by structuring interactive experiences such as looking for future opportunities that are in support of achieving an individual's career goals to gain their full potential</li> <li>3. Improves the skills and effectiveness of individuals through employing a range of development strategies</li> </ol>



<ul style="list-style-type: none"> <li>6. Provides staff with opportunities to attend training sessions which cater to their professional development needs</li> <li>7. Reassures others after a setback</li> <li>8. Gives negative feedback in behavioral rather than personal terms, and expresses positive expectations for future performance and/or gives suggestions for improvement</li> <li>9. Establishes and maintains effective one-on-one relations with a variety of people, customers, individuals, and institutions</li> </ul>	<ul style="list-style-type: none"> <li>opportunities for them to clarify aspects of particular tasks or seek further directions</li> <li>6. Explores opportunities to mentor/coach individual members of the workforce.</li> <li>7. Encourages staff to participate in development opportunities (for example cross posting, accepting higher duties) to enhance career opportunities</li> <li>8. Encourages team members to discuss concerns and conflicts openly rather than covering them up or overlooking them.</li> <li>9. Takes appropriate action to achieve resolution after assessing the issue.</li> </ul>	<ul style="list-style-type: none"> <li>supporting a person's learning and development</li> <li>5. Moves people to work out answers to issues themselves so they really know how, rather than simply giving them the answer</li> <li>6. Empowers staff to improve their work performance through reflecting and acting on workplace experiences</li> <li>7. Manifests an in-depth understanding of the ongoing reasons for a person's behavior or responses</li> </ul>	<ul style="list-style-type: none"> <li>4. Establishes systems and implements it to ensure that regular constructive feedback is given to each staff member through both formal and informal situations</li> <li>5. Promotes and rewards achievements in a way which openly acknowledges the contribution of individuals</li> </ul>
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## LC4 – PEOPLE PERFORMANCE MANAGEMENT (MANAGING PERFORMANCE AND COACHING FOR RESULTS)

The ability to create an enabling environment which will nurture and sustain a performance based coaching culture. It includes the ability to take responsibility for employees' performance, by setting clear goals and expectations, tracking progress against goals, ensuring feedback and addressing performance problems and issues promptly. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting value of continuous learning and improvement.



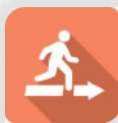
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Explains performance management process and principles	Monitors employee performance regularly to help employee improve his/her performance	Guides others on the performance management system process and coach staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Sets performance standards and measures progress of employees.</li> <li>2. Describes the job in terms of outputs and how it contributes to the organizational objectives.</li> <li>3. States performance expectations clearly and ensures that they are understood.</li> <li>4. Sets agreement with the staff / employees on standards and measures of performance including the needed support, resources and skills.</li> <li>5. Checks understanding and commitment.</li> <li>6. Evaluates performance against clear standards or expectations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors employee performance regularly to help employee improve his/her performance</li> <li>2. Addresses performance problems in a timely way by assessing performance against standards and acting in a way to change performance for the better</li> <li>3. Provides feedback or conducts performance assessment, discussion and action planning</li> <li>4. Creates tools and/or applies new methods in correcting and improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the strategic imperatives of the organization and orchestrates teams, work and organizational culture around this, through advanced skills in coaching to achieve performance standard</li> <li>2. Acts to ensure others perform in accordance with clear expectations and goals</li> <li>3. Administers corrective discipline or performance improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the organization by example and through coaching towards a performance-based culture and the achievement of public service performance standards</li> <li>2. Makes specific changes in the performance management system or in work methods to improve performance (e.g. does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale, revenues)</li> </ol>

	<p>to enable them to self-initiate solutions for their growth and development</p> <p>5. Coaches employees about their performance problems</p>		
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## LC5 – PARTNERSHIP AND NETWORKING (BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIPS)

The ability to build, and maintain a network of reciprocal, high trust, synergistic working relationships within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders. It also seeks to develop and utilize collaborative relationships with local and international partners to facilitate the accomplishment of Agency goals through mobilization of resources and as aid in policy formulation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains existing local partnership and networks and capitalizes on these to deliver or enhance work outcomes	Builds and develops local partnerships and networks and identifies to deliver or enhance work outcomes	Strengthens local partnership and networks to deliver or enhance work outcomes	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>1. Understands and articulates the nature of businesses, systems, and vision, mission and core values of partners or networks to facilitate collaboration</li> <li>2. Shows and encourages mutual respect in one's dealings with partners/ networks, providing assistances (e.g. sharing of information or resources) to maintain good working relationships with people whose cooperation and support are important</li> <li>3. Maintains contacts with people in different organizations who can be useful sources of information or resources and capitalizes on these to deliver or enhance work outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds partnerships and networks to deliver or enhance work outcomes.</li> <li>2. Identifies opportunities for collaboration by building productive and supportive relationships with partners/network to maintain existing relationships and establish new ones</li> <li>3. Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives</li> <li>4. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthens and deepens partnerships and networks to deliver or enhance work outcomes</li> <li>2. Recognizes ways to reinforce and expand successful partnerships.</li> <li>3. Practices win-win approach in resolving differences</li> <li>4. Resolves conflict by anticipating concerns, constraints, or resistance from partners/network</li> <li>5. Stays alert and informed of political, cultural and religious issues in order to anticipate and respond appropriately to</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds and then leverages on collaborative partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>3. Forges agreements/ understandings (MOA/MOU) with private and public sector partners to achieve common goals</li> <li>4. Seeks opportunities for collaboration with local and foreign partners by participating in international conventions/ conferences/gathering.</li> </ol>

<p>4. Monitors and acts on partnership arrangements to ensure that the objectives of the partnership remain on target</p>	<p>5. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions</p> <p>6. Gathers and responds to feedback to resolve specific problem</p> <p>7. Conforms to local and international protocol, etiquette and procedures</p>	<p>potential problems affecting the partnership</p> <p>6. Establishes relationships with a broad range of individuals and groups, in various organizations and cultures</p> <p>7. Guides others build and maintain positive interpersonal relationships and networks</p>	<p>5. Renders technical assistance to local and international partners in the development of policies and programs</p> <p>6. Participates in effective joint problem-solving endeavours with local and international partners</p> <p>7. Represents agency in international organizations to work together in meeting mutual goals</p>
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# POSITIONS PROFILE

**A. SUPPORT**

ADMINISTRATIVE, FINANCIAL AND MANAGEMENT DIVISION (AFMD)

**OFFICE OF THE CHIEF**

POSITION TITLE	SG	FUNCTIONAL																							
		BHR 1	BHR 2	BHR 3	BHR 4	BHR 5	BHR 6	BHR 7	BHR 8	BHR 9	BHR 10	BHR 11	BHR 12	BHR 13	BHR 14	BA 1	BA 2	BA 3	BA 4	BA 5	BA 6	BA 7	BA 8	BA 9	BA 10
CAO	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
SAO	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A

POSITION TITLE	SG	FUNCTIONAL																						
		B A 11	B A 12	B A 13	B A 14	BF M 1	BF M 2	BF M 3	BF M 4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CAO	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SAO	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B

**BAC UNIT**

POSITION TITLE	SG	FUNCTIONAL		COR E					ORGANIZATIONAL					LEADERSHIP				
		BA1	BA14	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
AOIV	15	I	I	I	I	I	I	I	I	I	I	I	I					
AOII	11	I	I	I	I	I	I	I	I	I	I	I	I					

**ACCOUNTING SECTION**

POSITION TITLE	SG	FC	COR E					ORGANIZATIONAL					LEADERSHIP				
		BFM1	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ACCT III	19	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ACCT II	16	I	I	I	I	I	I	I	I	I	I	I					
AO II	11	I	I	I	I	I	I	I	I	I	I	I					
ACCTG CLERK III	8	B	B	B	B	B	B	B	B	B	B	B					
ADAS V (CASUAL )	11	I	I	I	I	I	I	I	I	I	I	I					

**BUDGET SECTION AND CASH UNIT**

POSITION TITLE	SG	FUNCTIONAL			COR E					ORGANIZATIONAL					LEADERSHIP				
		BFM2	BFM3	BA12	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
AO V	18	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO III	14			I	I	I	I	I	I	I	I	I	I						
AO II	11	I	I	I	I	I	I	I	I	I	I	I	I						
ADAS II	8	B	B	B	B	B	B	B	B	B	B	B	B						
ACCTG CLERK III	8			B	B	B	B	B	B	B	B	B	B						
ADA VI	6	B	B	B	B	B	B	B	B	B	B	B	B						
SCI AIDE (CTI)	4			B	B	B	B	B	B	B	B	B	B						

**MANAGEMENT AND AUDIT SECTION**

POSITION TITLE	SG	FC	COR E					ORGANIZATIONAL					LEADERSHIP					
		BFM4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5	
AO V	18	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AOIV	11	I	I	I	I	I	I	I	I	I	I	I	I					

**HUMAN RESOURCE DEVELOPMENT AND RECORDS SECTION**

POSITION TITLE	SG	FUNCTIONAL														
		BHR1	BHR2	BHR3	BHR4	BHR5	BHR6	BHR7	BHR8	BHR9	BHR10	BHR11	BHR12	BHR13	BA3	BA4
AO V	18	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
AOIV	15	I	I	I	I	I	I	I	I	I	I	I	I	I		
AO III	14														A	A
AO II	11	I	I	I	I	I	I	I	I	I	I	I	I	I		
AA II (CTI)	8														B	B
SCI AIDE (CTI)	4														B	B



POSITION TITLE	SG	COR E					ORGANIZATIONAL					LEADERSHIP					
		CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5	
AO V	18	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV	15	I	I	I	I	I	I	I	I	I	I	I					
AO III	14	I	I	I	I	I	I	I	I	I	I	I					
AO II	11	I	I	I	I	I	I	I	I	I	I	I					
AA II (CTI)	8	B	B	B	B	B	B	B	B	B	B	B					
SCI AIDE (CTI)	4	B	B	B	B	B	B	B	B	B	B	B					

**GENERAL SERVICES SECTION AND PROPERTY UNIT**

POSITION TITLE	SG	FUNCTIONAL							COR E					ORGANIZATIONAL					LEADERSHIP				
		BA2	BA7	BA8	BA9	BA10	BA11	BA13	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
AO V	18	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO III/SO II	14	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO III	14		I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AC III/ DISPATCHER	8					B			B	B	B	B	B	B	B	B	B	B					
AC III	8	B							B	B	B	B	B	B	B	B	B	B					
ADA VI	6	B							B	B	B	B	B	B	B	B	B	B					
SCI AIDE (CTI)	4	B							B	B	B	B	B	B	B	B	B	B					
ADA IV/ DRIVER II	4						B		B	B	B	B	B	B	B	B	B	B					
ADA III/ DRIVER I	3						B		B	B	B	B	B	B	B	B	B	B					
ADA I	1			B					B	B	B	B	B	B	B	B	B	B					

PLANNING AND INFORMATION AND COMMUNICATIONS TECHNOLOGY DIVISION

POSITION TITLE	SG	FUNCTIONAL											COR					ORGANIZATIONAL					LEADERSHIP																
		BP 1	BP 2	BP 3	BIS 1	BIS 2	BIS 3	BIS 4	BIS 5	BIS 6	BIS 7	BIS 8	C 1	C 2	C 3	C 4	C 5	OC 1	OC 2	OC 3	OC 4	OC 5	L 1	L 2	L 3	L 4	L 5												
PO V	24	S	S	S									S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
POIV	22	A	A	A									A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	
PO III	18	A	A	A									A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	
DMO II	15	I	I	I									I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
PEO II	15	I	I	I									I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
PO II	15	I	I	I									I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
PEOI	11	I	I	I									I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
POI	11	I	I	I									I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
ISA III	19				A	A	A	A	A				A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
ISA II	16				I	I	I	I	I				I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
CP II	15				I	I	I	I	I				I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
STAT II	15									I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
ADAS III	9	B	B	B									B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	
ADAS II	8	B	B	B									B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	
ADA VI	6	B	B	B									B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	

**B. TECHNICAL**

**COASTAL ZONE AND FRESHWATER ECOSYSTEMS RESEARCH DIVISION (CZFERD)**

POSITION TITLE	SG	FUNCTIONAL					COR E					ORGANIZATIONAL					LEADERSHIP				
		R1	R2	R3	R6	R8	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF SRS	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG SRS	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS	19	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II	16	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SRS I	13	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SRAna	11	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SRA	9	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
LAB TECH I(CTI)	6	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
SCI AIDE (CTI)	4	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

**FOREST ECOSYSTEMS RESEARCH DIVISION (FERD)**

POSITION TITLE	SG																				
		R1	R2	R3	R6	R8	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF SRS	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG SRS	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS	19	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II	16	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SRS I	13	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SRAna	11	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SRA	9	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA IV (CTI)	4	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
SCI AIDE (CTI)	4	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

RESEARCH, DEVELOPMENT AND EXTENSION CENTERS (RDECS)

POSITION TITLE	SG	FUNCTIONAL											CORRE					ORGANIZATIONAL					LEADERSHIP				
		R1	R2	R3	R4	R5	R6	R7	R8	R9	R11	R12	C1	C2	C3	C4	C5	OC1	OC2	OC3	OC4	OC5	L1	L2	L3	L4	L5
CHIEF SRS	24	S	S	S	S	S	S	S	S	S			S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPV GSRS	22	A	A	A	A	A	A	A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS	19	A	A	A	A	A	A	A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II	16	I	I	I	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I					
SRS I	13	I	I	I	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I					
SRAna	11	I	I	I	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I					
SRA	9	I	I	I	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I					
CHEM II	15	I	I	I	I	I	I	I	I	I			I	I	I	I	I	I	I	I	I	I					
IO II	15			I	I	I	I		I				I	I	I	I	I	I	I	I	I	I					
CDO II	15			I	I	I	I		I				I	I	I	I	I	I	I	I	I	I					
TS I	11			I	I	I	I		I				I	I	I	I	I	I	I	I	I	I					
LAB TECH III	10	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
FR (CTI)	4	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS IV	10	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
ADAS I	7	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
ADA VI	6	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
ADA IV	4	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
ADA III	3	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
ADA I	1	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
SCIAIDE	4	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
LABORER I	1	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					
UTILITY WORKER I	1	B	B	B	B	B	B	B	B	B			B	B	B	B	B	B	B	B	B	B					

**TECHNOLOGY TRANSFER DIVISION (TTD)**

POSITION TITLE	SG	FUNCTIONAL						COR E					ORGANIZATIONAL					LEADERSHIP				
		R3	R4	R5	R6	R8	R10	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
IO V	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
IO IV	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SUPVG SRS	22	A	A	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS	19	A	A	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IO III	18	A	A	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
TS III	18	A	A	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CDO III	18	A	A	A	A	A		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II	16	I	I	I	I	I		I	I	I	I	I	I	I	I	I	I					
IO II	15	I	I	I	I	I		I	I	I	I	I	I	I	I	I	I					
MPS II	15	I	I	I	I	I		I	I	I	I	I	I	I	I	I	I					
Lib'n II	15		I	I			I	I	I	I	I	I	I	I	I	I	I					
SRS I	13	I	I	I	I	I		I	I	I	I	I	I	I	I	I	I					
IO I	11		I	I	I			I	I	I	I	I	I	I	I	I	I					
Lib'n I	11		I	I			I	I	I	I	I	I	I	I	I	I	I					
ADAS IV (ARTIST ILLUSTRATOR)	10		B	B				B	B	B	B	B	B	B	B	B	B					
ADAS III	9		B	B				B	B	B	B	B	B	B	B	B	B					
ADAS I	7	B	B	B	B	B		B	B	B	B	B	B	B	B	B	B					
ADA VI (PRINTING MACHINE OPERATOR)	6		B					B	B	B	B	B	B	B	B	B	B					
ADA VI (CTI)	6						B	B	B	B	B	B	B	B	B	B	B					
ADA V (CTI)	5		B	B				B	B	B	B	B	B	B	B	B	B					
SCI AIDE (CTI)	4			B				B	B	B	B	B	B	B	B	B	B					

**URBAN ECOSYSTEM RESEARCH DIVISION (UERD)**

POSITION TITLE	SG	FUNCTIONAL					COR E					ORGANIZATIONAL					LEADERSHIP				
		R1	R2	R3	R6	R8	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF SRS	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG SRS	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS	19	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II	16	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRS I	13	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRAna	11	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRA	9	B	B	B	B	B	B	B	B	B	B	B	B	B	B						

**LABORATORY AND EXPERIMENTAL SERVICES DIVISION (LES D)**

POSITION TITLE	SG	FUNCTIONAL					COR E					ORGANIZATIONAL					LEADERSHIP				
		R1	R2	R3	R6	R8	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF SRS	24	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG SRS	22	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS	19	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CHEM III	18	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II	16	I	I	A	A	A	I	I	I	I	I	I	I	I	I						
SRS I	13	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRAna	11	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
ADAS III	9	B	B	B	B	B	B	B	B	B	B	B	B	B	B						
SCI AIDE (CTI)	4	B	B	B	B	B	B	B	B	B	B	B	B	B	B						
ADA I (CTI)	1	B	B	B	B	B	B	B	B	B	B	B	B	B	B						



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**Human Resources Development Service**  
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Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

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21

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### I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>AS1</b>	Cash Management	<b>1</b>
<b>AS2</b>	Procurement Management	<b>3</b>
<b>AS3</b>	Property Management (Property Inventory and Disposal Management)	<b>5</b>
<b>AS4</b>	Building Maintenance System Administration	<b>7</b>
<b>AS5</b>	Records Management	<b>8</b>
<b>AS6</b>	Computerized Records Management	<b>9</b>
<b>AS7</b>	Courier, Postal and Messengerial Services	<b>10</b>
<b>AS8</b>	General Accounting	<b>11</b>
<b>AS9</b>	Organization and Management Systems Improvement	<b>13</b>
<b>AS10</b>	Budget Preparation	<b>15</b>
<b>AS11</b>	Budget Administration and Control	<b>16</b>
<b>AS12</b>	Recruitment, Selection and Placement	<b>18</b>
<b>AS13</b>	Learning and Development	<b>19</b>
<b>AS14</b>	Compensation, Benefits and Welfare Administration	<b>21</b>

<b>AS15</b>	Performance Management	<b>22</b>
<b>AS16</b>	Handling of Human Resource Actions	<b>23</b>
<b>AS17</b>	Workforce Planning	<b>24</b>
<b>AS18</b>	EMS Wellness, Security, Safety, Emergency Preparedness and Disaster Management	<b>25</b>

### II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS

<b>EP1</b>	Environmental Planning, Programming and Evaluation	<b>26</b>
<b>EP2</b>	Policy Review and Analysis	<b>28</b>
<b>EP3</b>	Project Monitoring	<b>30</b>
<b>EP4</b>	Statistics and Information Systems Management	<b>33</b>
<b>IS1</b>	Application Systems Development	<b>35</b>
<b>IS2</b>	Systems Analysis and Design	<b>36</b>
<b>IS3</b>	Network Infrastructure Management	<b>38</b>
<b>IS4</b>	Network Systems Management	<b>39</b>
<b>IS5</b>	Information Communication Technologies (ICT) Resource Management	<b>40</b>

# TABLE OF CONTENTS

<b>IS6</b>	Statistical Analysis, Data Management and Production of Knowledge Products	<b>41</b>	<b>EQ7</b>	Validation of the Implementation of Air Quality Policies and Procedures at the Regional Offices	<b>65</b>
<b>IS7</b>	Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products	<b>43</b>	<b>EQ8</b>	Processing of Environmental Certificate Related to Air Quality Management	<b>67</b>
<b>EL1</b>	Skills in Legal Research/ Opinion	<b>45</b>	<b>EQ9</b>	Enforcement of AQM Environment Laws	<b>69</b>
<b>EL2</b>	Disposition/ Management of Cases	<b>48</b>	<b>EQ10</b>	Capability Building on AQM	<b>71</b>
<b>EL3</b>	Legal Counseling and Arbitration	<b>50</b>	<b>EQ11</b>	Policy Formulation on Hazardous Waste Management (HWM)	<b>73</b>
<b>EL4</b>	Adjudication of Pollution Cases	<b>51</b>	<b>EQ12</b>	Monitoring and Evaluation of Compliance of Facilities or Establishments	<b>75</b>
<b>EQ1</b>	Water Quality Management Policy Formulation	<b>53</b>	<b>EQ13</b>	Validation of Implementation of HWM Policies and Procedures at the Regional Offices	<b>77</b>
<b>EQ2</b>	Monitoring and Evaluation/ Validation of Policy Implementation	<b>55</b>	<b>EQ14</b>	Processing of Registration Certificates and Clearances	<b>78</b>
<b>EQ3</b>	Provision of Technical Assistance and Emergency Response on WQM	<b>57</b>	<b>EQ15</b>	Technical Assistance and Emergency Response Management	<b>79</b>
<b>EQ4</b>	Capacity Building on WQM	<b>59</b>	<b>EQ16</b>	Enforcement of Hazardous Waste Management Laws	<b>81</b>
<b>EQ5</b>	Air Quality Management Policy Formulation	<b>61</b>			
<b>EQ6</b>	Monitoring and Evaluation of Air Quality Management Policy	<b>63</b>			

## ENVIRONMENTAL MANAGEMENT BUREAU

# TABLE OF CONTENTS

<b>EQ17</b>	Capability Building on Hazardous Waste Management	<b>83</b>	<b>EQ27</b>	Linkaging and Networking (Technical Cooperation, Interagency Committees)	<b>102</b>
<b>EQ18</b>	Chemical Management Policy Formulation	<b>85</b>	<b>EQ28</b>	Development of EQD-Information-Education and Communication Materials	<b>103</b>
<b>EQ19</b>	Monitoring and Evaluation of Industrial Compliance to Chemical-Related Permits and Clearances	<b>87</b>	<b>EQ29</b>	Environmental Quality Database Administration	<b>105</b>
<b>EQ20</b>	Validation of Implementing Chemical Policies, Procedures and Practices at the Regional Offices	<b>89</b>	<b>EI1</b>	Environmental Impact Evaluation	<b>107</b>
<b>EQ21</b>	Processing of Environmental Permits and Clearances Related to Chemical Management	<b>91</b>	<b>EI2</b>	EIA Monitoring and Audit	<b>108</b>
<b>EQ22</b>	Technical Assistance and Emergency Response Management	<b>93</b>	<b>EI3</b>	EIA Policy and Standards Formulation and Implementation Assessment	<b>110</b>
<b>EQ23</b>	Enforcement of Chemical Management Laws	<b>95</b>	<b>EI4</b>	Capacity Building on EIA	<b>111</b>
<b>EQ24</b>	Capability Building on Chemical Management	<b>97</b>	<b>EI5</b>	Linkaging and Networking (Technical Cooperation, Interagency Committees)	<b>112</b>
<b>EQ25</b>	Environmental Quality Management System	<b>99</b>	<b>EI6</b>	Development/ Dissemination of PEISS Information	<b>113</b>
<b>EQ26</b>	Management of Multilateral Environmental Agreements (MEAS)	<b>100</b>	<b>EI7</b>	EIA Document Tracking and Information System Management	<b>114</b>
			<b>ERI</b>	Environmental Research Generation	<b>115</b>

## ENVIRONMENTAL MANAGEMENT BUREAU

# TABLE OF CONTENTS

<b>ER2</b>	Collection of Environmental Samples	<b>117</b>	<b>ESW2</b>	Technical Assistance on ESWM	<b>140</b>
<b>ER3</b>	Collection of Environmental	<b>119</b>	<b>ESW3</b>	Training and Information Dissemination on ESWM	<b>141</b>
<b>ER4</b>	Data Analysis and Interpretation	<b>120</b>			
<b>ER5</b>	Documentation and Dissemination of Results	<b>121</b>	<b>ERO1</b>	Water Quality Management	<b>143</b>
<b>ER6</b>	Analysis of Environmental Samples	<b>122</b>	<b>ERO2</b>	Air Quality Management	<b>145</b>
<b>ER7</b>	Equipment Maintenance and Calibration	<b>125</b>	<b>ERO3</b>	Toxic Chemicals and Hazardous Waste Management	<b>147</b>
<b>ER8</b>	Recognition of DENR Environmental Laboratories	<b>127</b>	<b>ERO4</b>	Analysis of Environmental Samples	<b>149</b>
			<b>ERO5</b>	Environmental Impact Assessment	<b>151</b>
<b>EE1</b>	Curriculum Review and Development for Environmental Education	<b>129</b>	<b>ERO6</b>	EIA Monitoring and Audit	<b>153</b>
<b>EE2</b>	Capability Building on Environmental Management	<b>131</b>	<b>ERO7</b>	Environmental Planning	<b>155</b>
<b>EE3</b>	Public Information Management	<b>132</b>	<b>ERO8</b>	Statistics and Information Systems Management	<b>157</b>
<b>EE4</b>	Special Events Management	<b>133</b>	<b>ERO9</b>	Environmental Information and Education	<b>159</b>
<b>EE5</b>	IEC Materials Production	<b>135</b>	<b>ERO10</b>	Skills in Legal Research/ Opinion	<b>160</b>
<b>EE6</b>	Environmental report Documentation and Library Management of Environmental Education Resources	<b>137</b>	<b>ERO11</b>	Disposition/ Management of Cases	<b>163</b>
			<b>ERO12</b>	Legal Counseling and Arbitration	<b>165</b>
<b>ESWI</b>	Policy Research and Development on ESWM		<b>ERO13</b>	Solid Waste Monitoring and Assessment	<b>166</b>
			<b>ERO14</b>	Technical Assistance on ESWM	<b>167</b>
			<b>ERO15</b>	Training and Information Dissemination on ESWM	<b>169</b>

## ENVIRONMENTAL MANAGEMENT BUREAU

## TABLE OF CONTENTS

**III. CORE COMPETENCIES**

<b>CC1</b>	Discipline	<b>170</b>
<b>CC2</b>	Excellence	<b>172</b>
<b>CC3</b>	Nobility	<b>174</b>
<b>CC4</b>	Responsibility	<b>176</b>
<b>CC5</b>	Caring for the Environment and Natural Resources	<b>177</b>

**IV. ORGANIZATIONAL COMPETENCIES**

<b>OC1</b>	Writing Effectively	<b>179</b>
<b>OC2</b>	Speaking Effectively	<b>180</b>
<b>OC3</b>	Technology Literacy and Managing Information	<b>182</b>
<b>OC4</b>	Project Management	<b>184</b>
<b>OC5</b>	Completed Staff Work (CSW)	<b>186</b>

**V. LEADERSHIP COMPETENCIES**

<b>LC1</b>	Strategic Leadership (Thinking Strategically and Creatively)	<b>187</b>
<b>LC2</b>	Leading Change	<b>189</b>
<b>LC3</b>	People Development (Creating and Nurturing a High Performing Organization)	<b>191</b>
<b>LC4</b>	People Performance Management (Managing Performance and Coaching for Results)	<b>193</b>
<b>LC5</b>	Partnership and Networking (Building Collaborative and Inclusive Working Relationships)	<b>195</b>

**VI. POSITION PROFILE** **197**

The DENR Competency-Based System Manual, which was adopted in 18 January 2018 through DENR Memorandum Circular No. 2018-01 entitled Adoption of the Competency-Based System Manual for Support and Technical Positions in the Central Office, Regional Offices and Bureaus signed by Secretary Roy A. Cimatu, is considered a living document. It includes the list of functional, core, organizational and leadership competency clusters; competency indicators per proficiency level (Basic, Intermediate, Advanced and Superior); and position profiles. It also covers all Offices of the DENR at the Central and Regional, and Bureaus for 1st and 2nd level positions.

Since its adoption, the Manual has been used Department-wide as a tool in the implementation of various HR systems: recruitment, selection and placement; learning and development; performance management; rewards and recognition; career development; and succession planning. In support to its continuous improvement and to ensure responsiveness to the needs of the organization, it was revisited this year.

For the Environmental Management Bureau, the enhancements are as follows:

1. Addition of the following competencies for ITO III, Stat II and CP II positions:

- a) BIS1 - Application Systems Development
- b) BIS2 - Systems Analysis and Design
- c) BIS3 - Network Infrastructure Management
- d) BIS4 - Network Systems Management
- e) BIS5 - Information and Communication Technologies (ICT) Resource Management
- f) BIS6 - Statistical Analysis, Data Management and Production Knowledge Products
- g) BIS7 - Spatial Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products

2. The competencies for climate change have been deleted in the EMB CBS Manual, since, the personnel and functions of this office were transferred to the Climate Change Service.

3. The position profile was updated to include the missed position in the existing manual.

These enhancements used the “borrow and modify” approach, and underwent a series of review, validation by the position holders and subject matter experts, and approval of office heads, following the competency profiling process.



## AS1 - CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money. It includes counting of cash and keeping of financial records of cash transactions for accounting and auditing purposes



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Assists in the discharge of cash management activities	Performs cash management activities	Leads in the discharge of cash management activities.	Prepares plans and programs and formulates recommendations on cash management.
<ol style="list-style-type: none"> <li>1. Collects payments from employees and other creditors, and prepares daily individual collection reports</li> <li>2. Evaluates payment history and verifies pertinent information to the collection of fees and fines</li> <li>3. Releases and issues checks to employees, suppliers and creditors, and prepares daily disbursement reports and incoming vouchers</li> <li>4. Custodian for all official receipts, cheques and ADA</li> <li>5. Facilitates routing of checks to signatories for all transactions</li> <li>6. Records and maintains cash and check to the cashiering database</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares, processes and ensures accuracy and propriety of checks for issuance</li> <li>2. Answers suppliers' and employees' queries and follow-ups regarding checks</li> <li>3. Releases final pay checks</li> <li>4. Maintains database and records cash control</li> <li>5. Scans all incoming and outgoing vouchers</li> <li>6. Encodes vouchers to the document tracking system</li> <li>7. Database posting on all official payments</li> </ol>	<ol style="list-style-type: none"> <li>1. Issues official receipts upon collection</li> <li>2. Prepares monthly collection report</li> <li>3. Maintains database report from all types of collection</li> <li>4. Reviews collection and disbursement report</li> <li>5. Handles cash advances and petty cash fund</li> <li>6. Prepares liquidation report accurately as per approved cycle time</li> <li>7. Data management of EMB's Findes Account (payroll)</li> <li>8. Manages and balances notice of cash allocation for all fund</li> <li>9. Prepares Windesk or ACIC for Landbank</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors, reviews and assesses monthly collection and disbursement reports and recommends, if needed, appropriate actions</li> <li>2. Transacts with banks re: agency accounts</li> <li>3. Proposes recommendations to improve cash management activities</li> <li>4. To ensure security and account for public fund</li> <li>5. Make sure policies and procedures are complied</li> </ol>

	8. Maintains electronic report on cash on hand, petty cash and other cash advances		
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## AS2 - PROCUREMENT MANAGEMENT

The ability to procure goods and services in accordance with specification/s and delivery schedule.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Has basic skills / knowledge/ understanding on RA 9184 (Procurement Act) and e-procurement (PhilGEPS); and requires assistance to apply technical skills; and displays limited knowledge of technologies</p>	<p>Has intermediate skill/ working knowledge on RA 9184 and e-procurement; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities</p>	<p>Has advanced skills/extensive knowledge on RA 9184 and e-procurement; and consistently applies technical skills and adapts to emerging technology on procurement management related activities</p>	<p>Has subject matter breadth/ depth/ expertise on RA 9184 and e-procurement; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities</p>
<ol style="list-style-type: none"> <li>Understand/knows the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>Prepares Project Procurement Management Plan (PPMP) with supervision</li> <li>Provides timely secretariat services to the Bids and Awards Committee (BAC)</li> <li>Prepares minutes of BAC meeting and resolutions promptly</li> <li>Reviews purchase requisitions as to completeness of supporting documents</li> <li>Canvasses/requests quotations from</li> </ol>	<ol style="list-style-type: none"> <li>Prepares quotations/ abstract quotations accurately</li> <li>Reviews thoroughly documents in BAC meetings</li> <li>Prepares Bidding documents accurately</li> <li>Evaluates bidder's credentials based on existing standards</li> <li>Prepares notice of award and notice to proceed promptly</li> <li>Prepares contract of services such as janitorial/ security services accurately</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates and determines that procurement/ purchases made are in accordance with the approved APP</li> <li>Provides inputs in BAC Meetings; arranges meetings with stakeholders</li> <li>Conducts cost/price analysis and applies accounting and auditing rules and regulations on procurement</li> <li>Evaluates submitted PPMP coming from the various units/ section/divisions as to conformance with existing standards and policies</li> <li>Guides subordinates in the application of principles, methods and procedures in procurement of goods and services under RA 9184</li> </ol>	<ol style="list-style-type: none"> <li>Formulates and champions strategies and policies on procurement management related activities</li> <li>Plans and implements cost cutting and internal control measures on the general principles and standards of procurement management</li> <li>Reviews supplier's performance and drives for continuous improvement</li> <li>Monitors implementation of programs and projects on procurement as part of asset management and recommends</li> </ol>

<p>suppliers diligently</p> <p>7. Posts bid opportunities in the PhilGEPS and agency website accurately</p> <p>8. Prepares purchase order in accordance with existing rules and policies</p> <p>9. Conducts physical count of inventory items accurately</p> <p>10. Receives and issues supplies promptly</p>	<p>7. Posts awards and contract documents in the PhilGEPS and agency website accurately</p> <p>8. Undertakes product cost analysis to establish cost estimates</p> <p>9. Recommends/proposes to end users ways to reduce cost (i.e. alternative vendor/products) and obtain better quality and services</p> <p>10. Generates and evaluates data on various aspects of procurement management</p> <p>11. Prepares APP from consolidating PPMPs diligently</p> <p>12. Prepares Procurement Monitoring Reports regularly</p> <p>13. Prepares report on supplies materials issued promptly</p>	<p>(Procurement Law) and e-procurement (PhilGEPS)</p> <p>6. Identifies trends and developments in procurement management and recommends enhancement of current procedures, processes and policies.</p>	<p>appropriate action based on the inventory reports submitted</p> <p>5. Establishes a comprehensive system of procurement management for the DENR.</p>
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## AS3 - PROPERTY MANAGEMENT (PROPERTY INVENTORY AND DISPOSAL MANAGEMENT)

The ability to account, secure, manage inventories of supplies, materials and dispose as mandated by law.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Has basic skills / knowledge/ understanding on property inventory and disposal management activities; and requires assistance to apply technical skills; and displays limited knowledge of technologies.</p>	<p>Has Intermediate Skill/ Working Knowledge property inventory and disposal management activities; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities.</p>	<p>Has Advanced Skills/ Extensive knowledge on property inventory and disposal management activities; and consistently applies technical skills and adapts to emerging technology on procurement management related activities. Monitors and reviews data from various aspects of property management.</p>	<p>Has Subject matter breadth/ depth/ expertise on property inventory and disposal management activities; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities.</p>
<ol style="list-style-type: none"> <li>1. Accepts and counterchecks deliveries of supplies/ materials/ equipment thoroughly</li> <li>2. Prepares receiving report and updates inventory monitoring system promptly</li> <li>3. Stocks and stores goods based on warehousing principles</li> <li>4. Issues goods as per request by end users promptly</li> <li>5. Updates monitoring tools diligently</li> <li>6. Implements physical inventory and cycle count regularly</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements the following storage activities accurately to ensure adherence to procedures, processes and policies in the performance of activities on property management: <ul style="list-style-type: none"> <li>• Receiving – the actual receiving of goods and counter checking against delivery receipts in accordance with specification</li> <li>• Storing – the safekeeping of goods and updating warehousing records</li> <li>• Issuance– the withdrawal of goods from warehouse and</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares an inventory variance analysis</li> <li>2. Makes use of storage reports and triggers improvements in terms of inventory turns and inventory level</li> <li>3. Conducts property inventory and disposal</li> <li>4. Computes cost of depreciation of property</li> <li>5. Recommends materials/ equipment for disposal</li> <li>6. Processes documents necessary for disposal of properties</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on property management.</li> <li>2. Develops and reviews existing storage procedures to eliminate variances</li> <li>3. Formulates policies and procedures on property inventory and disposal management</li> <li>4. Recommends new programs on how storage processes can be improved, e.g. use of software, etc</li> <li>5. Implements all necessary measures to ensure accuracy of inventory report</li> </ol>

<p>7. Understands and implements various measures to ensure inventory accuracy and eliminate pilferage</p>	<p>updating its record</p> <ul style="list-style-type: none"> <li>• Physical Inventory taking – the checking of actual inventory versus records</li> </ul> <p>2. Performs inventory reconciliation and identifies root causes of inventory variances</p> <p>3. Prepares and analyzes storage reports and provides necessary recommendation</p> <p>4. Recognizes serviceability of materials and equipment</p>		<p>6. Reviews inventory turns performance and drives for continuous improvement</p>
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## AS4 - BUILDING MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop and implement an effective system of maintenance of EMB buildings and other facilities



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Performs basic maintenance activities of buildings and other facilities</p>	<p>Implements building maintenance activities</p>	<p>Leads the implementation of building maintenance activities</p>	<p>Prepares plans and programs and formulates or enhances policies on building maintenance</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the proper care and maintenance of office building and its premises, equipment, furniture and fixtures</li> <li>2. Attends to employees call, complaints, concerns and documents on account of service request forms</li> <li>3. Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services</li> <li>4. Prepares vouchers for payment of office utility bills</li> <li>5. Prepares cost estimate of materials of needed maintenance cost</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains and updates the inventory of real property, buildings and other facilities, including statistics and information on land and floor areas, and other relevant information</li> <li>2. Monitors water and electricity consumption to ensure that costreduction measures are observed</li> <li>3. Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> <li>4. Inspects building equipment, facilities and surrounding areas and determines and notes maintenance work needed</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the status of equipment being maintained by the unit/office and implements preventive maintenance of each</li> <li>2. Trains others and identifies training needs to reinforce technical competencies of colleagues</li> <li>3. Implements programs and schedule of maintenance work</li> <li>4. Reviews and assesses work of maintenance service providers</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates and recommends programs and schedule of maintenance operations of office equipment, building fixture, and utilities, such as changing of electric klights and other maintenance and housekeeping tasks</li> <li>2. Conducts periodic reviews and pushes for continuous/ continual improvement</li> <li>3. Prepapres periodic report on the regular mainteanance works undertaken</li> </ol>



## AS5 - RECORDS MANAGEMENT

The ability to:

- effectively maintain an updated and orderly filing system to facilitate retrieval & ensure that confidential and/or personal files and records are properly secured and maintained
- maintain/implement record schedule of disposal.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Assists in records management activities</p> <ol style="list-style-type: none"> <li>1. Maintains systematic filing and safekeeping of records of the department for easy reference and retrieval</li> <li>2. Understands the basic procedure of records maintenance and disposal in accordance with the Records Retention and Disposition Schedule</li> <li>3. Observes/ Follows the Functional Subject-Alphabetic Classification System (FSACS) in filing of records</li> <li>4. Conducts regular inventory of records for proper retention and disposition</li> <li>5. Observes the proper use and recycling of paper</li> </ol>	<p>Implements records management activities</p> <ol style="list-style-type: none"> <li>1. Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>2. Maintains record of compliance of each service/division to the Record Plan for retention/disposal of records</li> <li>3. Maintains an electronic file of records/documents received.</li> </ol>	<p>Leads the implementation of records management activities</p> <ol style="list-style-type: none"> <li>1. Reviews the classification of documents and determines what should be filed/kept or not and which are confidential in nature</li> <li>2. Designs a Records Management Information System for easy and fast retrieval of documents</li> <li>3. Drafts policies and guidelines on the maintenance and disposition of records and documents.</li> </ol>	<p>Prepares plans and programs and formulates or enhances policies on records management</p> <ol style="list-style-type: none"> <li>1. Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build – up</li> <li>2. Serves as a resource person on this competency</li> <li>3. Represents the Department in the presentation of documents required by the courts and other bodies</li> <li>4. Recommends policies and guidelines on the maintenance and disposition of records and documents.</li> </ol>



## AS6 - COMPUTERIZED RECORDS MANAGEMENT

The ability to:

- systematically handle documents and communication and track its flow;
- maintain filing system for reference and easy retrieval;
- undertake efficient transmittal of directives, policies, regulations for the guidance or compliance;
- arrange archival materials for retention and its eventual disposition.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Assists in computerized records management activities	Implements computerized records management activities	Leads the implementation of computerized records management activities	Prepares plans and programs and formulates or enhances policies on computerized records management
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the various phases of records management (e.g., records creation, mail management, filing and maintenance, retention, and disposal)</li> <li>2. Understands and adopts the Document Action Tracking System (DATS) in receiving and releasing of documents</li> <li>3. Is familiar with types of documents, offices and its Officials</li> <li>4. Understands and adopts the system of releasing documents thru Records Management Information System (RMIS)</li> <li>5. Uploads issuances and send thru webmail promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains electronic database of records diligently</li> <li>2. Migrates records using various media to save on space and for security purposes</li> <li>3. Tracks documents using the DATS &amp; RMIS accurately</li> <li>4. Retrieves documents using the existing classification scheme and the "tracking number" assigned by DATS and RMIS</li> <li>5. Safeguards records to avoid losses and preserve their integrity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR policies and applicable rules (DENR FOI Manual)</li> <li>2. Updates and drafts policy on Records Retention and Disposition Schedule (RRDS)</li> <li>3. Determines the authenticity of records/ documents as may be required.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the records management function of the entire DENR</li> <li>2. Maintains a continuing program for the management, preservation and eventual disposition of records</li> <li>3. Recommends retention period of documents/ records based on applicable policies</li> <li>4. Serves as resource person on this competency.</li> </ol>



## AS7 - COURIER, POSTAL AND MESSENGERIAL SERVICES

The ability to speedily dispatch, pick up and deliver official documents to the postal office, government and private offices and individuals.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Performs routine courier, postal and messengerial services</p>	<p>Performs more complex courier, postal and messengerial services</p>	<p>Leads the conduct of courier, postal and messengerial services</p>	<p>Oversees the conduct of courier, postal and messengerial services</p>
<ol style="list-style-type: none"> <li>1. Reads road map</li> <li>2. Recalls the price changes in stamps</li> <li>3. Reads the weighing scale and compute appropriate mailing charges</li> <li>4. Delivers routine documents and materials promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains accurate records sent thru courier, postal office or messenger, including the costs for postage and courier services</li> <li>2. Adopts a systematic schedule and efficient way of delivery taking into consideration the urgency of the document</li> </ol>	<ol style="list-style-type: none"> <li>1. Responds proactively to circumstances arising from delivery problems</li> <li>2. Responds promptly to queries/complaints/ problems on status of documents with tact and diplomacy</li> <li>3. Maintains a mailing list with proper addresses, telephone and fax numbers, and directions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides options to act on critical messengerial requirements</li> <li>2. Demonstrates considerable expertise on this competency</li> </ol>





## AS8 - GENERAL ACCOUNTING

The ability to record classify and summarize agency's financial transactions; and interpret the results thereof through various reports and analysis which serves as a basic tool for management in making decisions toward achieving the agency's goals and objectives.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Records, classifies and summarizes DENR's financial transactions	Analyzes and interprets DENR's financial transactions	Reviews schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports	Evaluates DENR's financial reports as well as accounting procedures and methods
<ol style="list-style-type: none"> <li>Processes disbursement vouchers, payrolls and other claims to verify accuracy, completeness and validity of claims</li> <li>Records, classifies and summarizes financial transactions and events in accordance with generally accepted accounting principles</li> <li>Prepares distribution for remittances to other concerned offices</li> <li>Prepares subsidiary ledger and schedule of accounts per trial balance</li> <li>Applies a working knowledge of applicable laws and regulations.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates and posts all transactions in the books per eNGAS accurately</li> <li>Evaluates, verifies and analyzes account balances</li> <li>Prepares schedule of accounts per trial balance</li> <li>Maintains inter-agency accounts, reconciles and makes necessary adjustments</li> <li>Prepares financial reports for financial analysis</li> <li>Verifies documents/ reports for completeness in compliance with government and various oversight agencies</li> <li>Uses various accounting software</li> </ol>	<ol style="list-style-type: none"> <li>Leads the review of schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports</li> <li>Administers the maintenance of eNGAS</li> <li>Evaluates the compilation, preparation and presentation of annual financial reports</li> <li>Designs, updates and maintains accounting reports on financial system and operations</li> <li>Communicates with other government agencies and banking institutions regarding financial matters</li> <li>Monitors and confirms the</li> </ol>	<ol style="list-style-type: none"> <li>Works with technical team of accounting systems in designing and implementing changes in the system and reports</li> <li>Analyzes financial transactions/statements as inputs for management policy formulation and decision making</li> <li>Evaluates accounting procedures and methods and recommends changes in internal procedures as needed</li> <li>Communicates with other government agencies and banking institutions regarding financial matters.</li> </ol>

	<p>applications</p> <ol style="list-style-type: none"> <li>8. Prepares bank reconciliation statements</li> <li>9. Reconciles sub-ledgers to the general ledger and resolves differences</li> <li>10. Adjusts reconciling items promptly</li> <li>11. Consolidates Financial Reports from Regional Offices and Bureaus with the OSEC FS</li> <li>12. Consolidates Report of Income, Disbursement Reports and PBB requirements from Regional Offices, Bureaus and attached Agencies.</li> </ol>	<p>accomplishment of financial reports</p> <ol style="list-style-type: none"> <li>7. Prepares compliance and justification on audit observation memorandum (AOM) and annual audit report (AAR)</li> </ol>	
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## AS9 - ORGANIZATION AND MANAGEMENT SYSTEMS IMPROVEMENT

The ability to:

- formulate management policies, rules and regulations that will serve as guide to ensure the effective and economic use of funds and property; and prepare/update/design standard operating procedures, manuals, charts and forms to define the respective functions and activities of an organizational unit vis-à-vis agency's objectives.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Assists in the conduct of organization and management systems improvement activities	Conducts organization and management systems improvement activities	Leads the conduct of organization and management systems improvement activities	Prepares plans and programs and formulates policy recommendations for the conduct of organization and management systems improvement activities
<ol style="list-style-type: none"> <li>Possesses knowledge on management internal controls - financial and administrative matters</li> <li>Recalls the DENR systems and procedures, rules and regulations, and internal policies</li> <li>Gathers data and information pertaining to the scope of study (e.g. legal bases, functions of offices/units) under study</li> <li>Prepares charts, graphs and process flow</li> </ol>	<ol style="list-style-type: none"> <li>Conducts studies and recommends plans or measures for effective internal organization, work flow, work simplification and etc.</li> <li>Prepares/updates and improves management systems and reviews existing methods/SOPs, organizational/functional charts and other forms</li> <li>Determines specific internal policy controls and the corresponding actions that are needed</li> <li>Maintains and updates the Department's organization and other Manuals</li> <li>Prepares communication / memoranda / endorsement relative</li> </ol>	<ol style="list-style-type: none"> <li>Formulates and evaluates plans or measures for effective internal organization, work flow and work simplification</li> <li>Recommends improvement of the organizational policy controls/ installation of control devices on financial and administrative matters</li> <li>Communicates the adopted or approved policies</li> <li>Reviews management studies, updated SOPs, Manuals, Organizational and Functional Charts and other forms related to financial and administrative matters</li> </ol>	<ol style="list-style-type: none"> <li>Advises management on areas needing the installation/ modification of internal control devices and other related matters</li> <li>Leads the conduct of researches and studies on organizational policies, rules and regulations, procedures, forms, work simplification and other related studies designed to come up with solutions to financial and administrative concerns</li> <li>Plans and/or prioritizes areas that need formulation/ revision of financial and administrative policies and guidelines</li> <li>Evaluates finished work for quality, consistency and conformity with</li> </ol>

	<p>to financial and administrative matters</p> <p>6. Establishes standards on the implementation of policy on financial and administrative concerns relative to laws, rules, regulations, guidelines, orders and circulars (e.g. DENR, OP, DBM, COA, CSC, etc.)</p> <p>7. Monitors and consolidates recommendation on management actions pertaining to Audit Observation Memorandum (AOM) and Consolidated Annual Audit Report (CAAR) issued by the Commission on Audit (COA)</p>	<p>5. Reviews compliance reports on Audit Observation Memorandum (AOM) and Consolidated Annual Audit Report (CAAR) issued by the Commission on Audit</p>	<p>internal and external policies</p> <p>5. Plans, organizes and monitors the implementation of overall function and activities of the Division</p>
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## AS10 - BUDGET PREPARATON

The ability to determine the financial requirement to implement programs and projects of the Department.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Assists in budget preparation activities to determine the DENR's financial requirement	Prepares/consolidates the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations	Leads in the preparation/ consolidation of the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations	Facilitates the preparation/ consolidation of the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations
<ol style="list-style-type: none"> <li>1. Understands the guidelines and provides information on budgetary forms related to plans and programs of the agency</li> <li>2. Addresses basic questions/ clarifications regarding budget preparation guidelines and procedures to the concerned offices/ divisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares Budget Proposals based on the formulated guidelines</li> <li>2. Reviews and consolidates budget proposals submitted by offices/ divisions</li> <li>3. Analyzes and consolidates the data contained in the budgetary forms</li> <li>4. Conducts comparative analysis of current budget proposals vis-à-vis prior years' budget</li> <li>5. Prepares and computes special budget request covering terminal leave benefits and other personnel benefits accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares budget proposals over and above the budget ceiling</li> <li>2. Evaluates and justifies increase and/or decrease on the budget proposals vis-à-vis prior years' budget</li> <li>3. Evaluates /refines justifications for budget proposals</li> <li>4. Implements needed budget revisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides strategic directions, factors and considerations in the preparation of the budget plan in line with the major thrust of the Administration</li> <li>2. Facilitates the preparation of the budget proposals of the entire agency and other concerned offices / divisions</li> </ol>



## AS11 - BUDGET ADMINISTRATION AND CONTROL

The ability to allocate government funds by program/project/activities. It presents the plan of the agency's financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the agency's operations.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Assists in the preparation of budget allocation of departments/divisions	Performs budget administration and control activities	Leads in the conduct of budget administration and control activities	Prepares plans and programs and formulates policy recommendations for budget administration and control activities of DENR's operations
<ol style="list-style-type: none"> <li>1. Prepares Work and Financial Plans based on the set guidelines.</li> <li>2. Identifies budget allocations based on the Work and Financial Plans.</li> <li>3. Knows basic operations of the offices/projects handled as it relates to their budget allocations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Checks claims for adherence to checklist/s on budgetary requirements and completeness of supporting documents promptly.</li> <li>2. Identifies appropriate allotment charging of claims.</li> <li>3. Gives advice to the office concerned relative to budgetary control.</li> <li>4. Prepares obligation and balances based on allotment.</li> <li>5. Reconciles monthly statement of allotment, obligation and balances with concerned office.</li> <li>6. Prepares fund transfers to other operating units promptly.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and identifies cost efficiency of various units' budget utilization.</li> <li>2. Applies and monitors budgetary impositions on the DENR's budget.</li> <li>3. Communicates balances and charges with the offices/ projects handled regularly.</li> <li>4. Evaluates the completeness of supporting documents of claims as to compliance with budgeting, accounting and auditing rules and regulations.</li> <li>5. Prepares Financial Report of Operations for submission to various agencies.</li> <li>6. Evaluates the impact in the operations if overspending occurred and recommends possible interventions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates financial performance with physical performance in accordance with the approved Work and Financial Plan.</li> <li>2. Discusses with the counterpart comptroller of the office concerned re findings in the control system.</li> <li>3. Evaluates statement of allotment, obligation and balances for decision making.</li> <li>4. Assesses budgetary expenditures of the offices concerned.</li> <li>5. Analyzes Summary of Financial Report of Operations for submission to various agencies.</li> <li>6. Advises offices concerned on policies</li> </ol>

		<p>7. Evaluates /analyzes and transmits to DBM requests for special budget.</p>	<p>and procedures in the disbursement of allotment.</p> <p>7. Evaluates and analyzes Financial Report of Operations related to cash utilizations and approved annual cash program for submission to various agencies.</p> <p>8. Monitors “performance” of the full time Delivery Units that will ensure implementation of programs and projects in accordance with the set timelines or targets and improve capacity to utilize budget.</p> <p>9. Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance vs, plans and targets as basis for sound policy decision through:</p> <p>10. GAA as Release Document</p> <p>11. Unified Account Code Structure (UACS)</p> <p>12. Integration of Performance-Informed Budget Structure in GAA</p> <p>13. Adoption of Philippine Public Sector Accounting Standards (PPSAS)</p> <p>14. PREXC – Program Expenditure Classification Approach</p>
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## AS12 - RECRUITMENT, SELECTION AND PLACEMENT

Ensures an effective and discrimination-free recruitment process by selecting qualified and competent candidates



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Conducts initial review of employment applications</p> <ol style="list-style-type: none"> <li>1. Recalls recruitment process (qualification standards, screening and evaluation of applicants, methodologies used in evaluation potential and qualifications)</li> <li>2. Ensures completeness of requirements</li> <li>3. Prepares general list of applicants to be screened and evaluated by the EMB HRMPSB</li> <li>4. Administers job-specific/ clinical examinations</li> <li>5. Prepares HRMPSB meeting highlights</li> <li>6. Acts as the lead secretariat to the HRMPSB</li> </ol>	<p>Analyzes recruitment, selection, and placement process (RSP)</p> <ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end-users</li> <li>2. Processes appointments and other documents of the hired candidate/s</li> <li>3. Ensures accuracy of data written/encoded in appointment requirements (Appointment, PDF, Oath of Office etc.)</li> <li>4. Reviews and evaluates credentials/ qualifications of applicants</li> <li>5. Analyzes and computes scores of applicants provided by the HRMPSB</li> <li>6. Prepares shortlist of applicants to be endorsed to the Head of Office</li> <li>7. Knows policies and updates applicable to certain RSP actions</li> </ol>	<p>Supervises the EMB RSP process</p> <ol style="list-style-type: none"> <li>1. Initiates improvement in the EMB RSP process based on the merit and equal opportunity principle and other existing Civil Service laws</li> <li>2. Ensures HRMPSB undergoes a deep selection process pursuant to current CSC rules and regulations</li> <li>3. Recommends improvement in the RSP process in consideration of PRIME-HRM</li> <li>4. Peruses HRMPSB evaluation results for the Head of Office's review and selection</li> <li>5. Designs and engages newly hired personnel in employee onboarding in coordination with EMB division chiefs</li> <li>6. Interprets provisions of the DENR MSPP and the CSC ORAOHRA</li> </ol>	<p>Champions in recommending RSP policies, programs, and improvement</p> <ol style="list-style-type: none"> <li>1. Provides key strategic advice and participates in decisions regarding RSP</li> <li>2. Initiates an organization-wide RSP system in accordance with CSC and DENR rules and regulations</li> <li>3. Recommends improvement in the DENR MSPP, EMB System of Ranking Positions and other systems in implementing RSP actions</li> <li>4. Evaluates existing RSP process and recommends improvement thereto which shall include criteria in selection and other related RSP policies</li> </ol>





## AS13 - LEARNING AND DEVELOPMENT

Addresses competency gaps by providing employees adequate and necessary learning interventions and encourages middle managers and peers to practice coaching and mentoring in the workplace.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Knowledgeable in EMB's Personnel Development Committee (PDC) guidelines and process flow and conducts basic tabulation of scholarship applications</p>	<p>Analyzes LNA data and recommends to the EMB PDC qualified scholarship/training applications</p>	<p>Supervises the EMB L&amp;D process</p>	<p>Leads in providing inputs on the continual improvement of EMB L&amp;D processes</p>
<ol style="list-style-type: none"> <li>1. Knows the rationale for conducting LNA and identifies LNA methods and techniques</li> <li>2. Knows the basic concepts, and steps in learning design and development</li> <li>3. Prepares schedule of activities of training taking into consideration time management and full participation of learners</li> <li>4. Knows the process in conducting learning events</li> <li>5. Operates and troubleshoots basic audio-visual equipment</li> <li>6. Prepares learning intervention report</li> <li>7. Prepares highlights of EMB PDC</li> </ol>	<ol style="list-style-type: none"> <li>1. Administers and designs (if necessary) LNA instruments</li> <li>2. Discusses the LNA evaluation to division and section chiefs</li> <li>3. Identifies interventions to be undertaken by an employee in coordination with division and section chiefs</li> <li>4. Prepares LNA report</li> <li>5. Administers M&amp;E techniques to ensure effectiveness of learning interventions</li> <li>6. Includes/considers recommendations of the immediate supervisor in providing learning interventions as reported in the employee's IPCR</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs gap assessment by identifying discrepancies and causes vis-à-vis the desired performance</li> <li>2. Analyzes LNA data and responds to immediate performance gaps</li> <li>3. Recommends L&amp;D interventions to address competency gaps</li> <li>4. Conceptualizes the learning process to monitor the flow of the learning intervention</li> <li>5. Recommends coaching and mentoring in addressing performance gaps</li> <li>6. Reviews and endorses the learning intervention report to the division</li> </ol>	<ol style="list-style-type: none"> <li>1. Presents the LNA report to the top management with the corresponding priority learning interventions based on the LNA results</li> <li>2. Anticipates potential problems from recommendations and plans for contingent actions.</li> <li>3. Introduce improvements on EMB L&amp;D policies</li> <li>4. Establishes superior and peer coaching and mentoring policies</li> <li>5. Recommends M&amp;E guidelines or policies</li> <li>6. Recommends policies, rules, and regulations on scholarship</li> </ol>

<p>meetings</p> <p>8. Prepares statistical and evaluation tools and forms needed in L&amp;D program evaluation</p> <p>9. Consolidates applications to training and scholarship for evaluation of the EMB PDC</p> <p>10. Ensures completeness of documents of scholarship/ training applicants</p> <p>11. Maintains a database of EMB Scholars from local and foreign training programs</p>	<p>7. Discusses program objectives with subject matter experts to ensure attainment of end goal</p> <p>8. Prepares learning designs</p> <p>9. Provides recommendations on the learning intervention report</p> <p>10. Ensures proper time management in training facilitation</p> <p>11. Encourages active participation of learners to attain desired outcome</p> <p>12. Monitors L&amp;D program performance including recommendations on issues that arose during the conduct of the L&amp;D program</p> <p>13. Establishes collaborations with DENR and/or external partners for employees' capacity building</p> <p>14. Processes training/ scholarship applications based on EMB PDC's recommendation and endorses the same to the DENR Scholarship Committee</p> <p>15. Maintains linkages within the DENR and other external partners relative to scholarship/training programs</p> <p>16. Acts as the lead secretariat to the EMB PDC</p>	<p>chief and top management</p> <p>7. Bridges statements to and from one session to the other</p> <p>8. Guides subordinates in M&amp;E program process</p> <p>9. Recommends strategies to address issues in the program implementation</p> <p>10. Designs and implements M&amp;E tools</p> <p>11. Provides technical inputs in learning design proposals taking into consideration pertinent rules (CSC, DENR, GAD, EOP)</p> <p>12. Serves as a resource person on this competency</p>	<p>programs</p> <p>7. Establishes partnerships for the benefit of employee capacity building (Graduate studies, short-term programs, among others)</p>
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## AS14 - COMPENSATION, BENEFITS AND WELFARE ADMINISTRATION

Administers employees' compensation, benefits, and welfare programs and ensures an effective Rewards and Recognition (R&R) policy compliant to EMB's Program on Rewards and Incentives for Service Excellence (PRAISE) and performance ratings of employees.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Provides support in the administration of Compensation, Benefits, Welfare and R&R implementation	Analyzes recruitment, selection, and placement process (RSP)	Supervises the Administration of Compensation, Benefits, Welfare and R&R	Champions in recommending R&R policies, programs, and improvement in administration of compensation, benefits, and welfare
<ol style="list-style-type: none"> <li>1. Knows the compensation policies per the Salary Standardization Law and the salary schedule</li> <li>2. Knows policies and issuances of concerned government agencies (GSIS, PAG-IBIG, DBM, PhilHealth, etc.) on employees' compensation and benefits</li> <li>3. Knows the DENR benefits program and its implementing guidelines</li> <li>4. Processes leave applications including computation of leave credits</li> <li>5. Reviews requirements needed in compensation and/or benefits applications (monetization, etc.)</li> <li>6. Acts as lead secretariat and prepares highlights of the meeting of EMB PRAISE Committee</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits</li> <li>2. Computes salary adjustments and step increments</li> <li>3. Deals with concerned government agencies (GSIS, Pag-IBIG, PHILHEALTH, etc.) on loan applications, payments, etc.</li> <li>4. Prepares and maintains compensation information and other necessary documents</li> <li>5. Identifies gaps and areas for improvement in the existing compensation programs and practices</li> <li>6. Initiates on R&amp;R programs to recognize best practices of employees (top performers, recognition in attendance, among others)</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approval of benefits compliant to relevant policies and rules</li> <li>2. Provides support as HRMO to PRAISE and the Performance Management Team (PMT) to identify top performers and R&amp;R programs to be implemented</li> <li>3. Explains and discusses EMB's R&amp;R policies and available benefits to employees</li> <li>4. Introduces improvement on enhancement of delivery of EMB's R&amp;R program</li> <li>5. Serves as resource person on this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides insights on queries pertaining to salary, wages, and benefits claims</li> <li>2. Establishes an Employee Assistance Program to help identify issues and concerns that affect employee performance and productivity.</li> </ol>



## AS15 - PERFORMANCE MANAGEMENT

Ensures compliance of individual performance ratings to DENR's Strategic Performance Management System (SPMS)



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Assists in the IPCR review in compliance with DENR-SPMS and submitted Division Performance Ratings	Conducts IPCR reviews in compliance with DENR-SPMS and submitted Division Performance Ratings	Supervises the Review of Individual Performance Ratings and ensures compliance with DENR-SPMS	Champions in recommending Performance Management policies and the institutionalization of DENR-SPMS
<ol style="list-style-type: none"> <li>1. Knows the DENR-SPMS Guidelines</li> <li>2. Ensures timely submission of IPCRs per agreed deadline</li> <li>3. Assists in the review of IPCR ratings</li> <li>4. Maintains a summary of IPCR scores tabulated per division</li> <li>5. Maintains a systematic filing of approved IPCRs</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews IPCR ratings and ensures its compliance with the DENR-SPMS and other EMB Performance Management Team (PMT) issuances and/or resolutions</li> <li>2. Compiles/consolidates recommended interventions as reported in an employee's IPCR and submits the same to the PDC for their consideration in EMB's L&amp;D Plan</li> <li>3. Ensures proper calibration of ratings against their office's DPCRs</li> <li>4. Acts as a secretariat together with PPPDD in the PMT</li> <li>5. Prepares a report on EMB's top performers and submits the same to the PRAISE Committee for their consideration in EMB's R&amp;R programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews reports to be submitted to the PDC and PRAISE Committee</li> <li>2. Recommends process improvement in reviewing IPCRs</li> <li>3. Reviews IPCR Commitments and ensure alignment to the Division's mandates</li> <li>4. Participates in PDC, PMT and PRAISE Committee as the HRMO and provide inputs and recommendations vis-a-vis employee performance</li> <li>5. Presents a list of possible candidates for promotion to the HRMPSB in compliance with existing CSC Rules and Regulations and DENR's Merit Selection and Promotion Plan (MSPP)</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates internal policies in assessing individual performances</li> <li>2. Champions in institutionalizing the proper implementation of the DENR-SPMS in EMB</li> </ol>



## AS16 - HANDLING OF HUMAN RESOURCE ACTIONS

Applies DENR, CSC, DBM, and CESB laws, rules, and regulations in the preparation of HR actions including resolving conflicts in the workplace.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Provides support/assists in processing of personnel actions	Implements applicable policies in the processing of HR actions	Supervises the Processing of HR actions	Plans, enhances, and formulates policies in the processing of HR actions
<ol style="list-style-type: none"> <li>1. Knows the pertinent provisions of the DENR, CSC, DBM, and CESB in the preparation of various HR actions</li> <li>2. Prepares documentation of HR actions</li> <li>3. Maintains a systematic filing of 201 files and other HR records and documents</li> <li>4. Understands RA 6713, the Omnibus Rules on Appointments and Other HR Actions (ORAOHRA), and other related issuances</li> <li>5. Assists in resolving employee conflicts</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensures completeness of HR records and 201 files</li> <li>2. Prepares and updates EMB's plantilla and PSIPOP</li> <li>3. Prepares the CES Occupancy Report of EMB third level officials</li> <li>4. Reviews and prepares a consolidated HR Statistics Report (Central and Regional Office)</li> <li>5. Conducts initial assessment of employee conflict</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensures accuracy of the HR Statistics Report</li> <li>2. Maintains an employee database for all EMB employees including Contract of Service personnel</li> <li>3. Prepares a report on HR actions and submits the same to the CSC</li> <li>4. Prepares a report on employee conflict based on information submitted/ gathered from both parties</li> <li>5. Implements programs to promote a conducive work environment</li> <li>6. Reviews the accuracy of EMB's plantilla and PSIPOP</li> <li>7. Acts as secretariat or as HRMO to the Grievance Committee with the Legal Division</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates effectiveness of existing HR programs and recommends improvement to address changes in human resource management</li> <li>2. Institutionalizes the Grievance Machinery to help build a good management- employee relationship</li> <li>3. Recommends improvement in grievance procedures and other employee related issues in EMB</li> </ol>



## AS17 - WORKFORCE PLANNING

Determines long-term HR needs and assesses current human resources. It also ensures EMB competencies are up-to-date and still relevant.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Assists in workforce planning activities	Conducts workforce planning activities	Leads workforce planning activities	Recommends enhancement to current workforce planning policies
<ol style="list-style-type: none"> <li>1. Knows the composition of DENR and EMB's workforce and assists in planning for projected shortages and surpluses in specific units and competencies</li> <li>2. Prepares documents needed in conducting research on workforce planning processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers data on current human resources and necessary updates on position competencies</li> <li>2. Assesses the human resource capacity based on their competencies vis-a-vis the needed capacity to maintain efficiency in EMB</li> <li>3. Identifies issues which may affect HR capacity and the attainment of organizational goals</li> <li>4. Assists in the conduct of workforce analysis and HR supply forecasting (data on workforce turnover; reports on flow out and flow in)</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts workforce planning</li> <li>2. Develops workforce planning tools, templates, and policies considering the DENR CBS</li> <li>3. Develops HR strategies and programs to address gaps (e.g. career development, recruitment etc.) based on DENR and EMB's priority programs and performance ratings</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans and policies to support HR planning</li> <li>2. Advices and participates in decision making on short and long term workforce planning</li> </ol>



## AS18 - EMS, WELLNESS, SECURITY, SAFETY, EMERGENCY PREPAREDNESS AND DISASTER MANAGEMENT

The ability to manage significant environmental aspects, monitor environmental performance, secure occupational health and safety, security and conduct emergency and evacuation drills on emergency situations.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Gathers data and other information relative to the Environmental Management System, security and emergency situations.</p>	<p>Consolidates data and information gathered and identifies significant environmental aspects, security and emergency situations.</p>	<p>Monitors legal compliance and safety requirements, and assesses hazards and risks of DENR projects, programs and activities.</p>	<p>Interprets data, generates information, prepares reports and formulates or enhances programs and activities.</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on Environmental Management System program of the Department, especially the significant environmental aspects</li> <li>2. Gathers data and information from sources for the different environmental aspects</li> <li>3. Has basic knowledge and ability on the standard operating procedures on the Disaster Risk Reduction program</li> <li>4. Knows the necessary fire and safety equipment</li> <li>5. Knows the passage, exit point in the building, place of evacuation and all structural installations within the DENR and other installation</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives, identifies, analyzes and consolidates data for the different environmental performance</li> <li>2. Assists in the coordination with various stakeholders on the disaster risk reduction/emergency preparedness program.</li> <li>3. Is familiar with the Disaster Risk Reduction program</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and monitors applicable legal compliance for all construction, maintenance of facilities, transportation and security as required under EMS</li> <li>2. Conducts periodic inspection to determine and assess hazards and risks relative to occupational health and safety standards</li> <li>3. Coordinates and organizes with other agencies, organization and groups on disaster risk reduction/emergency preparedness programs and activities</li> <li>4. Recommends logistics, equipment suitable for the operation</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes programs as required under the DENR Environmental Management System</li> <li>2. Evaluates effectiveness of existing programs on health and safety, disaster risk reduction and security, and initiates improvements to adapt to the present situation</li> <li>3. Prepares periodic reports and documentation on the significant environmental aspects, security and disaster preparedness</li> </ol>



## EP1 - ENVIRONMENTAL PLANNING, PROGRAMMING AND EVALUATION

The ability required to:

- determine schemes/strategies to come up with specific projects/activities that will be implemented in a given period in accordance with the EMB's thrust priorities, and budget appropriation;
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the EMB;
- formulate criteria for determining priorities for proposed projects and selects the appropriate programs/projects/activities for funding and execution; and
- determine the selected programs which are in consonance with DENR plans (MTPDP/MTPIP) to be integrated for NEDA the EMB's short, medium and long range plans.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Assists in environmental planning, programming and evaluation activities	Conducts environmental planning, programming and evaluation activities	Supervises environmental planning, programming and evaluation activities	Formulates plans, programs and policies on environmental planning, programming and evaluation activities
<ol style="list-style-type: none"> <li>1. Reviews work and financial plans in support of the DENR/EMB thrusts and priorities</li> <li>2. Provides technical assistance in the formulation of plans/ programs and monitoring system for all planning/ programming activities of the Bureau and the Regional Offices</li> <li>3. Prepares budget proposals, budget presentations and other support documents requested by the DBM</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares, consolidates and reviews PDP/PIP in coordination with regional offices</li> <li>2. Translates broad strategic goals and plans into regional objectives and targets</li> <li>3. Evaluates plans and programs of the Bureau and the 16 ROs to ensure that its implementation is proceeding in accordance with its thrusts and priorities</li> <li>4. Undertakes studies and research towards enhanced strategies and planning methodologies</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates planning standards and guidelines</li> <li>2. Supervises the monitoring and evaluation of all the EMB programs, local and foreign-assisted projects and international commitments</li> <li>3. Provides technical assistance to regional operations in initiating different activities to achieve output/outcome of the Bureau</li> <li>4. Prepares short, medium and long term plans with appropriate allocation of resources</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates and recommends short, medium and long range environment plans and programs</li> <li>2. Develops criteria in order to rationalize and streamline program operations and prioritization of proposed program and projects</li> <li>3. Directs and oversees the monitoring and evaluation of all the EMB programs</li> <li>4. Conducts comprehensive review of Central and Regional</li> </ol>



<ul style="list-style-type: none"> <li>4. Liaises with DBM, Congress, and Senate to facilitate submission of required documents and or reports</li> <li>5. Coordinates with the regional offices' operations regarding queries and conveys instructions or information accurately</li> <li>6. Submits periodic accomplishment reports and such other reports as may be required by immediate supervisor</li> <li>7. Facilitates and reviews proceedings of the meetings/workshops/ conferences conducted by the office</li> <li>8. Gathers/collects and organizes relevant data/materials (NEDA/DBM pronouncements and other relevant agencies both private and government)</li> <li>9. Knows basic statistics</li> </ul>	<ul style="list-style-type: none"> <li>5. Coordinates the validation of regional activities on the implementation and enforcement of environmental laws and policies nationwide</li> <li>6. Makes presentations to clients/stakeholders and other government agencies</li> <li>7. Monitors plans, programs and accomplishments of the Bureau</li> <li>8. Prepares inputs for Agency Performance Reports for submission to Oversight Agencies such as NEDA, PMS, DBM, Senate, Congress and other agencies</li> <li>9. Maintains strong linkages among government agencies and other concerned parties on environmental issues to facilitate activities related to planning and programming</li> <li>10. Discusses priority programs of the Bureau</li> </ul>	<ul style="list-style-type: none"> <li>5. Recommends the adoption of approaches and strategies to address gaps identified in the implementation of policies related to the Bureau's programs, local and foreign-assisted projects, MEAs and International Commitments</li> <li>6. Develops and updates the efficient and effective process/procedure for coordination mechanisms and financial mechanisms</li> <li>7. Represents the Planning Chief on various activities related to planning and programming</li> <li>8. Assesses and validates the performance of Central and 16 ROs based on the goals and PPA</li> <li>9. Identifies priority programs of the EMB</li> <li>10. Guides and coaches others in the review of WFP in line with MFOs</li> </ul>	<p>activities/project/programs</p> <ul style="list-style-type: none"> <li>5. Provides mechanisms and strategies for improvement of plans and programs based on the changing needs of the EMB and the environment</li> <li>6. Recommends innovative/ creative use of resources to meet strategic goals</li> <li>7. Serves as resource person in dealing with planning issues</li> <li>8. Undertakes continuing dialogues among government agencies and other concerned parties on environmental issues</li> </ul>
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## EP2 - POLICY REVIEW AND ANALYSIS

The ability required to:

- conduct policy studies affecting the EMB; and
- review, analyze and evaluate the implementation of existing and proposed environmental policies.



BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<p>Assists in policy review and analysis activities</p> <ol style="list-style-type: none"> <li>1. Applies the protocols in crafting policy directive.</li> <li>2. Assists in the formulation and conduct of policy researches</li> <li>3. Consolidates and incorporates inputs/ comments gathered during TWG meetings, consultation meetings and workshops on policy matters</li> <li>4. Prepares periodic assessment reports on the implementation of EMB programs and projects based on requirements of DENR units/offices and appropriate government agencies (e.g. NEDA, PMS, DBM, Senate, Congress)</li> </ol>	<p>Conducts policy review and analysis activities</p> <ol style="list-style-type: none"> <li>1. Conducts and prepares policy research report for improved management of the environment</li> <li>2. Participates in the processes involved in the review, formulation, development or revision of environmental policies</li> <li>3. Prepares project proposals to further strengthen the implementation of environmental policies</li> <li>4. Assesses and validates the performance of Central and 16 ROs in the uniform implementation of environmental policies</li> <li>5. Prepares assessment reports on EMB activities/programs for the development of effective measures</li> </ol>	<p>Supervises policy review and analysis activities</p> <ol style="list-style-type: none"> <li>1. Provides mechanisms for review process to come up with a dynamic policies for Air, Water, Toxic Chemicals and Hazardous Waste, EIA, Solid Wastes and Climate Change</li> <li>2. Analyzes existing environmental policies and identify gaps in its implementation</li> <li>3. Maintains strong linkages among government agencies and other concerned parties on environmental issues to facilitate activities related to policy formulation and review</li> <li>4. Serves as resource person in the discussion of issues and concerns on the implementation of EMB policies</li> <li>5. Represents the Planning Chief on</li> </ol>	<p>Formulates plans, programs on policy review and analysis activities</p> <ol style="list-style-type: none"> <li>1. Formulates corresponding management intervention on EMB policies</li> <li>2. Analyzes and recommends policy directives on EMB management systems</li> <li>3. Reviews prepared brown environment policy agenda</li> <li>4. Provides mechanisms for R&amp;C process to come up with a dynamic policies for Air, Water, Toxic Chemicals and Hazardous Waste, EIA, Solid Waste and Climate Change</li> <li>5. Develops and administers policies and procedures to carry out the plan</li> </ol>

<p>5. Assists in the conduct of continuing dialogues/ conferences among government agencies, other private groups and concerned parties on environmental issues</p> <p>6. Coordinates and maintains linkages with other government agencies on policy matters affecting environment</p>	<p>on environmental protection and pollution control</p> <p>6. Maintains linkages with Congress and Senate regarding legislative inquiries and enactment of environmental laws</p> <p>7. Coordinates and maintains linkages with other government agencies on policy matters affecting environment</p> <p>8. Facilitates and reviews proceedings of the meetings/ workshops/ conferences conducted by the office.</p>	<p>various activities related to policy reviews</p> <p>6. Reviews and analyzes current and proposed organization and strategic policies</p> <p>7. Understands the policy implications of a particular research result</p> <p>8. Guides and coaches others on this competency</p>	<p>6. Provides technical support to Congress hearing on policy matters</p>
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## EP3 - PROJECT MONITORING

The ability to:

- to formulate standards and criteria for project identification, prioritization and implementation;
- to coordinate with field operations on the progress of EMB local and foreign assisted programs and projects in accordance with approved priority areas;
- to evaluate and assess periodically performance reports and project implications; and
- to prepare periodically monitoring and evaluation reports of the EMB programs and projects including international commitments.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the project monitoring activities	Conducts project monitoring activities	Supervises project monitoring activities	Formulates plans, programs and policies on project monitoring activities
<ol style="list-style-type: none"> <li>1. Assists in the review and evaluation on the development and progress of local, foreign-assisted projects and international commitments and prepares corresponding report</li> <li>2. Assists in the Identifying and analyzing project issues and concerns that affect project's implementation</li> <li>3. Assists in developing monitoring and evaluation tools to assess the project implementation</li> <li>4. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertakes review and assessment of the Bureau's local, foreign-assisted projects, multilateral environmental agreements and international treaties/agreements</li> <li>2. Develops and updates the efficient and effective process/procedure for coordination mechanisms, database management systems with EMB Managers (i.e., Dir, Asst. Dir, Div/Section Chiefs, and Regional Directors) on activities and programs and coordinates the various activities related to the effective implementation of the Bureau's local, foreign-assisted projects and international commitments</li> </ol>	<ol style="list-style-type: none"> <li>3. Supervises the monitoring and evaluation of all the EMB programs, local and foreign-assisted projects and international commitments</li> <li>4. Maintains strong linkages among government agencies and other concerned parties on environmental issues to facilitate activities related to implementation of local and foreign-assisted projects</li> <li>5. Represents the Planning Chief on various activities related to local and foreign-assisted projects, MEAs and international commitments of the Bureaus</li> <li>6. Prioritizes projects for local and foreign assistance</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and oversees the monitoring and evaluation of all the EMB programs, local and foreign-assisted and international commitments</li> <li>2. Develops and manages M &amp; E System for foreign-assisted projects including the setting up of appropriate data base and information management systems</li> <li>3. Initiates/recommends project proposals for local and foreign funding</li> <li>4. Oversees and supervises the various activities related to the effective implementation of the Bureau's local and foreign-assisted projects</li> <li>5. Initiates the adoption of approaches and strategies to address gaps in project implementation.</li> </ol>

<p>5. Provides technical assistance in the local, foreign-assisted projects and international commitments' various activities</p> <p>6. Prepares draft position papers to be presented in the Ministerial Forum and international conferences</p> <p>7. Keeps track of the position of the Bureau in the various issues related to international conventions and agreements to ensure coherence and responsiveness of national policies</p> <p>8. Provides technical assistance on various activities related to local, foreign-assisted projects and international commitments</p> <p>9. Consolidates/prepares monitoring/performance reports of the Bureau's programs and projects</p> <p>10. Gathers project documents and maintains/updates project databases for reference in monitoring and evaluation</p> <p>11. Coordinates with central and regional offices regarding the progress of EMB programs and projects</p>	<p>3. Initiates the adoption of approaches and strategies to address gaps identified in the implementation of policies related to the Bureau's MEAs and International Commitments.</p> <p>4. Represents the Office on various activities related to the local (relating to MEAs) and international commitments and foreign-assisted projects of the Bureau</p> <p>5. Prepares and packages research/project proposals</p> <p>6. Organizes project orientation and management consultations regarding the Bureau's local and foreign-assisted projects</p> <p>7. Develops and prepares project/program briefing presentation materials</p> <p>8. Conducts periodic fieldwork in ROs/PENROs/CENROs to identify problems encountered in field implementation and presents programs of action, strategies and mechanisms to ensure the generation of desired outputs</p> <p>9. Participates in meetings/ workshops on project review/assessment and prepares corresponding reports</p> <p>10. Monitors and prepares assessment report on the implementation of EMB programs and projects based on requirements of DENR units/offices and appropriate government agencies</p>	<p>7. Reviews and edits assessment reports on the implementation of EMB programs and projects (by sector) vis-à-vis financial reports of operation based on requirements of DENR units/offices and appropriate government agencies and international funding institutions (e.g. NEDA, PMS, DBM, Senate, Congress, World Bank, GTZ, etc.)</p> <p>8. Develops collaborative partnership with stakeholders in relation to project/program formulation and implementation</p> <p>9. Reviews project proposals and conducts evaluation and impact studies of selected EMB programs and projects based on guidelines</p> <p>10. Evaluates the development and progress of a program/project and prepares corresponding report</p> <p>11. Identifies gaps in project implementation and recommends actions to address the identified gaps</p> <p>12. Conducts impact studies of selected EMB programs and projects</p> <p>13. Guides others in monitoring and evaluation of program processes</p>	<p>6. Represents the Office on various activities related to the effective implementation of local and foreign projects such as fora, national and international conventions</p>
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and international funding institutions  
(e.g. NEDA, PMS, DBM, Senate,  
Congress, World Bank, GTZ, etc.)

11. Integrates/ensures a systematic project packaging and liaises with NEDA, donor agencies
12. Coordinates/liases with donor agencies, project consultants, concerned implementing offices/units and other project stakeholders to facilitate project implementation



## EP4 - STATISTICS AND INFORMATION SYSTEM S MANAGEMENT

The ability to collect, analyze, and disseminate quality and timely EMB data/information to internal and external clients and maintain such for efficient and effective development planning, policy formulation and decision-making purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the information systems management and statistics activities	Conducts information systems management and statistics activities	Supervises the management of information systems and statistics activities	Formulates plans, programs and policies on management and information and statistics activities
<ol style="list-style-type: none"> <li>Maintains the IT equipment, network infrastructure and provides IT support to central office users and technical assistance to regional offices</li> <li>Monitors network activity and conducts diagnostic and immediate troubleshooting of any network issues encountered from end point to terminal</li> <li>Maintains the inventory of ICT resources and assist in determining specifications and drafting of IT equipment replacement plan</li> <li>Installs client software to user's computers, deploys appropriate updates and patches and maintains the Bureau's active directory and domain account registry</li> </ol>	<ol style="list-style-type: none"> <li>Reviews user functional requirements and database network systems and front-end application designed and architectures based on standard, quality assurance procedures and best practices</li> <li>Reviews network utilization, support services provided and inventory of ICT resources and recommends necessary enhancement and acquisition of appropriate hardware and software</li> <li>Performs periodic backup of databases, server and fail-over health monitoring, performance optimization integration of security patches</li> <li>Performs user acceptance testing, system vulnerability and penetration testing and audits</li> </ol>	<ol style="list-style-type: none"> <li>Supervises the overall activities of the statistics and information systems management unit</li> <li>Recommends IT standards, policies and adopts best practices for the maintenance and effective utilization of ICT resources and implementation of ICT Project</li> <li>Manages the Bureau's data center internal network infrastructures, servers, databases and enterprise licenses</li> <li>Designs and implements redundant systems, policies, and procedures for disaster recovery and data archiving</li> <li>Recommends guidelines and procedures for the identified problem areas on data collection</li> </ol>	<ol style="list-style-type: none"> <li>Develops and recommends strategic information system plan and policies, coordinates the over-all IT activities of the Bureau and provide up-to-date information necessary for management's policy formulation and decision-making functions</li> <li>Introduces innovations, enhancements and recommends more improved processes and procedures in the management, use of Bureau's data systems and seamless integration of information system solutions</li> <li>Reviews Annual Statistics Updates and Annual Assessment Report of the Bureaus' statistical data</li> <li>Presents to management and confers with different divisions the proposed information systems and improvement</li> </ol>

<ul style="list-style-type: none"> <li>5. Conducts system functional scoping, requirements and process analysis and designs prototypes based on approved specifications</li> <li>6. Develops databases and front-end systems (Dashboard, GIS Maps, etc.) based on system specifications and conducts code mapping, testing and reviews</li> <li>7. Coordinates and monitors the compliance of the concerned units in the use of online systems and updating of databases and prepares periodic assessment reports</li> <li>8. Conducts data-mining and prepares statistical reports with the use of RDBMS, GIS, statistical software and other business intelligent (BI) tools</li> <li>9. Manages web-contents using CMS platform, and conduct periodic assessment in the updating of central and regional websites</li> <li>10. Creates maps using various GIS tools and integrates geographical data from variety of sources including satellite imagery, aerial photographs and existing maps to GIS Online map server</li> <li>11. Prepares media kits and statistical data for presentations during budget hearing and meetings with other agencies</li> <li>12. Prepares proceedings of the meetings, conferences, and workshops conducted by the Office</li> </ul>	<ul style="list-style-type: none"> <li>5. Capacitates the MIS personnel in Central and Regional Offices in the management and administration of network infrastructure and security appliance, IT equipment and information systems and databases</li> <li>6. Prepares test modules and training materials for end-user acceptance testing, system user trainings and other IT capacity building</li> <li>7. Performs statistical data analysis, validation of data and forecasting with the use of RDBMS, GIS, statistical software and other business intelligent (BI) tools</li> <li>8. Analyzes geographic relationships among varying types of data and statistical data in aid of planning and policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>6. Identifies priority projects, information system requirements and activities and prepares the unit's work and financial plan</li> <li>7. Participates and provides inputs in Technical Committee meetings and workshops related to environmental statistics</li> <li>8. Reviews the assessment and accomplishment reports submitted by subordinates</li> </ul>	<p>of the bureau's network infrastructure</p> <ul style="list-style-type: none"> <li>5. Conducts relevant research studies to improve the information and technology management of the Bureau</li> <li>6. Serve as resource person on this competency</li> </ul>
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# IS1- APPLICATION SYSTEMS DEVELOPMENT

The ability to operate and utilize system development tools.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops simple application systems	Develops medium to complex application systems	Leads and provides instructions to programmers and reviews results of system development	Validates and approves results of system implementation and maintenance
<ol style="list-style-type: none"> <li>1. Demonstrates familiarity in operating and utilizing software development tools</li> <li>2. Knows software compatibility which can operate together on different environment such as SQL and Windows Serve</li> <li>3. Develops simple applications systems (web-based, client-based, mobile application, etc.) per end-user's requirements</li> <li>4. Performs unit testing on information systems during development</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates proficiency in operating and utilizing software development tools</li> <li>2. Develops medium to complex applications systems per end user's requirements</li> <li>3. Maintains software library and periodically monitors memory management</li> <li>4. Immediately fix reported/encountered system errors and bugs</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates mastery in operating and utilizing software development tools</li> <li>2. Efficiently implements system integration of modules developed by each team member</li> <li>3. Demonstrates effective organization and motivation to each team member ensuring assigned projects are completed</li> <li>4. Proficient in database management</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs and organizes the overall activities on implementation, coordination and management of systems development projects</li> <li>2. Is responsible for each phase of the systems development life cycle namely analysis and requirements, design and development, testing, implementation and maintenance cycles including possible reports and deliverables for each</li> <li>3. Develops/innovates policies and procedures regarding performance and maintenance of DENR website</li> </ol>



## IS2 - SYSTEMS ANALYSIS AND DESIGN

The ability to examine a business activity to help decide whether new information technology solutions will improve productivity.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in system analysis, design, planning, implementation, and maintenance activities	Conducts activities covering system planning, analysis, design, implementation and maintenance	Leads the conduct of and reviews/verifies results of system planning, analysis, design, implementation and maintenance	Validates and approves results of system planning, analysis and design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of system analysis and design</li> <li>2. Prepares program and input/output specifications with some supervision</li> <li>3. Conducts preliminary investigation and requirements analysis</li> <li>4. Maintains documentation</li> <li>5. Assists in the implementation and maintenance of computer application system</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts preliminary/feasibility study on existing systems and procedures</li> <li>2. Defines all jobs, security and control procedures and back-up and recovery plans required within a system</li> <li>3. Analyzes, designs and implements information systems</li> <li>4. Documents whole project and modifications</li> <li>5. Prepares test data for individual programs and entire system</li> <li>6. Performs system testing and conducts periodic system reviews</li> <li>7. Works closely with developers and a variety of end users to ensures technical compatibility and user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Draws up specific proposals for modified or replacements systems and testing schedule for the complete system</li> <li>2. Presents proposals to clients and produces project feasibility reports</li> <li>3. Translates client's requirements into highly specified project briefs</li> <li>4. Identifies options for potential solutions and assesses them for both technical and business suitability</li> <li>5. Manages implementation of new information systems</li> <li>6. Liaises extensively with external or internal clients</li> <li>7. Prepares training plans for to users of a new system</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to computer information processing</li> <li>2. Conducts risk analysis, and information systems planning of organizational information systems</li> <li>3. Formulates staff development programs and conducts on-the-job training on systems analysis and design</li> <li>4. Possesses skills in ICT project management</li> </ol>

	<ul style="list-style-type: none"><li>8. Prepares request for proposal on outsource solutions</li><li>9. Discusses existing business models and the flows of data in the business with those involved</li></ul>	<ul style="list-style-type: none"><li>8. Draws up and prepares cost specifications for possible improvements and produces outline designs of new IT system for others to develop and build</li><li>9. Assesses proposed projects and reviews requests for additional data processing services and applies cost-benefit analysis methods to current and proposed projects</li><li>10. Guides and teaches others in systems analysis design</li></ul>	
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## IS3 - NETWORK INFRASTRUCTURE MANAGEMENT

The ability to manage network infrastructure and security.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic network infrastructure troubleshooting and maintenance	Undertakes more complex network infrastructure troubleshooting and maintenance	Leads the conduct of computer hardware/networking installation, troubleshooting and maintenance works.	Plans, organizes and reviews the conduct of network architecture management, troubleshooting and maintenance works.
<ol style="list-style-type: none"> <li>1. Knows the basic concepts computer hardware and configuration, network management and maintenance</li> <li>2. Assist in the maintenance and administration of both computer network and connected desktop/laptop computers</li> <li>3. Provide basic training to users in computer operations and responds to routine user questions</li> <li>4. Close out trouble tickets assigned and follow up to ensure user satisfaction</li> <li>5. Assist in monitoring, troubleshooting and maintenance of servers, computers peripherals and network installation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of the different concepts of computer hardware and configuration, network management and maintenance</li> <li>2. Monitors, troubleshoots and maintains the condition of servers, computers and peripherals and network installation in work areas</li> <li>3. Monitors efficiently network performance and usage in every user's station</li> <li>4. Evaluates and tests vendor-supplied hardware/software packages to determine suitability to organization's needs and requirements</li> <li>5. Assist in the design, development and maintenance of network system</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs, develop and maintains network (voice/data/video) system and recommend implementation based on existing hardware requirements of each account</li> <li>2. Installs and monitors the performance of the network system</li> <li>3. Secures the network infrastructure from external/internal risks</li> <li>4. Guides and teaches others in hardware installation, maintenance and networking</li> <li>5. Assist in the design of comprehensive and integrated network architecture</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs and directs comprehensive, integrated network architectures, creates policies and procedures in conjunction with ICT groups, vendors and emerging technologies</li> </ol>



## IS4 - NETWORK SYSTEMS MANAGEMENT

The ability to install, maintain, and modify operating systems, database management systems, utilities, and related software. It includes ensuring the availability, integrity and reliability of assigned systems; primarily responsible for large-scale operating systems and database management systems that typically serve the entire organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support to/ assists in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software</p>	<p>Conducts activities in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software</p>	<p>Leads the conduct of and reviews/ verifies results of systems management activities</p>	<p>Validates and approves results of systems management activities</p>
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of server and storage hardware configuration, management and maintenance</li> <li>2. Assists in the maintenance and administration servers and storage</li> <li>3. Conducts basic training to users in server and storage operations and responds to routine user questions</li> <li>4. Closes out trouble tickets assigned and follows up to ensure user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutes, implements and monitors compliance with ICT network security guidelines and procedures</li> <li>2. Administers, secures and maintains application systems including its software and web-based electronic services</li> <li>3. Sets-up and maintains system access privileges and security</li> <li>4. Maintains the DENR's intranet</li> <li>5. Undertakes systems management, troubleshooting and maintenance</li> <li>6. Monitors and evaluates network infrastructure hardware and software compatibility and interoperability</li> </ol>	<ol style="list-style-type: none"> <li>1. Is responsible for the management, planning and operations of servers/ storage</li> <li>2. Is responsible for the setup, maintenance, and administration of connectivity and ensures they meet Service Level Agreement and uptime standards</li> <li>3. Assists in planning for future growth, expansion and development of systems infrastructure</li> <li>4. Performs periodic disaster recovery testing and planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and usage of the information system infrastructure of the organization</li> </ol>



## IS5 – INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) RESOURCE MANAGEMENT

The ability to formulate, recommend and monitor the implementation of ICT and information management (IM) policies, strategies and standards.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic computer HW, SW and NW configuration and maintenance	Monitors and maintains the condition of HW, SW, NW and peripherals	Leads in planning, design, installation and maintenance of ICT resources and leads support to ICT research and development	Plans, organizes and reviews ICT resources, projects and activities
<ol style="list-style-type: none"> <li>1. Knows the basic IT policies, standards and strategies for improved ICT management</li> <li>2. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus/Regional Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts relevant research studies to improve the information and technology management of the Department</li> <li>2. Rationalizes the procurement and distribution of ICT resources</li> <li>3. Conducts computer literacy and ICT retooling programs</li> <li>4. Conducts ICT information campaign, promotion and advocacy</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on ICT-related projects and programs of Bureaus and Regional Offices</li> <li>2. Coordinates the formulation, implementation, monitoring and evaluation of the Department-wide ICT Master Plan</li> <li>3. Formulates and recommends human resource management strategy to acquire, develop, retool and retain ICT skills and capabilities</li> <li>4. Monitors, evaluates and audits implementation of major ICT programs, projects and significant activities, in coordination with concerned offices</li> <li>5. Ensures the integration of information management in all operations of the Department towards the development of a culture that embraces ICT and IM within DENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to ICT and IM</li> <li>2. Conducts system audits to ensure compliance with latest ICT standards</li> <li>3. Conducts periodic review and promotes ICT policies and standards</li> </ol>



## IS6 – STATISTICAL ANALYSIS, DATA MANAGEMENT AND PRODUCTION OF KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, statistical analysis and production of knowledge products.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of statistical analysis, data management and production of knowledge product	Conducts statistical analysis, data management, and production of knowledge product	Leads the conduct of statistical analysis, data management, and production of knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of statistical analysis, data management, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of basic statistics (e.g. measures of central value; projection and forecasting, techniques)</li> <li>2. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>3. Entertains queries and provides assistance to internal and external clients</li> <li>4. Updates and consolidates sectoral data and information necessary in the implementation of ENR programs/projects and activities</li> <li>5. Assists in verification and consolidates plans and programs, activities, statistical reports, etc. submitted by Bureaus, Attached Agencies and Regional Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes ENR data/ statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>2. Analyzes and validates statistical data for conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical database using SSIS and other statistical software</li> <li>4. Monitors statistical reporting system (SSIS) in the bureaus, regions, PENROs and CENROs</li> <li>5. Establishes and maintains close linkages with statistical system on statistical requirements particularly the Philippines Statistics Authority</li> <li>6. Verifies and consolidates plans and programs, activities, statistical reports,</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes appropriate statistical program/project/activities to be undertaken in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on ENR statistics for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses integrated statistical development plans and programs submitted by the Bureaus, Attached Agencies and Central Office</li> <li>4. Reviews guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</li> <li>5. Recommends revisions of statistical plans based on the performance or accomplishments of Regional Offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads statistical analysis, data management, integration of statistical and spatial data, and production of knowledge products</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on statistical analysis, data management, integration of statistical and spatial data and production of knowledge products</li> </ol>

<p>6. Prepares required materials/documents for statistical assessment workshops and committee meetings</p> <p>7. Packages knowledge products for dissemination</p>	<p>etc. submitted by Bureaus, Attached Agencies and Regional Offices</p> <p>7. Recommends guidelines/ procedures for statistical analysis, data management and conversion to knowledge products</p> <p>8. Applies ENR laws, regulations and practices pertaining to statistical analysis, data management and production of knowledge products</p>	<p>and field offices vis-à-vis on their respective plans</p> <p>6. Trains others on statistical analysis, data management and production of knowledge products</p>	
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## IS7 – SPATIAL ANALYSIS, CONVERSION OF STATISTICAL DATA TO SPATIAL DATA AND CONVERSION TO KNOWLEDGE PRODUCTS

The ability to manage the Department-wide database of vital information concerning Environment and Natural Resources (ENR) management and program activities, conversion to spatial data, and production of knowledge products.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of data management, conversion to spatial data, spatial analysis, and production of knowledge product	Analyzes spatial data, integrate statistical and spatial data for conversion to knowledge product	Leads the analysis of spatial data, integration of statistical and spatial data and conversion of the same to knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria on spatial analysis, integration of statistical and spatial data, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of GIS application</li> <li>2. Analyzes ENR data/statistics for conversion to spatial data</li> <li>3. Updates and consolidates sectoral spatial data</li> <li>4. Assists in the analysis and integration of spatial and statistical data</li> <li>5. Prepares required materials/documents for assessment workshops and committee meetings related to conversion of statistical data to spatial data</li> <li>6. Assists in the preparation of guidelines/procedures for conversion of statistical data to spatial data and integration for production of knowledge</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses GIS software in the conversion of statistical data to spatial data</li> <li>2. Analyzes and validates spatial data for integration and conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical spatial data using GIS software</li> <li>4. Prepares guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products</li> <li>5. Applies ENR laws, regulations and practices pertaining to statistical and spatial data and production of knowledge products.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes integration of statistical and spatial data in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on integration of ENR statistical and spatial data for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses development plans and programs on integration of statistical and spatial data submitted by the Bureaus, Attached Agencies and Central Office</li> <li>4. Reviews and assesses integrated spatial and statistical data for conversion to knowledge products</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads spatial analysis, integration of statistical and spatial data, and production of knowledge products.</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD Personnel</li> <li>3. Serves as resource person on spatial analysis, integration of statistical and spatial data and production of knowledge products.</li> </ol>

products.		<ol style="list-style-type: none"><li>5. Reviews and recommends guidelines/ procedures for integration of statistical and spatial data for conversion to knowledge products</li><li>6. Trains others on data integration and conversion to knowledge products.</li></ol>	
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## EL1 - SKILLS IN LEGAL RESEARCH/OPINION

The ability required to research legal precedent, investigate/evaluate facts, determine the existence of prima facie case and preparation of legal documents. It includes the conduct of research to support a decision or legal proceeding, to formulate a defense, *to prepare the pleadings/petitions/motions*, or to initiate legal action in connection with legal issues and concerns affecting the mandates of EMB-DENR.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of legal research and preparation of legal documents	Conducts legal research and prepares legal documents	Supervises conduct of legal research and preparation of legal documents	Formulates plans, programs and policies on conduct of legal research and preparation of legal documents
<ol style="list-style-type: none"> <li>1. Has knowledge of laws, legal procedures, rules and regulations, and international law</li> <li>2. Knows the laws on natural resources and environmental management</li> <li>3. Knows the general procedures in legal research work</li> <li>4. Ascertains the subject matter and notes preliminary issues to be researched</li> </ol> <p>(Under what jurisdiction does the problem fall? Is the question governed by local law/Philippine laws and/or international convention/agreements/treaties? Is the problem governed by legislation (statutes or EMB policies,</p>	<ol style="list-style-type: none"> <li>1. Prepares research plan and spends time “brainstorming” the problem</li> <li>2. Gathers and compiles and collates materials and data needed in the conduct of legal research on environmental management issues on the resolution of the case/opinion</li> <li>3. Browses a subject thru CD-ROM and/or uses Supreme Court and other local/international legal web sites, including libraries of the DENR and UP Law Center</li> <li>4. Conducts researches and studies on various laws, court decisions, significant opinions, circulars, regulations, and other relevant legal information to determine and assess their effects on the</li> </ol>	<ol style="list-style-type: none"> <li>1. Synthesize the arguments.</li> </ol> <p>(How does the argument/discussion of issues fit together? Are they logically organized, such that discussion of certain issues logically precede subsequent issues? What are the weaknesses in the argument/s, if any? Can the leading cases be incorporated(e.g. on the facts;not binding in the local Philippine environmental management laws/jurisdiction; if binding, can it be restricted to a narrow ration; can an orbiter dictate or strong dissents be utilized; are other cases more persuasive?). Are the CAA, CWA, EIS law, RA 6969 and their corresponding policies and/or regulations correctly and properly incorporated? Can the policies and/or regulations of said</p>	<ol style="list-style-type: none"> <li>1. Formulates policies and procedures for efficient legal research/background investigation</li> </ol> <p>Drafts proposed revisions/amendments to existing laws, regulations and policies</p>

<p>regulations) or by judicial decisions? Do both apply? )</p> <ol style="list-style-type: none"> <li>5. Develops a detailed written outline on how Legal Division plans to analyze the legal issues presented by the fact situation.</li> <li>6. (The outline will indicate where the analysis is strong (no further research is required) and where the analysis is weak (further research is required).</li> <li>7. Identifies preliminary issues and key facts.</li> </ol>	<p>operations/enforcement of the Clean Air Act, Clean Water Act, EIS law, and RA 6969</p> <ol style="list-style-type: none"> <li>2. Conducts researches and studies on international environmental conventions and agreements and their relevance to EIS law, and RA 6969 such as the Stockholm Declaration of the United Nations Conference on the Human Environment (16 June 1972), Agenda 21, Chapters 38 and 39 (UN Conference on Environment and Development, 16 June 1992), Convention on the Protection of the Ozone Layer, UN Framework Convention on Climate Change, Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 22 March 1989</li> <li>3. Arranges documentary evidences/data orderly and efficiently</li> <li>4. Analyzes research data, such as relevant provisions of RA 6969, P.D. 1586, Clean Water Act, Clean Air Act, and applicable international conventions/agreements/treaties, judicial decisions, legal articles, codes, and documents</li> <li>5. Identifies which cases are binding and which are merely persuasive; what are the possible defenses and remedies; the need to find more analogous cases, to make policy arguments; and areas in the analysis that needs further research</li> <li>6. Investigates/evaluates facts and law</li> </ol>	<p>laws be extended a liberal or strict interpretation, or rendered not applicable on the facts?)</p> <ol style="list-style-type: none"> <li>2. Prepares draft opinions on legal issues touching on Clean Air Act, Clean Water Act, EIS law, and RA 6969 and pertinent international agreements/conventions/treaties</li> <li>3. Supervises and reviews the conduct of studies and researches on legal matters affecting EMB</li> <li>4. Guides the Bureau's decision makers and oversees the legality of the proposed legal course of actions to be undertaken</li> <li>5. Monitors progress and results of legal research/investigation</li> <li>6. Edits, reviews, revises/amends the draft policies, rules and regulations, Notices of Violation, and other communication prepared by the different EMB Divisions/Sections/Projects related to the legal enforcement of Clean Air Act, Clean Water Act, EIS law, and RA 6969, and pertinent international agreements/ conventions/treaties</li> </ol>	
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of cases to determine causes of action and to prepare draft decision or necessary communication

7. Revises the preliminary legal issue/s identified



## EL2 – DISPOSITION / MANAGEMENT OF CASES

Knowledge and skills required to resolve/dispose and handle cases brought for judicial and quasi-judicial actions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in disposition/ management of cases	Handles disposition/ management of cases	Supervises disposition/ management of cases	Formulates plans, programs and policies on disposition/ management of cases
<ol style="list-style-type: none"> <li>Has knowledge of laws, legal procedures, rules and regulations, allied laws</li> <li>Knows the laws on natural resources and environmental management</li> <li>Knows the necessary information required in the disposition of cases</li> <li>Identifies the nature of the case presented</li> <li>Gathers, collates and efficiently arranges evidence to prosecute, to initiate actions, and legally defend a course of action to be undertaken concerning environmental management legislations and its regulations</li> </ol>	<ol style="list-style-type: none"> <li>Interviews clients and witnesses to ascertain the facts of the case</li> <li>Examines legal data to determine advisability of defending or prosecuting lawsuit</li> <li>Studies pertinent provisions of PD 984, Clean Air Act, Clean Water Act, EIS law, and RA 6969, allied laws, and pertinent international conventions/agreements, and rules of quasi-judicial bodies/ordinances of LGUs, jurisprudence, and evaluates the case in the light of existing information</li> <li>Gathers, validates and determines the authenticity of data and/or documents</li> <li>Conducts field investigation/site inspection whenever found necessary</li> </ol>	<ol style="list-style-type: none"> <li>Prepares and reviews legal documents including motions, pleadings, etc.</li> <li>Examines documents/evidences presented by the respondent/appellant, and/or in defending or prosecuting lawsuit</li> <li>Determines the existence of a <i>prima facie case</i> against the firm and whether substantial evidence exists</li> <li>Handles and monitors/analyzes reports on the status of legal cases, and reports of investigation conducted by EMB CO and EMB field offices</li> <li>Handles and monitors cases involving EMB and advises the management on possible legal solutions or actions</li> <li>Files/prosecutes cases in the proper judicial courts or administrative bodies</li> </ol>	<ol style="list-style-type: none"> <li>Initiates guidelines/policies and procedures in the management/disposition of the case</li> <li>Determines and recommends strategies needed in the speedy disposition of cases</li> <li>Formulates, initiates, reviews and implements policies and procedures in handling administrative cases</li> </ol>

	<ul style="list-style-type: none"> <li>6. Schedules and presides in the conduct of a technical hearing after a Notice of Violation and an answer was filed by the erring company/project proponent</li> <li>7. Determines the legal remedy/appropriate action to take</li> </ul>	<ul style="list-style-type: none"> <li>7. Coordinates with proper authorities for expeditious disposition of the case</li> <li>8. Prepares draft resolution/action on appealed cases from EMB Regional Offices, and orders on cases originating from EMB CO</li> <li>9. Oversees and directs the review of all legal documentation requested by the public, EMB Regional Offices in relation to the Bureau's operations</li> <li>10. Determines and recommends further actions needed in the disposition of the cases</li> <li>11. Assists the OSG or DOJ on cases before judicial and quasi-judicial bodies</li> </ul>	
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## EL3 - LEGAL COUNSELING AND ARBITRATION

Knowledge and expertise required to provide legal advice and appropriate legal remedies/actions necessary to assist the different units/offices and conduct arbitration under the EMB concerning legal matters/problems.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in legal counseling and arbitration activities</p>	<p>Handles legal counseling and arbitration activities</p>	<p>Supervises legal counseling and arbitration activities</p>	<p>Formulates plans, programs and policies on legal counseling and arbitration activities</p>
<ol style="list-style-type: none"> <li>1. Has knowledge of laws, legal procedures, rules and regulations, allied laws, and international law</li> <li>2. Knows laws on natural resources and environmental management and issuances</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews contracts/MOA entered into by EMB</li> <li>2. Recommends legal remedies to take on a given case or situation involving legal issues concerning pertinent provisions of PD 984, Clean Air Act, Clean Water Act, EIS law, and RA 6969, allied laws, and pertinent international conventions/agreements</li> <li>3. Provides legal counseling to DENR and EMB officials, concerned EMB Regional Offices/Projects/Divisions and other EMB's stakeholders/general public</li> </ol>	<ol style="list-style-type: none"> <li>1. Renders advice regarding legal issues and problems affecting the day to day operations of EMB</li> <li>2. Instructs preparation of legal opinions and advices to legal staff <i>and</i> EMB ROs for proper action</li> <li>3. Reviews all suggested legal remedies/actions involving legal issues</li> <li>4. Recommends implementation of legal remedies which have been prepared for issuance to the different EMB ROs</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval of legal advice as required</li> </ol>





## EL4 - ADJUDICATION OF POLLUTION CASES

Knowledge & skills required to evaluate/resolve/dispose/handle and manage pollution cases brought for judicial and quasi-judicial actions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in adjudication of pollution cases	Handles adjudication of pollution cases	Supervises adjudication of pollution cases	Formulates plans, programs and policies on adjudication of pollution cases
<ol style="list-style-type: none"> <li>1. Has knowledge of environmental laws, technical/legal procedures, rules and regulations and allied laws</li> <li>2. Organizes dockets of PAB cases/data/statistics (i.e. number of cases resolved, pending, etc.) and presents them in statistical tables, graphs, charts and statistical maps</li> <li>3. Entertains queries regarding pollution cases statistics to internal and external clients</li> <li>4. Updates, consolidates and makes inventories on regional air and water pollution cases, data and information necessary in the implementation of PAB programs/projects and activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Interviews clients and witnesses to ascertain facts of case</li> <li>2. Examines data to determine advisability of defending or prosecuting pollution cases</li> <li>3. Studies pertinent statutes, decisions, regulations and ordinances and evaluates the case in the light of existing information</li> <li>4. Gathers, researches, validates and determines the authenticity of data, related laws, and/or documents and interviews parties involved or witnesses</li> <li>5. Determines and recommends technical/legal remedy/ appropriate action to take</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and reviews documents including pleadings, etc.</li> <li>2. Examines documents/evidences in defending or prosecuting air and water pollution cases</li> <li>3. Handles and monitors/ analyzes and reports on the status of cases.</li> <li>4. Handles and monitors all air and water cases involving pollution cases and advises the management on possible solutions or actions</li> <li>5. Coordinates with proper authorities for expeditious disposition of the case</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates guidelines/ policies and procedures in the management/ disposition of the case.</li> <li>2. Determines and recommends strategies needed in the speedy disposition of cases.</li> <li>3. Formulates, initiates, reviews and implements policies and procedures in handling administrative cases.</li> <li>4. Recommends for approval of legal actions as required.</li> <li>5. Review documents including pleadings/orders/resolutions</li> <li>6. Prepares draft resolution/order on air and water pollution cases</li> </ol>

<p>5. Coordinates with statistical coordinators of the different sectors/Regional Offices statistical concerns (e.g. plans and programs, activities, statistical reports etc.)</p> <p>6. Identifies the nature of the case presented</p> <p>7. Gathers evidence to prosecute and to initiate legal actions</p> <p>8. Knows the necessary information required in the disposition of cases.</p>			<p>7. Handles/ monitors air and water cases involving pollution cases and advises management on possible legal solutions/action</p> <p>8. Oversees and directs the review of all technical/legal documentation requested by DENR Regional Offices, attached agencies, line bureaus or other offices in relation to ENR operations</p> <p>9. Determines and recommends further actions needed in the disposition of the cases</p> <p>10. Appears in court in behalf of the DENR-PAB, whenever deputized by OSG/DOJ</p> <p>11. Appears and participates in court cases in behalf of DENR under the supervision and control of the Office of the Solicitor General in civil cases and the DOJ in criminal cases</p> <p>12. Assists the OSG/ DOJ on cases before judicial and quasi-judicial bodies</p> <p>13. Renders recommendations pertinent to the disposition of air and water pollution cases</p>
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## EQ1 - WATER QUALITY MANAGEMENT POLICY FORMULATION

Knowledge and skills required to formulate technical policies and develop/ review water quality criteria/guidelines and effluent standards as well as classification of all water bodies for effective management of the country's water bodies.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in water quality management activities</p>	<p>Conducts water quality management and policy formulation activities</p>	<p>Supervises water quality management and policy formulation activities</p>	<p>Formulates plans, programs on water quality management and policy formulation activities</p>
<ol style="list-style-type: none"> <li>1. Knows the DENR/ EMB vision, mission, thrusts, mandates/functions, policies, and programs in the implementation of the Philippine Clean Water Act of 2004.</li> <li>2. Has knowledge on ambient and effluent quality monitoring.</li> <li>3. Has knowledge on aspects of water quality management (WQM).</li> <li>4. Has knowledge on the WQ standards/guidelines and procedures/ protocols.</li> <li>5. Has knowledge on the processes involved in the development of WQM policies.</li> <li>6. Has knowledge in sample</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and interprets water quality data.</li> <li>2. Prepares reports on water quality management for policy formulation/ enhancement purposes.</li> <li>3. Validates and assesses implementation of policies in the field for purposes of policy implementation enhancement.</li> <li>4. Justifies formulation or amendment of policies based on issues and concerns affecting its effective implementation and WQM best practices.</li> </ol>	<ol style="list-style-type: none"> <li>1. Consolidates, analyzes, and synthesizes information from monitoring reports, international workshops and conferences, reference materials, journals and other literature, public hearings and consultations, and other sources to formulate WQM policies recommendations, guidelines and procedures.</li> <li>2. Analyzes policies and identifies gaps in policy implementation.</li> <li>3. Prepares project proposals on water quality management to develop policies for the effective implementation of the CWA.</li> <li>4. Serves as resource person in the discussion of issues and concerns on the implementation of the CWA.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates strategies and methodologies appropriate for policy development.</li> <li>2. Identifies appropriate management intervention to address water quality management issues.</li> <li>3. Initiates activities necessary for the updating or revision of technical standards, procedures and requirements relevant to WQM.</li> <li>4. Conducts stakeholders and interagency meetings/workshops to develop policies, strategies, guidelines, procedural requirements on WQM.</li> <li>5. Recommends amendments or revisions to strengthen implementation of the CWA.</li> </ol>

<p>preservation, storage and transport</p> <ol style="list-style-type: none"> <li>7. Conducts ambient and effluent water quality sampling.</li> <li>8. Conducts sampling and field test methods and tools.</li> <li>9. Processes and analyzes water quality data.</li> <li>10. Determines and gathers pertinent information to assist in the preparation of water quality reports.</li> <li>11. Consolidates comments, suggestions and recommendations arising from stakeholder consultation workshops/meetings for incorporation into draft policies in WQM.</li> <li>12. Prepares presentations and other materials for the conduct of stakeholder consultative meetings and workshops.</li> </ol>			<ol style="list-style-type: none"> <li>6. Organizes for involving other government agencies, non-government organizations, industries and civil societies to discuss issues and concerns as well as recommendations on enhancing the implementation of the CWA.</li> </ol>
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## EQ2 - MONITORING AND EVALUATION/ VALIDATION OF POLICY IMPLEMENTATION

The ability required to:

- validate compliance with environmental standards/requirements to ensure effective implementation of water quality management policies and guidelines; and
- monitor and assess water quality management program and identify critical water bodies that need rehabilitation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in M&amp;E, validation of policy and implementation activities</p>	<p>Conducts M&amp;E, validation of policy and implementation activities</p>	<p>Supervises M&amp;E, validation of policy and implementation activities</p>	<p>Formulates plans, programs and policies on M&amp;E, validation of policy and implementation activities</p>
<ol style="list-style-type: none"> <li>1. Knows the DENR/ EMB vision, mission, thrusts, mandates/functions, policies, and programs in the implementation of the Philippine Clean Water Act of 2004.</li> <li>2. Has basic knowledge of the ambient and effluent quality monitoring process.</li> <li>3. Has basic knowledge of wastewater discharge permitting system.</li> <li>4. Knows the WQ standards/guidelines and procedures/protocols.</li> <li>5. Conducts ambient water and effluent quality monitoring based on existing monitoring protocols in determining compliance to standards/guidelines.</li> </ol>	<ol style="list-style-type: none"> <li>1. Validates industry/ stakeholders compliance to WQM standards/guidelines.</li> <li>2. Validates and assesses implementation of policies in the field for purposes of policy implementation enhancement.</li> <li>3. Conducts validation of complaints and recommend appropriate management approaches to address the said complaints.</li> <li>4. Evaluates and interprets monitoring data/results.</li> <li>5. Prepares reports on the implementation of CWA through the WQM plans, programs and projects implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and monitors implementation of policies, guidelines, and procedures.</li> <li>2. Consolidates and analyzes water quality monitoring data from various sources for policy synthesis or enhancement purposes.</li> <li>3. Applies methodologies and tools (e.g., water quality modeling) to improve ambient and effluent quality monitoring system.</li> <li>4. Reviews/assesses WQM-related plans, programs and projects for funding under the National and Area Water Quality Management Funds and for possible granting of rewards and incentives under the CWA.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates appropriate strategies to enhance policy implementation on water quality management.</li> <li>2. Recommends amendments or revisions to strengthen implementation of the CWA.</li> <li>3. Identifies management interventions to address issues pertinent to water quality management.</li> <li>4. Participates actively in the discussions among officers of other government agencies, non-government organizations, industries and other relevant stakeholders on WQ issues and identification of strategic actions to address them.</li> </ol>

<p>6. Determines problem areas and recommends mitigating/management measures to improve compliance to water quality guidelines/standards</p> <p>7. Prepares memoranda-instructions to the Regional Offices for purposes of improving enforcement of WQM policies/guidelines/standards</p> <p>8. Assists in the review of reports by pointing out apparent deviations from the standards and procedures.</p>	<p>6. Contributes inputs in the design or improvement of WQ monitoring protocols, procedures, and tools.</p>	<p>5. Identifies policy gaps and formulates action plans/project proposals on water quality management to enhance implementation of CWA.</p> <p>6. Assesses performance of WQM programs and projects vis-à-vis the objectives of the CWA.</p>	<p>5. Coordinates with other agencies/institutions to ensure that sectoral action plans on WQM are being implemented.</p> <p>6. Comes up with necessary amendment/ revisions to policies to strengthen compliance to WQ standards and guidelines.</p>
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## EQ3 - PROVISION OF TECHNICAL ASSISTANCE AND EMERGENCY RESPONSE ON WQM

The ability required to conduct inspection/surveillance on potential sources and causes of pollution and to come up with appropriate and adequate management strategies to address pollution problems.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Records, classifies and summarizes Bureau's financial transactions in accordance with the latest generally accepted accounting standard and principle.</p>	<p>Analyzes and interprets Bureau's financial transactions including prior period errors and adjustments.</p>	<p>Reviews schedules, plans, and work procedures and organizes processes in gathering financial information needed for the completion of reports</p>	<p>Evaluates LMB's financial reports as well as accounting procedures and methods</p>
<ol style="list-style-type: none"> <li>1. Knows the DENR/EMB vision, mission, thrusts, mandates/functions, policies, and programs in the implementation of the Philippine Clean Water Act of 2004.</li> <li>2. Has basic knowledge on ambient and effluent quality monitoring.</li> <li>3. Has basic knowledge on aspects of water quality management (WQM).</li> <li>4. Has knowledge on the WQ standards/guidelines and procedures/protocols.</li> <li>5. Has basic knowledge on emergency response strategies.</li> <li>6. Conducts ambient water and effluent quality monitoring based on existing monitoring protocols in determining compliance to standards/guidelines.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts validation of complaints and devises appropriate management approach to address the said complaints.</li> <li>2. Analyzes and interprets monitoring data/results.</li> <li>3. Prepares reports on the complaints and recommends management interventions to address the said complaints or mitigate emergency pollution problems.</li> <li>4. Prepares memoranda instructing regional offices on their courses of action to address emergency problem situations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends methodologies, procedures and tools to improve emergency response actions.</li> <li>2. Identifies policy gaps and formulates policy measures to improve emergency response on WQM.</li> <li>3. Assesses performance on emergency response to enhance implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates appropriate strategies to enhance policy implementation on emergency response.</li> <li>2. Identifies management interventions to address emergency situation on WQM.</li> <li>3. Participates actively in the discussions among officers of other government agencies, non-government organizations, industries and other relevant stakeholders on WQ emergency situations and corresponding management strategies.</li> <li>4. Comes up with necessary amendment/ revisions to policies to strengthen emergency response actions.</li> </ol>

<p>7. Determines problem areas and recommends mitigating/management measures to address complaints/water pollution emergency issues.</p> <p>8. Assists in the review of reports by pointing out apparent deviations from the standards and procedures.</p>			
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## EQ4 - CAPACITY BUILDING ON WQM

The ability required to design training modules and provide the necessary training support to enhance the capacity of Regional Offices and other relevant stakeholders in implementing CWA for the effective implementation of the water quality management policies and guidelines.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of capacity building activities on WQM	Conducts capacity building activities on WQM	Supervises capacity building activities on WQM	Formulates plans, programs and policies on capacity building activities on WQM
<ol style="list-style-type: none"> <li>1. Knows the DENR/EMB vision, mission, thrusts, mandates/functions, policies, and programs in the implementation of the Philippine Clean Water Act of 2004.</li> <li>2. Has basic knowledge on ambient and effluent quality monitoring.</li> <li>3. Has basic knowledge on aspects of water quality management (WQM).</li> <li>4. Has knowledge on the WQ standards/guidelines and procedures/protocols.</li> <li>5. Prepares presentation and training materials on the Clean Water Act and WQM policies.</li> <li>6. Assembles necessary information in the review of training materials for the Regional Offices and stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs training programs and develops training materials on WQM.</li> <li>2. Transforms technical materials into documents which stakeholders could understand to be able to participate in WQM implementation.</li> <li>3. Assesses/evaluates training programs/modules on WQM to increase its effectiveness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Synthesizes improvements of training programs based on results of training assessments on WQM.</li> <li>2. Transforms learning/insights from training assessment results into recommendations to enhance institutional capacity of EMB and stakeholders in the implementation of the CWA.</li> <li>3. Serves as resource person in WQM training.</li> <li>4. Guides and coaches others on this competency.</li> <li>5. Formulates strategies to address institutional gaps in the implementation of CWA and its policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prescribes appropriate strategies to enhance institutional capacities of EMB and stakeholders to effectively implement the CWA.</li> <li>2. Identifies requirements to enhance institutional capacities.</li> <li>3. Prescribes performance standards in the performance of WQM tasks and functions.</li> <li>4. Plans for contingencies and recommends accordingly.</li> </ol>

7. Assists the Training Officer in the documentation and general order of the workshop.			
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## EQ5 - AIR QUALITY MANAGEMENT POLICY FORMULATION

The ability to allocate government funds by program/project/activities. It presents the plan of the Bureau's financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the bureau's operations



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of air quality management policy formulation activities	Conducts air quality management policy formulation activities	Supervises air quality management policy formulation activities	Formulates plans/ programs on air quality management policy formulation activities
<ol style="list-style-type: none"> <li>1. Knows the mandates and air policies and provisions of the R.A.8749.</li> <li>2. Is familiar with the procedures and methods in the formulation of air quality management policies.</li> <li>3. Knows the relevant documents to be used in the preparation of air quality policies.</li> <li>4. Has basic knowledge on different phases of air quality management.</li> <li>5. Has basic knowledge on occupational health and safety policies and procedures relevant to air quality management.</li> <li>6. Has basic knowledge on writing technical terms in the formulation or amendments of air quality</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews plans and programs of air quality management policy in conformance to QA/QC standards.</li> <li>2. Drafts the proposed policies on air quality management.</li> <li>3. Implements guidelines on policy formulation such as identification of affected stakeholders on the proposed policy, the conduct of consultation and its documentation.</li> <li>4. Conducts research or study on the impact and effectiveness of the policy.</li> <li>5. Conceptualizes new policies from existing policies to address the gaps of existing policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews plans and programs of air quality management policy in conformance to QA/QC standards.</li> <li>2. Drafts the proposed policies on air quality management.</li> <li>3. Implements guidelines on policy formulation such as identification of affected stakeholders on the proposed policy, the conduct of consultation and its documentation.</li> <li>4. Conducts research or study on the impact and effectiveness of the policy.</li> <li>5. Conceptualizes new policies from existing policies to address the gaps of existing policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Envisions the desired outcomes of policies to be formulated for air quality management.</li> <li>2. Decides on appropriate contents of policy based on gathered stakeholders' responses.</li> <li>3. Makes firm stand or response to stakeholder comments or arguments on policies formulated or to be formulated.</li> <li>4. Proposes the needed air quality management policies to be formulated based on the result of policy researches or studies.</li> </ol>

<p>management policies i.e. minute of meetings proceeding, special orders, invitation letters to workshops, forum and other correspondence.</p> <p>7. Knows the documentary requirements and forms in the conduct of technical conference, meetings and workshops for the formulation of air quality management.</p> <p>8. Applies quality approaches used in the formulation policies, as provided for under R.A.8749.</p> <p>9. Prepares and provides the applicable documents for different phases in air quality management to be used in the formulation of appropriate policy.</p> <p>10. Applies occupational health and safety policies and procedures relevant to air quality management programs or policies.</p> <p>11. Prepares minutes of the meeting, proceedings, special orders, invitation letter to workshops, fora and other correspondence to be used in the formulation or amendments of air quality policies.</p>	<p>6. Coordinates and works with other policy makers to avoid duplication of programs in order to formulate appropriate policies.</p>	<p>6. Coordinates and works with other policy makers to avoid duplication of programs in order to formulate appropriate policies.</p>	
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## EQ6 - MONITORING AND EVALUATION OF AIR QUALITY MANAGEMENT POLICY

The ability required on setting framework, monitoring guidelines, procedures, applicable values or standards, evaluation criteria/requirements, quality systems for all sources of emission in compliance to the implementation of approved air quality management policies.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of M&E of air quality management policy	Conducts M&E of air quality management policy	Supervises M&E of air quality management policy	Formulates plans, programs and policies on M&E of air quality management policy
<ol style="list-style-type: none"> <li>1. Knows the goals and objectives in monitoring of compliance to air quality management policies.</li> <li>2. Has basic knowledge on the applicable requirements and document format of various phases of air quality management policies.</li> <li>3. Has basic knowledge on materials and methods of communication to initiate and to complete monitoring of compliance of air quality management policies among stakeholders such as: notice of meetings, special orders and concept paper of policies, verbatim minutes of the meeting/proceedings for information to concerned stakeholders and collaborators.</li> <li>4. Has basic knowledge on the requirements /criteria being used for the evaluation of applications for permit to operate of air pollution sources,</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares guidelines to monitor for compliance to air quality management policies.</li> <li>2. Validates the veracity of comments, suggestions and recommendations arising from consultative meetings, workshops and consultations with stakeholders in relation to the monitoring of compliance to AQM policy.</li> <li>3. Reviews programs, concept paper and other materials for stakeholder consultative meetings, workshops and fora relative to the monitoring of compliance to AQM policy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes and determines the validity of information gathered from stakeholders in the consultative meeting/workshop in compliance to AQM policies.</li> <li>2. Leads the development of appropriate system, measures/ strategies to address significant systems to attain compliance with AQM policies.</li> <li>3. Makes appropriate decisions on the recommended actions suited to strengthen compliance to AQM policies.</li> <li>4. Coordinates efforts of others to attain the expected outputs on the implemented program of activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates the work of others, works with tight deadlines and obtains outputs of multiple concurrent projects or activities.</li> <li>2. Works with M&amp; E officers, other government agencies and stakeholders to develop and implement suitable M&amp;E programs on air quality management policies.</li> <li>3. Recommends amendment/revisions of M&amp;E programs to strengthen the compliance to AQM policies.</li> </ol>

<p>certificate of conformity for motor vehicles and certification for the third party emission testers policies.</p> <p>5. Knows the handling of the equipment and chemicals to be used in the evaluation of applications for permit to operate, third party emission tester accreditations, and certificate of conformity for motor vehicles policies.</p> <p>6. Applies the intended objectives and goals, guidelines in monitoring of compliance to air quality management policies.</p> <p>7. Collects the scientific and technical information relevant to the policy.</p> <p>8. Integrates comments, suggestions and recommendations arising from consultative meetings, workshops and consultations with stakeholders in relation to the monitoring of compliance to AQM policy.</p> <p>9. Prepares programs, concept paper and other materials for consultative meetings, workshops and fora with the concerned stakeholders relative to the monitoring of compliance to AQM policy.</p> <p>10. Differentiates appropriate documentary requirements and format for each phase of air quality management policies.</p>			
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## EQ7 - VALIDATION OF THE IMPLEMENTATION OF AIR QUALITY POLICIES AND PROCEDURES AT THE REGIONAL OFFICES

The ability required to assess and validate whether policies, standards or rules are being practiced or being acted upon in accordance with the devolved functions and other special instructions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of validation of the implementation of air quality policies and procedures at the regional offices	Conducts validation of the implementation of air quality policies and procedures at the regional offices	Supervises validation of the implementation of air quality policies and procedures at the regional offices	Formulates plans, programs and policies on validation of the implementation of air quality policies and procedures at the regional offices
<ol style="list-style-type: none"> <li>1. Knows the approved policies of the devolved functions/ implementing rules and regulation of RA 8749 (Philippine Clean Air Act of 1999).</li> <li>2. Knows the current set up or structure of the Regional Offices with regards to the implementation and enforcement of chemical management.</li> <li>3. Has basic knowledge on air quality management including its functional implementing components.</li> <li>4. Has basic knowledge on the guidelines and procedures of the implementing activities of air quality management.</li> <li>5. Coordinates logistical support necessary in the conduct of validation activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Has in-depth knowledge on programs, initiatives and strategies of other countries in air quality management.</li> <li>2. Provides inputs and comments on the problems or gaps in implementing the functions at the regional level.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and interprets the consolidated regional issuances/reports of the 16 Regional offices.</li> <li>2. Analyzes and integrates diverse information from various sources and incorporate these in the policy.</li> <li>3. Discusses and writes the validation results with the Regional Directors and staff for prioritization of actions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with higher management and other officers regarding results of validation and action plans.</li> <li>2. Analyzes situations or conditions that may not be covered by the policies but are important and critical to environmental and public safety.</li> <li>3. Recommends improvements to strengthen implementation of existing rules and regulations and policies.</li> </ol>

<p>6. Integrates comments, suggestions and recommendations arising from preliminary discussion meetings before and after the validation.</p> <p>7. Evaluates air pollution control officers' reports and records.</p> <p>8. Conducts on-site validation of issued permits and clearances.</p>			
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## EQ8 - PROCESSING OF ENVIRONMENTAL CERTIFICATE RELATED TO AIR QUALITY MANAGEMENT

The ability required to undertake review and evaluation of the documents submitted in accordance with the steps and procedures for issuance of certificates to the 1) third party stack emission tester accreditation certificates; and 2) Certificate of conformity.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in processing of environmental certificate related to air quality management</p>	<p>Conducts processing of environmental certificate related to air quality management</p>	<p>Supervises processing of environmental certificate related to air quality management</p>	<p>Formulates plans, programs and policies on processing of environmental certificate related to air quality management</p>
<ol style="list-style-type: none"> <li>1. Knows the legal and administrative framework of the functional air quality management components: Air Permitting, Emission Inventory, Ambient air monitoring, Stack emission testing, CEMS validation and Policy formulation.</li> <li>2. Has basic knowledge of the procedural systems of functional components of AQM.</li> <li>3. Knows the various forms and checklist and other documentary requirements in processing the new and regulated air quality management applications documents.</li> <li>4. Coordinates with the DENR Regional Office and DENR recognized Pollution Control Organization (PCO) of industries in the conduct of on-site proficiency testing for stack emission prior to the issuance of certificates as</li> </ol>	<ol style="list-style-type: none"> <li>1. Has in-depth knowledge and expertise on the type of pollutants coming from industries and its operations strategies to control air pollution.</li> <li>2. Coordinates with concerned stakeholders on controversial issues of national in scope and impacts on air quality management.</li> <li>3. Prepares inspection report with the findings, observations and recommendations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops conditions on air quality management for compliance by the owner of certificates granted by the EMB on specific applications.</li> <li>2. Analyzes existing policies and identifies gaps in policy implementation.</li> <li>3. Recommends applicable strategies to strengthen the existing systems, procedures or methods related to functional components of air quality management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates/recommends terms and conditionalities on issued certificates related to air quality management.</li> <li>2. Improves the system on various functional components of air quality management e.g. permitting requirements.</li> <li>3. Initiates appropriate linkages with other government agencies and stakeholders to recommend issuance or denial of certificates.</li> <li>4. Decides on the issuance or denial on application received in relation to air quality management.</li> </ol>

<p>3<sup>rd</sup> party emission tester or Certificate of Conformity.</p> <p>5. Interviews and responds to queries of stakeholders e.g. companies, media and public on the environmental compliance.</p> <p>6. Prepares the initial review and evaluation report on the processing of application for COC and Accreditations of 3<sup>rd</sup> party emission tester, pollution control reports in collaboration with the regional office, air quality monitoring reports, etc, related to air quality management.</p> <p>7. Communicates results/findings to concerned industry and other sectors to convey inspections results and the necessary actions.</p> <p>8. Makes preliminary recommendations based on the report of inspections of the regional officer or other sectors in relation to applications for issuance of certificates related to air quality management.</p>			
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## EQ9 - ENFORCEMENT OF AQM ENVIRONMENT LAWS

The ability required to determine, consult and analyze to enforce compliance to the rules, regulations, orders, circulars, international commitments and policies and provisions of RA 8749 and to the requirements/conditionalities stipulated in the AQM related to permits/ clearances/ certificates.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in enforcement of AQM environment laws	Conducts enforcement of AQM environment laws	Supervises enforcement of AQM environment laws	Formulates plans, programs and policies on enforcement of AQM environment laws
<ol style="list-style-type: none"> <li>1. Knows the approved policies, procedures and requirements implementing Title II of RA 8749.</li> <li>2. Has basic knowledge on conditions stipulated in the issued AQM related permits and clearances.</li> <li>3. Has basic knowledge on AQM Monitoring, CEMS, Emission Inventory.</li> <li>4. Knows communications format on AQM letter, memoranda, CSW, survey reports, inspection, notice of technical meetings for non-compliance of industry to Certificates or permit conditions.</li> <li>5. Gathers the historical or chronology of events starting from the file documents of issued permits and</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts technical conferences and hearings on matters of non-compliances or violations including issues and concerns affecting its effective implementation.</li> <li>2. Prepares the necessary endorsement for violation on AQM permitting system.</li> <li>3. Conducts quality assurance and quality control of AQM Monitoring data.</li> <li>4. Identifies gaps in the enforcement of laws for action plan formulation.</li> <li>5. Conducts quality assurance on data gathered for the documents on airshed designation.</li> <li>6. Participates in the meetings of Airshed Governing Board.</li> <li>7. Has knowledge on Air Dispersion models.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and interprets the consolidated regional issuances/reports for the 16 Regional offices.</li> <li>2. Analyzes and integrates diverse information from various sources and incorporates these in the policy.</li> <li>3. Discusses and writes the validation results as basis for addressing implementation gaps of AQM policies, instruction or the Law.</li> <li>4. Participates in the oversight meetings for RA 8749.</li> <li>5. Reviews action plans of Airshed Governing Board.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops action plans to address gaps on implementation of RA 8749.</li> <li>2. Coordinates with higher management and other officers to facilitate actions on measures to be implemented to address air pollution issues and realization of action plans.</li> <li>3. Reviews and recommends imposition of fines and penalties for violating the provisions of RA 8749</li> <li>4. Decides on the acceptability of air dispersion models based on the validated results.</li> </ol>

<p>clearances.</p> <ol style="list-style-type: none"> <li>6. Has basic knowledge of motor vehicles standards and testing requirements</li> <li>7. Has basic knowledge in the operation and calibration of motor vehicles emission testing equipment and ambient air quality analyzers.</li> <li>8. Prepares materials for air quality monitoring.</li> <li>9. Examines the records and filed documents of applicants for permit or certificates of AQM related programs.</li> <li>10. Integrates comments and recommendations on the result of Inspection-validation and review and evaluation of documents.</li> <li>11. Conducts investigation inspection of application of permits/certificates or issued permits /clearances with doubtful information and complaints.</li> <li>12. Gathers data as required by the criteria for airshed designation.</li> <li>13. Prepares test plans for motor vehicles emission testing activities</li> <li>14. Identifies the parts and functions of the motor vehicle emission testing equipment and ambient air quality analyzers.</li> </ol>	<ol style="list-style-type: none"> <li>8. Conducts motor vehicles emission testing and diagnose and read basic diagram and layout of the said equipment.</li> <li>9. Analyzes and conducts QA/QC of ambient air quality data.</li> </ol>	<ol style="list-style-type: none"> <li>6. Reviews documents of airshed designation of the regional office.</li> <li>7. Operates at least one air dispersion models.</li> <li>8. Evaluates and interprets motor vehicle emission testing results.</li> <li>9. Prepares ambient air quality report or status report.</li> </ol>	<ol style="list-style-type: none"> <li>5. Recommends appropriate measures of compliance based on the motor vehicle emission test results.</li> <li>6.</li> <li>7. Assesses the effectiveness of the air quality management program based on the ambient monitoring report.</li> </ol>
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## EQ10 - CAPABILITY BUILDING ON AQM

The ability required to have a systematic management approach in the conduct of training/ seminar/ workshop/ IEC to capacitate the workforce/personnel at the Regional level and other relevant stakeholders in implementing AQM



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of capability building activities on AQM	Conducts capability building activities on AQM	Supervises capability building activities on AQM	Formulates plans, programs and policies on capability building activities on AQM
<ol style="list-style-type: none"> <li>1. Has knowledge on the various concepts and components on AQM including enforcement and implementation as well as the policies and programs of EMB and DENR.</li> <li>2. Knows the EMB's IEC program to enhance public participation on the enforcement and implementation of AQM policies and procedures.</li> <li>3. Has basic knowledge on various data gathering techniques to collect information needed in the development of IEC materials and training programs.</li> <li>4. Knows the process of conducting training program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of communication technologies.</li> <li>2. Develops IEC materials and training programs on the enforcement and implementation AQM.</li> <li>3. Laymanizes scientific and technical literature on the enforcement and implementation of AQM.</li> <li>4. Implements contingency plans to address critical situations during training.</li> </ol>	<ol style="list-style-type: none"> <li>1. Presents AQM lectures, synthesizes lessons and relates them to current environmental issues and concerns.</li> <li>2. Integrates the program and plans to attain objectives and goals to address the issues and concerns arising from interactions/discussions.</li> <li>3. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/strategy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts participatory strategic planning activities to develop IEC materials and training programs.</li> <li>2. Introduces innovations and techniques in developing IEC materials and conducting training programs.</li> <li>3. Formulates training standards and policies in implementing training programs.</li> <li>4. Plans contingencies and recommends accordingly.</li> <li>5. Serves as a resource person in various training, briefing, orientation seminars for AQM.</li> </ol>

<p>5. Operates basic training equipment.</p> <p>6. Prepares presentation of IEC and training materials.</p> <p>7. Reviews IEC materials and training programs on the enforcement and implementation of RA 8749.</p> <p>8. Meets all training requirements needed within the specified time frame.</p> <p>9. Facilitates workshop, training and other similar activities to gather needed information for development of an appropriate AQM program.</p>			
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## EQ11 - POLICY FORMULATION ON HAZARDOUS WASTE MANAGEMENT (HWM)

The ability to design, develop and implement an effective system of fleet management, including dispatch, trip ticket, registration, parking and traffic administration.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of policy formulation on hazardous waste management (HWM) activities	Conducts policy formulation on hazardous waste management (HWM) activities	Supervises policy formulation on hazardous waste management (HWM) activities	Formulates plans/ programs on policy formulation on hazardous waste management (HWM) activities
<ol style="list-style-type: none"> <li>1. Knows DENR/EMB's mandate, policies, thrusts, and programs in the implementation of Title III of RA 6969.</li> <li>2. Has basic knowledge on hazardous wastes including its characteristics, handling and proper management.</li> <li>3. Has knowledge on the guidelines, standards and procedures on HWM.</li> <li>4. Has basic knowledge on the processes or procedures involved in the review, formulation, development, or revision of policies on HWM.</li> <li>5. Is familiar with technical terms used in the formulation of policies, guidelines, standards and procedures on HWM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Participates in the processes or procedures involved in the review, formulation, development, or revision of policies on HWM such as the conduct of consultation with various stakeholders and its documentation.</li> <li>2. Conducts research or study on the effectiveness of HWM policies</li> <li>3. Coordinates and works with other policy makers to harmonize or complement other policies on HWM.</li> <li>4. Prepares draft project proposals on HWM to further strengthen the implementation of Title III of RA 6969.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes and integrates diverse information from various sources such as consultation reports, monitoring reports and data, international workshops and conferences, reference materials and other literature to formulate, update or revise HWM policies.</li> <li>2. Assesses or evaluates the impact or effectiveness of the policies including issues and concerns affecting its effective implementation.</li> <li>3. Analyzes existing policies and identifies gaps in policy implementation.</li> <li>4. Reviews and endorses draft project proposals on HWM to further the implementation of Title III of R.A. 6969</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates strategies and methodologies appropriate for HWM policy development.</li> <li>2. Updates or revises technical standards related to hazardous waste management.</li> <li>3. Identifies appropriate management intervention to address HWM issues.</li> <li>4. Recommends revisions, amendments, or innovations to strengthen implementation of Title III of RA 6969.</li> <li>5. Conducts stakeholders and interagency meetings or workshops to review, formulate, and develop policies, guidelines, procedures and standards on HWM</li> </ol>

<p>6. Knows the current situation in the Philippines with regards to management of hazardous wastes.</p> <p>7. Gathers and consolidates data/information materials for policy development</p> <p>8. Prepares initial draft of the policy regarding hazardous waste management.</p> <p>9. Consolidates and incorporates into the draft policy the comments, suggestions and recommendations arising from workshops and consultations with stakeholders.</p>		<p>5. Serves as Resource Person in the discussion of issues and concerns on the implementation of Title III of RA 6969.</p>	<p>6. Justifies or makes a firm stand or response to comments or arguments raised by stakeholders on proposed HWM policies.</p> <p>7. Works with policy officers, other government agencies and stakeholders to develop and implement HWM policies and programs.</p>
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## EQ12 - MONITORING AND EVALUATION OF COMPLIANCE OF FACILITIES OR ESTABLISHMENTS

The ability required to monitor and evaluate the compliance of hazardous waste generators, transporters and Treatment, Storage and Disposal (TSD) facilities to the requirements of RA 6969, its Implementing Rules and Regulations, and related HWM policy issuances.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in conduct of monitoring and evaluation activities of compliance of facilities or establishments</p>	<p>Conducts monitoring and evaluation activities of compliance of facilities or establishments</p>	<p>Supervises monitoring and evaluation activities of compliance of facilities or establishments</p>	<p>Formulates plans, programs and policies on monitoring and evaluation activities of compliance of facilities or establishments</p>
<ol style="list-style-type: none"> <li>1. Knows DENR/EMB's mandate, policies, thrusts, and programs in the implementation of Title III of RA 6969.</li> <li>2. Has basic knowledge on hazardous wastes including its characteristics, classification, handling and proper management.</li> <li>3. Has basic knowledge on the requirements for hazardous waste generators, transporters, TSD facilities, import of recyclable materials containing hazardous substances and export of hazardous wastes.</li> <li>4. Identifies if the waste is considered as hazardous waste based on classification in the procedural manual for HWM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines problem areas during facility inspections and recommends measures to improve compliance to HWM standards, requirements, or procedures.</li> <li>2. Conducts investigation of hazardous wastes-related complaints and makes the appropriate recommendations to address the said complaints.</li> <li>3. Conducts investigation, sampling and verification of potentially contaminated sites</li> <li>4. Conducts sampling and monitoring at the facilities subject to investigation</li> <li>5. Initiates enforcement procedures for violations of permit conditions, standards or requirements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts technical conference and reviews recommendations regarding permit violations and other violations to R.A. 6969</li> <li>2. Develops methodologies and tools to improve monitoring of compliance to the requirements of the procedural manual on HWM.</li> <li>3. Identifies policy gaps and recommends actions on how to address the said gaps.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends fines and penalties for violations of R.A. 6969</li> <li>2. Formulates appropriate strategies to further strengthen the implementation of the policies on HWM.</li> <li>3. Identifies management interventions to address issues pertinent to HWM.</li> <li>4. Coordinates with other agencies or institutions to address issues on hazardous wastes.</li> </ol>

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| <p>5. Conducts on-site inspections and monitoring of facilities to determine compliance to standards and requirements</p> <p>6. Reviews relevant HWM documents such as Registration Certificates, Transport Permits, Manifests, Treatment Certificates to determine compliance to permit conditions and HWM procedural manual requirements.</p> <p>7. Prepares Reports and recommendations regarding onsite inspection and monitoring conducted</p> |  |  |  |
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## EQ13 - VALIDATION OF IMPLEMENTATION OF HWM POLICIES AND PROCEDURES AT THE REGIONAL OFFICES

The ability required to validate or check policy implementation of the Regional Offices based on the requirements set forth in RA 6969, its Implementing Rules and Regulations, and related policy issuances on hazardous wastes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in validation of implementation of HWM policies and procedures at the regional offices	Conducts validation of implementation of HWM policies and procedures at the regional offices	Supervises validation of implementation of HWM policies and procedures at the regional offices	Formulates plans, programs and policies on validation of implementation of HWM policies and procedures at the regional offices
<ol style="list-style-type: none"> <li>1. Knows the devolved functions related to the implementation of Title III of RA 6969.</li> <li>2. Knows the current set up or structure of the Regional Offices with regards to the implementation and enforcement of HWM.</li> <li>3. Has basic knowledge on the guidelines and procedures of the implementing activities of HWM.</li> <li>4. Integrates comments, suggestions and recommendations arising from meetings before and after the validation.</li> <li>5. Evaluates self-monitoring reports, manifests, certificate of treatment and other reports or records relevant to HWM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides inputs and comments on the identified problems or gaps in implementing the functions at the regional level.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and interprets the consolidated regional accomplishment reports.</li> <li>2. Documents the results of validation and discusses these with the concerned Officers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with higher management regarding results of validation and action plans.</li> <li>2. Analyzes situations or conditions that may not be covered by the policies but are important and critical to environmental and public safety.</li> <li>3. Recommends improvements to strengthen implementation of existing rules and regulations and policies.</li> </ol>



## EQ14 - PROCESSING OF REGISTRATION CERTIFICATES AND CLEARANCES

The ability required to review and evaluate the following applications based on the requirements of RA 6969, its Implementing Rules and Regulations, and related policy issuances on hazardous wastes: 1) registration as hazardous waste transporter, 2) registration as Treatment, Storage and Disposal (TSD) facility for hazardous wastes, 3) importation clearance for recyclable materials containing hazardous substances, and 4) notification and export clearance for hazardous wastes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in processing of registration certificates and clearances</p> <ol style="list-style-type: none"> <li>1. Has basic knowledge on the various forms and documentary requirements for processing applications for the following:               <ul style="list-style-type: none"> <li>• registration as hazardous waste transporter,</li> <li>• registration as Treatment, Storage and Disposal (TSD) facility for hazardous wastes,</li> <li>• registration as importer and importation clearance for recyclable materials containing hazardous substances, and notification and export clearance for hazardous wastes.</li> </ul> </li> <li>2. Undertakes initial review of submitted documents vis-à-vis the documentary requirements.</li> <li>3. Prepares technical evaluation reports on the completeness and relevance of documents submitted.</li> </ol>	<p>Conducts processing of registration certificates and clearances</p> <ol style="list-style-type: none"> <li>1. Conducts on-site inspections of facilities to determine compliance standards and requirements and validates its capability to handle hazardous wastes.</li> <li>2. Prepares inspection reports documenting the findings and observations and provides recommendations.</li> <li>3. Recommends issuance or denial of clearance or registration certificate</li> <li>4. Prepares registration certificates and clearances with recommended conditions and requirements.</li> </ol>	<p>Supervises processing of registration certificates and clearances</p> <ol style="list-style-type: none"> <li>1. Acts or recommends for issues requiring clarification or those that are identified as policy gaps.</li> <li>2. Recommends applicable strategies to further strengthen existing system or procedures on HWM.</li> <li>3. Reviews and endorses registration certificate and clearances.</li> </ol>	<p>Formulates plans, programs and policies on processing of registration certificates and clearances</p> <ol style="list-style-type: none"> <li>1. Reviews, evaluates and recommends terms and conditions on registration certificates and clearances.</li> <li>2. Decides on the approval or denial of the application.</li> </ol>



## EQ15 - TECHNICAL ASSISTANCE AND EMERGENCY RESPONSE MANAGEMENT

The ability required to determine, analyze and undertake technical assistance related to policies and programs of Title III of RA 6969 and provide technical assistance in storage and handling of toxic chemicals to concerned stakeholders in the implementation and enforcement of Title III of RA 6969.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the recruitment, selection and placement processes	Implements recruitment, selection and placement processes	Leads the recruitment, selection and placement processes in the Bureau	Plans programs and recommends policies on recruitment, selection and placement
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the enforcement and implementation of hazardous waste management.</li> <li>2. Knows the policies and programs on hazardous waste management of EMB and DENR.</li> <li>3. Prepares monitoring/performance reports on hazardous waste management programs.</li> <li>4. Coordinates within EMB Regional Offices, other government agencies, LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders regarding the enforcement and implementation of hazardous waste management policies, programs and projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and assesses reports on the implementation of hazardous waste management projects and programs.</li> <li>2. Conducts inspection of emergency situations and evaluates the extent of support for proper handling and disposal of hazardous wastes.</li> <li>3. Identifies appropriate hazardous waste policies and local programs to be undertaken in line with the provisions of Title III of RA 6969.</li> <li>4. Clarifies glaring policy issues and implementation.</li> <li>5. Coordinates with foreign representatives for international convention and agreements on hazardous waste management</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with foreign representatives for international convention and agreements on hazardous waste management programs for possible funding and implementation.</li> <li>2. Reviews and evaluates the processing of issued permits and clearances and monitoring of plans and programs on hazardous waste management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates enforcement and implementation of hazardous waste management programs.</li> <li>2. Provides inputs on the hazardous waste management programs for funding and implementation.</li> <li>3. Approves measures that will effectively address the gaps in the enforcement and implementation of hazardous waste management programs.</li> </ol>

<p>5. Provides technical assistance to LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders regarding the enforcement and implementation of hazardous waste management programs and projects.</p> <p>6. Prepare comprehensive reports on the implementation and enforcement of hazardous waste management policies, programs and projects based on the requirements of DENR units/offices and other appropriate Government Agencies.</p> <p>7. Identifies problem areas and recommends procedures for effective and efficient implementation of hazardous waste management projects and programs.</p>	<p>programs for possible funding and implementation.</p> <p>6. Reviews and evaluates the processing of issued permits and clearances and monitoring of plans and programs on hazardous waste management.</p>		
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## EQ16 - ENFORCEMENT OF HAZARDOUS WASTE MANAGEMENT LAWS

The ability required to determine, consult and analyze enforcement of compliance to the rules, regulations and policy provisions of Title III RA 6969 and to the Terms and Conditions stipulated in the chemical permits and clearances.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the enforcement of hazardous waste management laws	Conducts enforcement of hazardous waste management laws	Supervises enforcement of hazardous waste management laws	Formulates plans, programs and policies on enforcement of hazardous waste management laws
<ol style="list-style-type: none"> <li>1. Knows the approved policies, procedures and requirements implementing Title III of RA 6969 (Hazardous Waste Management).</li> <li>2. Has basic knowledge on the Terms and Conditions stipulated in the issued chemical permits and clearances.</li> <li>3. Prepares communication letters and memoranda for the compliance and non-compliance of industry to the permit conditions.</li> <li>4. Gathers the historical or chronology of events starting from the file documents of issued permits and clearances</li> <li>5. Examines the records and filed documents.</li> <li>6. Integrates comments and recommendations on the result of Inspection-validation and review and</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts technical conferences and hearings on matters of non-compliances or violations.</li> <li>2. Prepares the necessary endorsement to Legal Division and/or concerned Division on hazardous waste management.</li> <li>3. Reviews and interprets the consolidated regional issuances/reports for the 16 Regional offices.</li> <li>4. Analyzes and integrates diverse information from various sources and incorporates these in the policy.</li> <li>5. Discusses and writes the validation results with the 16 Regional Directors and staff for prioritization of actions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and interprets the consolidated regional issuances/reports for the 16 Regional offices.</li> <li>2. Analyzes and integrates diverse information from various sources and incorporates these in the policy.</li> <li>3. Discusses and writes the validation results with the 16 Regional Directors and staff for prioritization of actions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinate with higher management and other officers regarding results of validation and action plans.</li> <li>2. Reviews and recommends imposition of fines and penalties for violating provision of Title III of RA 6969.</li> </ol>

evaluation of documents.

7. Conducts investigation inspection of issued permits and clearances with doubtful information and complaints.





## EQ17 - CAPABILITY BUILDING ON HAZARDOUS WASTE MANAGEMENT

The ability required to have a systematic management approach in the conduct of training/seminar/ workshop to capacitate the workforce/ personnel at the Regional level related to hazardous waste management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of capability building activities on hazardous waste management	Conducts capability building activities on hazardous waste management	Supervises capability building activities on hazardous waste management	Formulates plans, programs and policies on capability building activities on hazardous waste management
<ol style="list-style-type: none"> <li>1. Knows the various concepts and components on hazardous waste management including enforcement and implementation as well as the policies and programs of EMB and the DENR.</li> <li>2. Knows the process of conducting training program.</li> <li>3. Knows the role of the training team as to: training coordinator, administrative coordinator, facilitator, evaluator and documenter.</li> <li>4. Knows the physical requirements, equipment, transportation service and all other activities related to the conduct of the training.</li> <li>5. Operates basic training equipment.</li> <li>6. Prepares a training checklist.</li> </ol>	<ol style="list-style-type: none"> <li>6. Facilitates the workshop group dynamics.</li> <li>7. Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of communication technologies.</li> <li>8. Develops training programs/modules on hazardous waste management and relevant procedural guidelines.</li> <li>9. Laymanizes scientific and technical literature on the enforcement and implementation of hazardous waste management.</li> <li>10. Employs the process documentation technique.</li> </ol>	<ol style="list-style-type: none"> <li>1. Presents hazardous waste management lectures, synthesizes lessons and relates them to current environmental issues and concerns.</li> <li>2. Integrates the program objectives, issues and concerns arising from interactions/discussions.</li> <li>3. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/strategy.</li> <li>4. Develops operational plans, e.g. schedules, budget, participants and resource person directory, etc. in managing a training program.</li> <li>5. Implements contingency plans to address critical situations during training program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates the development of holistic program for capacitating the personnel and staff for effective hazardous waste management.</li> <li>2. Oversees the overall conduct and management of a learning activity by organizing and utilizing the resources wisely.</li> <li>3. Introduces innovations and techniques in training management.</li> <li>4. Formulates training standards and policies in implementing training programs.</li> <li>5. Initiates and establish network and linkages with hazardous waste management experts.</li> </ol>

<p>7. Assists in the preparation and presentation of training materials on hazardous waste management.</p> <p>8. Coordinates with participants and speakers related to the training programs.</p> <p>9. Prepares an action plan for conduct of training.</p> <p>10. Handles venue arrangements effectively.</p> <p>11. Meets all training requirements needed within the specified time frame.</p> <p>12. Administers and explains pre/post evaluation questionnaires.</p> <p>13. Prepares basic communication such as invitation letters, confirmation of participants and resource persons, office order, etc.</p> <p>14. Documents the highlights of program activity.</p> <p>15. Facilitates the workshop group dynamics.</p> <p>16. Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of communication technologies.</p> <p>17. Develops training programs/modules on hazardous waste management and relevant procedural guidelines</p>	<p>11. Prepares post activity report or the proceedings.</p>	<p>6. Acts as resource person/ speakers to discuss revised policies and guidelines.</p>	
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## EQ18 - CHEMICAL MANAGEMENT POLICY FORMULATION

The ability required to undertake the process of a systematic preparation and review of rules, regulations, procedural guidelines and other agency actions consistent with the objectives of proper management in the importation, transport, distribution, storage, handling, use and manufacture of chemicals under Title II of RA 6969.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in chemical management policy formulation activities	Conducts chemical management policy formulation activities	Supervises chemical management policy formulation activities	Formulates plans/ programs on chemical management policy formulation activities
<ol style="list-style-type: none"> <li>1. Knows the DENR and EMB vision, mission, policies, programs and projects with regards to implementing Title II of RA 6969.</li> <li>2. Is familiar with the various forms of documentation to regulate and manage industrial chemicals.</li> <li>3. Knows the various components of chemical management: Philippine Inventory of Chemicals and Chemical Substances (PICCS), Pre-Manufacture and Pre-Importation Notification (PMPIN), Small Quantity Importation (SQI), Priority Chemical List (PCL) and Chemical Control Orders (CCOs).</li> <li>4. Knows and understands the guidelines and procedures in the development of policies and its approval at the EMB</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares the initial draft of the chemical policy.</li> <li>2. Integrates the consolidated comments and recommendations of the proposed policy.</li> <li>3. Determines the current local and international policies related to chemical management.</li> <li>4. Researches the initiatives and strategies of other countries in relation to policies for chemical management.</li> <li>5. Prepares and presents the rationale and other justification for policy deliberations and approval.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes the integrated diverse information from various sources of information from monitoring and evaluation results, environmental issues and concerns, public safety, international practice and standards, stakeholder consultations, inter-agency coordination and agreements and researches.</li> <li>2. Initiates and leads the public and stakeholders' consultation and plenary sessions on the proposed policies to solicit expert opinions.</li> <li>3. Analyzes and identifies gaps in policy implementation of existing policies.</li> <li>4. Identifies and evaluates priority issues on chemical management and health risk assessment appropriate for</li> </ol>	<ol style="list-style-type: none"> <li>1. Participates and networks with focal persons or representative officers of other government agencies, industry, academe and non-government organizations and other stakeholders to develop strategies and formulate policies, guidelines, procedural requirements on chemical management.</li> <li>2. Reviews the updated or revised technical standards, procedures and requirements related to chemical management.</li> <li>3. Initiates and recommends the adoption of new strategies and procedural guidelines on chemical management.</li> <li>4. Reviews and recommends amendments or revisions to strengthen</li> </ol>

<p>and DENR levels.</p> <ol style="list-style-type: none"> <li>5. Disseminates information and prepares communication letters to concerned stakeholders and collaborators.</li> <li>6. Collects the scientific and technical information and research relevant to the proposed chemical policy.</li> <li>7. Consolidates comments, suggestions and recommendations arising from consultative meetings and workshops with stakeholders.</li> <li>8. Prepares presentations and other materials needed for the conduct of consultative meetings and workshops of chemical policy with stakeholders.</li> <li>9. Facilitates the conduct of the consultation meetings together with the Presiding Officer.</li> </ol>		<p>chemical management policies.</p>	<p>implementation of Chemical Management under Title II of RA 6969 based on lessons learned.</p> <ol style="list-style-type: none"> <li>5. Presents in the deliberation meetings from the Secretary's approval of the policy.</li> <li>6. Prepares and reviews position papers and other relevant documents for the DENR Secretary, Congress /Senate.</li> </ol>
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## EQ19 - MONITORING AND EVALUATION OF INDUSTRIAL COMPLIANCE TO CHEMICAL-RELATED PERMITS & CLEARANCES

The ability required to set the framework, criteria and procedures for a regular review and monitoring of industrial compliance to the issued chemical-related permits and clearances.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in monitoring and evaluation of industrial compliance to chemical-related permits & clearances	Conducts monitoring and evaluation of industrial compliance to chemical-related permits & clearances	Supervises monitoring and evaluation of industrial compliance to chemical-related permits & clearances	Formulates plans, programs and policies on monitoring and evaluation of industrial compliance to chemical-related permits & clearances
<ol style="list-style-type: none"> <li>1. Knows and understands various Terms and Conditions of permits and clearances under Title II of RA 6969.</li> <li>2. Knows and understands the monitoring and evaluation principles and criteria of permitting requirements of PMPIN and PCL Compliance Certificates, CCO Registration.</li> <li>3. Knows the industry profile and historical background pertaining to industrial importation, storage, handling, use and disposal for proper management of chemicals.</li> <li>4. Gathers and organizes document applications with granted permits and clearances.</li> <li>5. Coordinates with implementing units</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops inspection protocols for compliance monitoring of PMPIN Compliance Certificate, PCL Compliance Certificate and CCO Registration and Clearances.</li> <li>2. Validates matters related to cases of chemical complaints of national importance.</li> <li>3. Conducts technical conferences and hearings to discuss any violations of non-compliances regarding related chemical permits and clearances.</li> <li>4. Monitors and prepares periodic evaluation/assessment reports on the industrial compliance as required in the Terms and Conditions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes and integrates the monitored data information from various industries.</li> <li>2. Formulates pertinent criteria and guidelines and the required mechanisms to strengthen the evaluation system and compliance monitoring.</li> <li>3. Makes on the spot decisions on day-to-day management and operational matters regarding assessment and compliance.</li> <li>4. Recommends improvements to existing monitoring and evaluation system based on various monitoring and evaluation approaches and trends.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies new trends and developments on chemical monitoring and evaluation and introduces changes for improvement of existing M &amp; E system.</li> <li>2. Develops and manages M &amp; E system for chemical management, including the setting up of appropriate data base and information management systems.</li> <li>3. Provides technical assistance and serves as resource person in monitoring and evaluation on chemical management.</li> <li>4. Recommends amendment/ revisions to strengthen the compliance of industries.</li> </ol>

<p>to facilitate submission of required post conditions.</p> <p>6. Conducts inspection and monitoring of industrial chemicals with controversy or with complaints upon the instruction of the top management.</p> <p>7. Prepares memoranda to the Regional Offices for clarifications and instructions regarding precautionary and corrective measures.</p> <p>8. Prepares communication for notice of violations to the monitored industries in relation to Pre Manufacture and Pre Importation Notification (PMPIN), Priority Chemical List (PCL) and Chemical Control Order (CCO).</p> <p>9. Coordinates with Pollution Control Officer (PCO) and discusses results of on-site inspection.</p>	<p>5. Arranges and facilitates meetings to address and resolve issues and concerns.</p> <p>6. Prepares proceedings and minutes of the meeting.</p>	<p>5. Oversees and coordinates the monitoring of industrial compliance and determines the effectiveness of chemical policy implementation.</p> <p>6. Guides/coaches the staff in the preparation of on-site inspection and monitoring reports.</p>	<p>5. Initiates the incorporation of the impacts of M &amp; E in the policy formulation.</p>
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## EQ20 - VALIDATION OF IMPLEMENTING CHEMICAL POLICIES, PROCEDURES AND PRACTICES AT THE REGIONAL OFFICES

The ability required to assess and validate whether policies, standards or rules are being practiced or being acted upon in accordance with the devolved functions and other special instructions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of validation of the implementation of chemical policies, procedures and practices at the regional offices	Conducts validation of the implementation of chemical policies, procedures and practices at the regional offices	Supervises validation of the implementation of chemical policies, procedures and practices at the regional offices	Formulates plans, programs and policies on validation of the implementation of chemical policies, procedures and practices at the regional offices
<ol style="list-style-type: none"> <li>1. Integrates comments, suggestions and recommendations arising from preliminary discussion meetings before and after the validation.</li> <li>2. Validates records and files of on Chemical Management/ Pollution Control.</li> <li>3. Conducts on-site validation of industries with issued permits and clearances.</li> <li>4. Prepares initial validation findings and observation of the Regional Offices.</li> <li>5. Knows the approved policies of the devolved functions implementing Title II of RA 6969 (Chemical Management).</li> <li>6. Knows the current set up or</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes the validation report of the Regional Offices with recommendations.</li> <li>2. Provides inputs and comments on the problems or gaps in implementing and enforcing the devolved functions to the 16 Regional Offices.</li> <li>3. Guides and coaches other staff in this competency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and interprets the consolidated regional issuances/reports for the 16 Regional offices.</li> <li>2. Analyzes and integrates diverse information from various sources and incorporates these in the policy.</li> <li>3. Identifies and recommends the required improvements.</li> <li>4. Discusses and writes the validation results with the Regional Directors and staff for proper prioritization of actions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with higher management and other representatives regarding results of validation and proposes action plan.</li> <li>2. Analyzes situations or conditions that may not be covered by the chemical policies but are important and critical to environment, health and public safety.</li> <li>3. Initiates the adoption of improvements to strengthen implementation of existing rules and regulations and policies.</li> </ol>

<p>organizational structure of the Regional Offices with regards to the implementation and enforcement of chemical management.</p> <p>7. Knows the guidelines and procedures of chemical management including its labeling, packaging, storage, handling, use/ manufacture and proper disposal under those selected controlled chemical substances (CCOs) and with small quantity importation (SQI) not to exceed 1000 kg per year.</p> <p>8. Coordinates logistical support necessary in the conduct of validation activities.</p>			
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## EQ21 - PROCESSING OF ENVIRONMENTAL PERMITS AND CLEARANCES RELATED TO CHEMICAL MANAGEMENT

The ability to effectively and efficiently manage a learning event during all its phases from planning to implementation and post-implementation



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the processing of environmental permits and clearances related to chemical management	Conducts processing of environmental permits and clearances related to chemical management	Supervises processing of environmental permits and clearances related to chemical management	Formulates plans, programs and policies on processing of environmental permits and clearances related to chemical management
<ol style="list-style-type: none"> <li>1. Knows the legal and administrative framework of the chemical components: PMPIN, PCL and CCOs.</li> <li>2. Knows the various forms, checklists and other documentary requirements in processing the new and regulated chemical application documents.</li> <li>3. Knows the screening process in accordance with the review and evaluation guidelines.</li> <li>4. Coordinates with the industrial establishment's representative in the conduct of on-site inspections prior to the issuance of the permits and clearances.</li> <li>5. Interviews and responds to companies/ representatives on environmental compliance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the current or best practices and analyzes how to apply appropriately on labeling, handling and use of chemicals.</li> <li>2. Interviews stakeholders on controversial issues of national in scope and impacts.</li> <li>3. Prepares the Inspection Report with reliable findings and observation and comments.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops the Terms and Conditions relevant to the various applications.</li> <li>2. Analyzes existing policies and identifies gaps in policy implementation.</li> <li>3. Identifies strategies and methodologies appropriate to streamline the system of processing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revises the Terms and Conditions of the permits and clearances.</li> <li>2. Recommends improvements in the system of permitting and clearances requirements.</li> <li>3. Works with Division Heads, Director and other government agencies and stakeholders to solicit comments and recommendations for the issuance or denial of permits and clearances.</li> <li>4. Approves and issues permits and clearances relevant to chemical management: PMPIN Compliance Certificate, PCL Compliance Certificate, and the new CCOs Registration and Importance Clearance.</li> </ol>

<p>6. Prepares communication to the industry.</p> <p>7. Prepares the initial review and evaluation sheet/report for the processing of application in collaboration with the Senior Evaluation Officer.</p> <p>8. Prepares report to concerned industry and other sectors if necessary to convey inspections results and the necessary additional information requirements.</p> <p>9. Makes preliminary recommendations based on the report of inspections of PCL, PMPIN and CCO applications.</p>			
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## EQ22 - TECHNICAL ASSISTANCE AND EMERGENCY RESPONSE MANAGEMENT

The ability required to determine, analyze and undertake technical assistance related to policies and programs of Title II of RA 6969 and provide technical assistance in storage and handling of toxic chemicals to concerned stakeholders in the implementation and enforcement of Title II of RA 6969.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the provision of technical assistance and emergency response management activities	Provides technical assistance and emergency response management	Supervises technical assistance and emergency response management activities	Formulates plans, programs and policies on technical assistance and emergency response management activities
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the enforcement and implementation of chemical management.</li> <li>2. Knows the policies and programs on chemical management EMB and DENR.</li> <li>3. Prepares monitoring/performance reports on chemical programs.</li> <li>4. Coordinates within EMB Regional Offices, other government agencies, LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders regarding the enforcement and implementation of chemical management policies, programs and projects.</li> <li>5. Provides technical assistance to LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and assesses reports on the implementation of chemical projects and programs.</li> <li>2. Conducts inspection of emergency situations and evaluates the extent of support for proper handling and disposal requirements on chemical management.</li> <li>3. Identifies appropriate chemical policies and local programs to be undertaken in line with the provisions of Title II of RA 6969.</li> <li>4. Clarifies glaring policy issues and implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with foreign representatives for international convention and agreements on chemical management programs for possible funding and implementation.</li> <li>2. Reviews and evaluates the processing of issued permits and clearances and monitoring of plans and programs on chemical management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates enforcement and implementation of chemical management programs.</li> <li>2. Provides inputs on the chemical programs for funding and implementation.</li> <li>3. Approves measures that will effectively address the gaps in the enforcement and implementation of chemical management programs.</li> </ol>

regarding the enforcement and implementation of chemical management programs and projects.

6. Prepare comprehensive reports on the implementation and enforcement of chemical management policies, programs and projects based on the requirements of DENR units/offices and other appropriate Government Agencies.
7. Identifies problem areas and recommends procedures for effective and efficient implementation of chemical management projects and programs.



## EQ23 - ENFORCEMENT OF CHEMICAL MANAGEMENT LAWS

The ability required to determine, consult and analyze enforcement of compliance to the rules, regulations and policy provisions of Title II RA 6969 and to the Terms and Conditions stipulated in the chemical permits and clearances.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the enforcement of chemical management laws	Conducts enforcement of chemical management laws	Supervises enforcement of chemical management laws	Formulates plans, programs and policies on enforcement of chemical management laws
<ol style="list-style-type: none"> <li>1. Knows the approved policies, procedures and requirements implementing Title II of RA 6969 (Chemical Management).</li> <li>2. Has basic knowledge on the Terms and Conditions stipulated in the issued chemical permits and clearances.</li> <li>3. Prepares communication letters and memoranda for the compliance and non-compliance of industry to the permit conditions.</li> <li>4. Gathers the historical or chronology of events starting from the file documents of issued permits and clearances.</li> <li>5. Examines the records and filed documents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts technical conferences and hearings on matters of non-compliances or violations.</li> <li>2. Prepares the necessary endorsement to Legal Division and/or concerned Water and Air Quality Management Division on chemical management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and interprets the consolidated regional issuances/reports for the 16 Regional offices.</li> <li>2. Analyzes and integrates diverse information from various sources and incorporates these in the policy.</li> <li>3. Discusses and writes the validation results with the 16 Regional Directors and staff for prioritization of actions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinate with higher management and other officers regarding results of validation and action plans.</li> <li>2. Reviews and recommends imposition of fines and penalties for violating provision of Title II of RA 6969.</li> </ol>

<p>6. Integrates comments and recommendations on the result of Inspection-validation and review and evaluation of documents.</p> <p>7. Conducts investigation inspection of issued permits and clearances with doubtful information and complaints.</p>			
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## EQ24 - CAPABILITY BUILDING ON CHEMICAL MANAGEMENT

The ability required to have a systematic management approach in the conduct of training/seminar/ workshop to capacitate the workforce/ personnel at the Regional level related to chemical management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of capability building activities on chemical management	Conducts capability building activities on chemical management	Supervises capability building activities on chemical management	Formulates plans, programs and policies on capability building activities on chemical management
<ol style="list-style-type: none"> <li>1. Knows the various concepts and components on chemical management including enforcement and implementation as well as the policies and programs of EMB and the DENR.</li> <li>2. Knows the process of conducting training program.</li> <li>3. Knows the role of the training team as to: training coordinator, administrative coordinator, facilitator, evaluator and documenter.</li> <li>4. Knows the physical requirements, equipment, transportation service and all other activities related to the conduct of the training.</li> <li>5. Operates basic training equipment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates the workshop group dynamics.</li> <li>2. Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of communication technologies.</li> <li>3. Develops training programs/modules on chemical management and relevant procedural guidelines.</li> <li>4. Laymanizes scientific and technical literature on the enforcement and implementation of chemical management.</li> <li>5. Employs the process documentation technique.</li> </ol>	<ol style="list-style-type: none"> <li>1. Presents chemical management lectures, synthesizes lessons and relates them to current environmental issues and concerns.</li> <li>2. Integrates the program objectives, issues and concerns arising from interactions/discussions.</li> <li>3. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/strategy.</li> <li>4. Develops operational plans, e.g. schedules, budget, participants and resource person directory, etc. in managing a training program.</li> <li>5. Implements contingency plans to address critical situations during training program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates the development of holistic program for capacitating the personnel and staff for effective chemical management.</li> <li>2. Oversees the overall conduct and management of a learning activity by organizing and utilizing the resources wisely.</li> <li>3. Introduces innovations and techniques in training management.</li> <li>4. Formulates training standards and policies in implementing training programs.</li> <li>5. Initiates and establish network and linkages with chemical management experts.</li> </ol>

<ul style="list-style-type: none"> <li>6. Prepares a training checklist.</li> <li>7. Prepares an action plan for conduct of training.</li> <li>8. Handles venue arrangements effectively.</li> <li>9. Meets all training requirements needed within the specified time frame.</li> <li>10. Administers and explains pre/post evaluation questionnaires.</li> <li>11. Prepares basic communication such as invitation letters, confirmation of participants and resource persons, office order, etc.</li> <li>12. Documents the highlights of program activity.</li> <li>13. Assists in the preparation and presentation of training materials of chemical management.</li> <li>14. Coordinates with participants and speakers related to the training programs.</li> </ul>	<ul style="list-style-type: none"> <li>6. Prepares post activity report or the proceedings.</li> </ul>	<ul style="list-style-type: none"> <li>6. Acts as resource person/ speakers to discuss revised policies and guidelines.</li> </ul>	
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## EQ25 - ENVIRONMENTAL QUALITY MANAGEMENT SYSTEM

The ability required to review, maintain and update the organizational structure, responsibilities, practices, procedures, processes and resources for determining and implementing environmental quality related policies.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of environmental quality management system activities	Conducts environmental quality management system activities	Supervises environmental quality management system activities	Formulates plans, programs and policies on environmental quality management system activities
<ol style="list-style-type: none"> <li>1. Knows the organizational structure of the EMB and its mandate/thrusts.</li> <li>2. Knows the chemical management policies, standards and strategies.</li> <li>3. Understands the EMS principles and standards.</li> <li>4. Is familiar with the standard operating procedures on the implementation and enforcement of the various components under the Chemical Management (Title II of RA 6969).</li> <li>5. Supports and commits to the conservation practices and measures in implementing the EQMS programs in accordance to the stated policy and objectives.</li> <li>6. Conducts EQMS information campaign, promotion and advocacy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on EQMS-related projects and programs of bureaus and regional offices.</li> <li>2. Coordinates the formulation, implementation, monitoring and evaluation of the Bureau-wide EQMS Master Plan.</li> <li>3. Formulates and recommends human resource management strategy to acquire, develop, retool and retain EQMS skills and capabilities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors, evaluates and audits implementation of EQMS programs and its significant effects in coordination with Environmental Management Representatives in coordination with concerned offices.</li> <li>2. Ensures the integration of environmental quality management in all operations of the Bureau towards the attainment of EQMS objectives within EMB.</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets and develops policies and procedures relating to EQMS policy.</li> <li>2. Conducts system audits to ensure compliance with ISO standards and operational control procedures.</li> <li>3. Conducts periodic management review for continual improvement.</li> </ol>



## EQ 26 - MANAGEMENT OF MULTILATERAL ENVIRONMENTAL AGREEMENTS (MEAS)

The ability required to participate, involve, manage and act as secretariats to various chemical management-related initiatives with the international conventions and agreements for strategic approach and/or proper chemical management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in management of multilateral environmental agreements (MEAs)	Participates in the management of multilateral environmental agreements (MEAs)	Supervises management of multilateral environmental agreements (MEAs)	Formulates plans, programs and policies on management of multilateral environmental agreements (MEAs)
<ol style="list-style-type: none"> <li>1. Sets and develops policies and procedures relating to EQMS policy.</li> <li>2. Conducts system audits to ensure compliance with ISO standards and operational control procedures.</li> <li>3. Conducts periodic management review for continual improvement.</li> <li>4. Organizes project orientation and management consultations regarding the chemical project with international commitments.</li> <li>5. Develops and prepares project/program briefing presentation materials.</li> <li>6. Conducts field visits to inspect proposed project and /or validate accomplishments and identifies factors</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares Terms of Reference (TORs) for project consultants.</li> <li>2. Devises a monitoring chart to keep track project/program activities and progress.</li> <li>3. Identifies and analyzes issues and concerns that affect project implementation.</li> <li>4. Presents project/program briefing to stakeholders/management to ensure support and sustainability.</li> <li>5. Coordinates/liaises with donor agencies, project consultants, concerned implementing offices/units and other project stakeholders to facilitate project implementation.</li> <li>6. Analyzes project design/plans and identifies the corresponding organizational and operational</li> </ol>	<ol style="list-style-type: none"> <li>1. Negotiates for resources and support for a chemicals assisted project i.e. PCB Management. POPs Integrated Project.</li> <li>2. Identifies and anticipates potential project/problems and recommends the corresponding organizational structure, implementation arrangement and operational procedures.</li> <li>3. Monitors and evaluates the development and progress of a project/program and prepares corresponding report.</li> <li>4. Prepares communication letters to be transmitted to concerned stakeholders and collaborators.</li> <li>5. Presents project briefing to stakeholders/management to ensure support and sustainability.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates the adoption of approaches and strategies to address gaps in project implementation.</li> <li>2. Serves as focal person/national authorities or alternates and attends in various international conventions and agreements.</li> <li>3. Reviews and recommends operational approaches, policies, and procedures for improving the management and implementation of chemical-related projects based on the lesson learned.</li> <li>4. Oversees and supervises various activities under the chemical related projects i.e. POPs Enabling Activity, POPs Integrated Projects, Global Mercury Assessment.</li> <li>5. Oversees and supervises the various chemical-related conventions and commitments: Stockholm Convention,</li> </ol>

<p>affecting project performance.</p> <p>7. Participates in meetings/workshops on project review/assessment and prepares corresponding reports.</p>	<p>requirements to effectively implement the chemical project.</p>		<p>Chemical Weapon Convention (CWC). Montreal Protocol, Rotterdam Convention, Globally Harmonized System, Strategic Approach for International Chemical Management</p>
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## EQ 27 - LINKAGING AND NETWORKING (TECHNICAL COOPERATION , INTERAGENCY COMMITTEES)

The ability required to participate, coordinate and network with other government agencies, institutions, industry and individual in relation to common issues and concerns, goal and policy objectives on the environmental-related matters.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in linkaging and networking (Technical Cooperation , Interagency Committees) activities	Conducts linkaging and networking (Technical Cooperation , Interagency Committees) activities	Supervises linkaging and networking (Technical Cooperation , Interagency Committees) activities	Formulates plans, programs and policies on linkaging and networking (Technical Cooperation , Interagency Committees) activities
<ol style="list-style-type: none"> <li>1. Knows the group composition and dynamics.</li> <li>2. Knows the procedures and approaches in facilitating or conducting meetings.</li> <li>3. Has basic knowledge on consensus building.</li> <li>4. Has basic knowledge in communication skills.</li> <li>5. Establishes, develops and maintains links with multi-sectoral/multi-agency,multi-regional partnerships e.e industry group, government agencies, academe, non-government organizations, local government units, among others.</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates meetings/workshops to address and resolve project issues/ concerns, synthesizes and prepares corresponding reports</li> <li>2. Uses network to seek and gain access to information from various sources to support agency's objectives.</li> <li>3. Articulates the section's (chemicals) position in a particular issue.</li> <li>4. Provides technical assistance in accordance with the target objectives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drives consensus and collective decisions.</li> <li>2. Interprets indicators/inputs during interactions that signify significant challenges to various interagency committees: <ul style="list-style-type: none"> <li>- Interagency Committee for Environmental Health (ACEH]</li> <li>- Interagency Committee on Fuel Additives</li> <li>- Interagency Committee for NALECC</li> <li>- Interagency Committee for Tariff and Related Matters</li> <li>- Interagency Committee on Globally Harmonized System</li> <li>- Interagency Committee on Transnational Crimes and</li> <li>- Interagency on Precursors (PDEA).</li> </ul> </li> <li>3. Broadens network of relationships to promote the image of the agency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Mobilizes stakeholders to support agency's mandates.</li> <li>2. Articulates the agency's position on sensitive issues involving decision-making and policy formulation.</li> <li>3. Promotes the agency's goals, priorities and achievements in the interests of the greater public good.</li> </ol>



## EQ 28 - DEVELOPMENT OF EQD- INFORMATION-EDUCATION AND COMMUNICATION MATERIALS

The ability required to develop the appropriate technical and management materials and reference guidance documents relating to proper environmental quality management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in development of EQD- information-education and communication materials	Develops EQD- information-education and communication materials	Supervises development of EQD- information-education and communication materials	Formulates plans, programs and policies on development of EQD- information-education and communication materials
<ol style="list-style-type: none"> <li>1. Is familiar with the various components of EQD and its rationale, the EMB's mandate and program.</li> <li>2. Knows the use of multi-media tools and has good communication skills.</li> <li>3. Knows the state of the Philippine environment, including issues and concerns affecting it.</li> <li>4. Identifies relevant beneficiaries and stakeholders for development communication activities on EMB programs.</li> <li>5. Distributes IEC materials for industrial and regional staff as well as the public distribution during the conduct of seminars, lectures and stakeholder meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts researches and develops the initial draft of the IEC materials needed for dissemination.</li> <li>2. Determines appropriate print and electronic resources to be used for IEC activities.</li> <li>3. Conducts meetings with LGUs, NGOs, schools lectures, and other interpersonal communication activities.</li> <li>4. Prepares communication plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides and coaches others in IEC materials development.</li> <li>2. Identifies and conceptualizes development of communication activities to encourage and gain industrial compliance and public awareness.</li> <li>3. Coordinates with the education and information group within EMB and/or DENR and other concerned offices to develop and finalize the IEC materials i.e. CCOs Primer, Guidance Document, Brochure, etc.</li> <li>4. Reviews and recommends the communication plan and Work and Financial Plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates and recommends the IEC materials for printing and reproduction.</li> <li>2. Initiates the provision for funding the IEC materials.</li> <li>3. Oversees the development of IEC to provide technical guidance to EMB's various stakeholders.</li> </ol>

<p>6. Prepares appropriate IEC materials in relation to the EQM functions to be devolved to the Regional Offices.</p> <p>7. Operates multi-media tools and equipment for IEC presentation.</p> <p>8. Coordinates closely with other government agencies, other DENR partners and industrial community on the IEC materials to be incorporated.</p> <p>9. Facilitates meetings with stakeholders such as LGUs, industry, academe, NGOs and other government agencies.</p>			
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## EQ29 - ENVIRONMENTAL QUALITY DATABASE ADMINISTRATION

The ability required to operate, access, maintain, store, and process data/information of the office/unit's (chemical and hazardous waste management) database software.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental quality database administration activities	Undertakes environmental quality database administration activities	Supervises environmental quality database administration activities	Formulates plans, programs and policies on environmental quality database administration activities
<ol style="list-style-type: none"> <li>1. Knows the basic IT policies, standards and strategies for ICT management</li> <li>2. Identifies technology to be used</li> <li>3. Collects and organizes data and encodes them into the PICCS, PCL, and CCOs, HW/On-line Manifest database</li> <li>4. Updates data and makes data back-ups</li> <li>5. Coordinates with sources of data and extracts data from source</li> <li>6. Processes information and data using simple data processing tools</li> <li>7. Performs data validation and manipulation/processing</li> </ol>	<ol style="list-style-type: none"> <li>1. Presents reports generated from database using different techniques.</li> <li>2. Recommends based on data analysis and forecasting.</li> <li>3. Coordinates the implementation, monitoring and evaluation of the inputs/encoded data made.</li> <li>4. Communicates, shares and accesses information to and from other stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Updates and manages database information system on PICCS, PCL,</li> <li>2. CCOs, HW/On-line Manifest.</li> <li>3. Provides inputs to the design of the EQ database system for effective information management.</li> <li>4. Identifies information requirements to enhance quality of reports generated.</li> <li>5. Guides and coaches others in database administration.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and conceptualizes information system that will support the goal of the office/unit.</li> <li>2. Recommends strategy to acquire, develop, retool and retain IT skills.</li> <li>3. Introduces and initiates innovations and enhancements in the data system.</li> <li>4. Designs and interprets data and process flow</li> </ol>

<p>8. Uses appropriate software and hardware in transforming information for all environmental related information data for monitoring purposes</p> <p>9. Maintains, retrieves and generates report using/based on existing data/information</p> <p>10. Organizes information into specific need and purpose.</p>			
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## E11 – ENVIRONMENTAL IMPACT EVALUATION

The ability required to evaluate Environmental Impacts for different types of proposed projects and programs submitted in support of ECC Applications.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental impact evaluation related activities	Conducts environmental impact assessment (EIA) report evaluation activities	Supervises environmental impact assessment (EIA) report evaluation activities	Formulates plans, programs and policies on environmental impact assessment (EIA) report evaluation activities
<ol style="list-style-type: none"> <li>1. Knows the Basic EIA Process and Concepts.</li> <li>2. Understands the Rationale for requiring EIA and ECC for proposed projects.</li> <li>3. Screens whether a project is required to secure ECC or not and classify projects as ECP or Non-ECP in ECA.</li> <li>4. Handles processing of CNC Applications</li> <li>5. Assists in the review of ECC applications and other related activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the type of EIA Report to be required for new ECC applications and ECC amendments based on the project classification.</li> <li>2. Facilitates scoping, procedural and substantive review of EIA Reports</li> <li>3. Prepares minutes of meetings, site inspection reports PEMAPs scoring and other similar technical reports and communications in relation to the review of EIA Reports</li> <li>4. Identifies key environmental impacts related to his educational background</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies key environmental impacts for the following project types:               <ol style="list-style-type: none"> <li>a. mining projects</li> <li>b. forestry projects</li> <li>c. infrastructure projects</li> <li>d. process industry projects</li> </ol> </li> <li>2. Prepares process documentation, draft ECC and other major technical reports and communications in relation to the EIA Report Review.</li> <li>3. Identifies problem areas and propose action in the ECC application review process.</li> <li>4. Provides technical inputs in the policy formulation on EIA Report Review and ECC application processing matters.</li> <li>5. Guides and coaches others on this competency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the technical evaluation ECC applications;</li> <li>2. Oversees the management of the EIS Preparation &amp; Review including the maintenance and updating of the EIA Practitioners Registry;</li> <li>3. Renders expert opinion and recommendations as an input for Policy Formulation, Trainings and other Special Projects/Activities for systems improvement;</li> <li>4. Develops and formulates plans and programs for ECC application/EIA Review for the continuous improvement of environmental Impact evaluation function of the Division</li> <li>5. Acts as Resource person on matters related to environmental impact evaluation</li> </ol>



## EI2 - EIA MONITORING AND AUDIT

The ability required to determine compliance of projects issued ECCs to related environmental standards and commitments as a result of the EIA process and to assess performance of monitoring partners.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in EIA monitoring and audit activities	Conducts EIA monitoring and audit activities	Supervises EIA monitoring and audit activities	Formulates plans, programs and policies on EIA monitoring and audit activities
<ol style="list-style-type: none"> <li>1. Knows the EIA Process and Concepts.</li> <li>2. Understands the Rationale for ECC Compliance Monitoring.</li> <li>3. Accesses and understands the database input information on projects issued ECCs.</li> <li>4. Assists in the conduct of desk review of compliance of projects to the conditions of ECC issued and in the preparation of corresponding communications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prioritizes projects for monitoring using the Project Environmental Monitoring and Audit Prioritization Scheme (PEMAPS).</li> <li>2. Conducts desk review of compliance of projects to the conditions of ECCs issued and prepares corresponding reports/communications (i.e. NAF, assessment letters, etc).</li> <li>3. Reviews Compliance Monitoring Reports and prepares Compliance Evaluation Reports in relation to ECC compliance monitoring.</li> <li>4. Processes application for minor ECC amendments.</li> <li>5. Conducts field monitoring and assessment of environmentally critical projects and prepares the required</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides technical inputs to administrative investigations of environmental performance issues</li> <li>2. Acts as the hearing officer in the conduct of technical conference/meeting</li> <li>3. Manages and organizes the creation of the Multipartite Monitoring Teams of the project proponents</li> <li>4. Conducts technical performance audit of ROs and other monitoring partners (i.e. MMTs, holders of programmatic ECC, etc.)</li> <li>5. Oversees the ECC Compliance Monitoring and related activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the implementation of the environmental monitoring and audit functions of EMB ROs and other partners (LGUs, MMT, and other GOs).</li> <li>2. Interprets and summarizes basic statistical as well as technical reports in relation to EIA Monitoring and Audit nationwide as input to policy development.</li> <li>3. Initiates and reviews actions, plans and policies for the continuous improvement of the EIA Monitoring and Audit.</li> </ol>

	<p>reports within the specified timelines.</p> <ol style="list-style-type: none"> <li>6. Conducts overall assessment of the proponents' compliance with ECC conditions and related commitments and prepares necessary action documents (i.e. NOVs, Penalty Orders, CDO, etc.).</li> <li>7. Conducts review of related EIA documents (e.g. MOA on MMT, EGF and EMF)</li> <li>8. Coordinates the establishment of MMTs</li> </ol>	<ol style="list-style-type: none"> <li>6. Prepares statistical as well as technical reports in relation to the EIA Monitoring and Audit</li> <li>7. Identifies problem areas in the EIA Monitoring and Audit</li> <li>8. Provides technical inputs in the policy formulation on EIA Monitoring and Audit</li> <li>9. Guides and coaches others on this competency.</li> </ol>	
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## EI3 - EIA POLICY AND STANDARDS FORMULATION AND IMPLEMENTATION ASSESSMENT

The ability required to formulate policies and standards in Environmental Impact Assessment (EIA) Review, Monitoring and Audit and assess its implementation



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in formulation and implementation assessment of standards and policies	Facilitates EIA policy and standards formulation and implementation assessment activities	Supervises EIA policy and standards formulation and implementation assessment activities	Manages EIA policy and standards formulation and implementation assessment activities
<ol style="list-style-type: none"> <li>1. Knows the DENR/ EMB vision, mission, thrusts, mandates/functions, policies, and programs in the implementation of the Philippine EIS System.</li> <li>2. Has basic knowledge on environmental science and management.</li> <li>3. Assists in organizing consultations for policy and standards formulation and assessment</li> <li>4. Assists in organizing audits/surveys related to implementation assessment</li> </ol>	<ol style="list-style-type: none"> <li>1. Has basic knowledge on the sciences related to EIA.</li> <li>2. Prepares necessary materials/documents for policy and standards formulation consultation or implementation audit/survey activities.</li> <li>3. Documents consultation and audit/survey activities</li> <li>4. Identifies gaps in policy and implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Has an advanced knowledge on the science and technology related to EIA.</li> <li>2. Consolidates and analyzes policy recommendations from consultation and audit activities.</li> <li>3. Recommends new and revision of policies and standards.</li> <li>4. Prepares project proposals for policy and standards formulation and implementation assessment.</li> <li>5. Serves as resource person in the discussions on the implementation of the PEISS in inter-division meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates strategies and methodologies appropriate for policy development</li> <li>2. Identifies appropriate management intervention to address PEISS issues</li> <li>3. Initiates and manages activities necessary for the updating or revision of policies and standards</li> <li>4. Initiates and manages consultation, survey, and audit activities related to policy and standards formulation and implementation assessment</li> <li>5. Drafts policies, procedures and standards based on results of implementation assessment</li> <li>6. Serves as a resource person in the discussions of issues and concerns on the implementation of the PEISS in interagency/sectoral fora.</li> </ol>



## E14 - CAPACITY BUILDING ON EIA

The ability required to design training modules and provide the necessary training support to enhance the capacity of Regional Offices and other relevant stakeholders for the effective implementation of the Philippine EIS System policies and guidelines.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of capacity building activities on PEISS	Facilitates capacity building activities on PEISS	Supervises capacity building activities on PEISS	Manages capacity <i>building</i> activities on PEISS
<ol style="list-style-type: none"> <li>1. Knows the DENR/EMB vision, mission, thrusts, mandates/functions, policies, and programs in the implementation of the Philippine EIS System.</li> <li>2. Has basic knowledge on the PEISS and environmental management. Assists in the preparations and conduct of capacity building activities including preparation of necessary documents for administrative arrangements</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares necessary materials/documents in the conduct of capacity building activities.</li> <li>2. Documents the capacity building activities including issues and concerns during capacity building and identifies policy development, updating and revision needs.</li> <li>3. Prepares presentation and training materials.</li> <li>4. Identifies information materials needed for the conduct of the capacity building</li> <li>5. Act as facilitator during the conduct of capacity building activity</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and supervises Capacity Building Activities.</li> <li>2. Identifies training needs, designs training programs and develops training materials.</li> <li>3. Assesses/evaluates training programs/modules.</li> <li>4. Synthesizes improvements of training programs based on results of training assessments.</li> <li>5. Prepares capacity building evaluation tools.</li> <li>6. Guides and coaches others on this competency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares training plan, design and modules.</li> <li>2. Formulates appropriate strategies to enhance capacity building in the PEISS.</li> <li>3. Manages the conduct, documentation and assessment of Capacity building activities.</li> <li>4. Serves as Resource Person.</li> <li>5. Transforms learning/ insights from training assessment results into recommendations to enhance implementation of the PEISS.</li> </ol>



## EI5 - LINKAGING AND NETWORKING (TECHNICAL COOPERATION , INTERAGENCY COMMITTEES)

The ability required to participate, coordinate and network with other government agencies, institutions, industry and individual in relation to common issues and concerns, goal and policy objectives in the implementation of PEISS.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in linkaging and networking activities	Facilitates linkaging and networking activities	Supervises linkaging and networking activities	Formulates plans, programs and policies on linkaging and networking activities
<ol style="list-style-type: none"> <li>1. Knows the group composition and dynamics.</li> <li>2. Knows the procedures and approaches in facilitating or conducting meetings.</li> <li>3. Has basic knowledge on consensus building.</li> <li>4. Has basic knowledge in communication skills.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies necessary linkages and networks.</li> <li>2. Establishes, develops and maintains links with multi-sectoral/multi-agency, multi-regional partnerships e.g industry group, government agencies, academe, non-government organizations, local government units, among others.</li> <li>3. Facilitates meetings/ workshops to address and resolve issues/ concerns, synthesizes and prepares corresponding reports.</li> <li>4. Uses network to seek and gain access to information from various sources to support PEISS objectives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Articulates the position in a particular issue related to the implementation of the PEISS.</li> <li>2. Provides technical assistance in accordance with the target objectives.</li> <li>3. Drives consensus and collective decisions.</li> <li>4. Interprets indicators/inputs during interactions that signify significant challenges to various interagency committees.</li> <li>5. Supervises the conduct of necessary interagency meetings/fora.</li> <li>6. Broadens network of relationships to promote the image of the agency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Mobilizes stakeholders to support PEISS mandates.</li> <li>2. Articulates the agency's position on sensitive issues involving decision-making and policy formulation related to PEISS</li> <li>3. Promotes the PEISS and agency's goals, priorities and achievements in the interests of the greater public good.</li> <li>4. Manages the conduct of necessary interagency meetings/fora.</li> </ol>



## EI6 - DEVELOPMENT/DISSEMINATION OF PEISS INFORMATION

The ability required to develop/disseminate information relating to the implementation of the PEISS



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in development / dissemination of PEISS information	Develops/disseminates release of PEISS information	Reviews release of PEISS information	Approves/Recommends release of PEISS information
<ol style="list-style-type: none"> <li>1. Drafts articles on activities of the EIAMD for posting in the Website.</li> <li>2. Identifies information materials in the Website which needs to be archived.</li> <li>3. Coordinates with the sections regarding information materials to be uploaded in the Website.</li> <li>4. Drafts response to routine policy and implementation related queries raised by Regional Offices or the public.</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts articles regarding issuance of new EIA policies, guidelines, standards highlighting the expected outcome of the issuances in relation to the overall mandate of EMB.</li> <li>2. Manages the information in and structure of the Website.</li> <li>3. Drafts and recommends response to policy and implementation-related queries raised by Regional Offices or by the public.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and approves release of standard PEISS Information and of response to simple policy and implementation-related queries.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and approves release of major PEISS Information and of response to complex policy and implementation-related queries.</li> </ol>



## EI7 - EIA DOCUMENT TRACKING AND INFORMATION SYSTEM MANAGEMENT

The ability required to operate, access, store, and process data/information in the EIA Information System (EIA-IS) and document tracking system



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Encoding uploading of basic information in the existing System	Encoding/uploading of technical information/materials in the existing system	Supervises EIA-IS Database and Website Administration	Oversees EIA-IS Database and Website Management
<ol style="list-style-type: none"> <li>1. Encodes instructions in the disposition form in the document tracking system.</li> <li>2. Encodes basic project Information in the EIA-IS.</li> <li>3. Scans signed documents and attaches in the EIA-IS.</li> <li>4. Updates Status of ECC applications in the EIA-IS.</li> </ol>	<ol style="list-style-type: none"> <li>1. Encodes/Uploads technical information/materials in the EIA-IS such as review process reports, inspection reports and compliance evaluation reports.</li> <li>2. Retrieves status updates on ECC applications and compliance in the EIA-IS.</li> <li>3. Generates ready printable reports from the EIA-IS.</li> <li>4. Maintains the proper handling of documents/records as filed with the Office.</li> </ol>	<ol style="list-style-type: none"> <li>1. Generates customized reports from the EIA-IS.</li> <li>2. Updates the ECA Map.</li> <li>3. Updates the EIA Website.</li> <li>4. Analyzes summary of EIA-IS data inputs including inputs from EMB ROs.</li> <li>5. Coordinates with MIS regarding necessary systems upgrading and updating.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and conceptualizes information system that will support the goal of the EIAMD.</li> <li>2. Recommends strategy to acquire, develop, retool and retain IT skills.</li> <li>3. Introduces and initiates innovations and enhancements in the data system.</li> </ol>





## ER1 - ENVIRONMENTAL RESEARCH GENERATION

The ability required in generating researches and scientific data on various environmental issues, existing environmental laws and international commitments in support of formulation and enforcement of environmental policies/standards/criteria and guidelines.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental research generation activities	Conducts environmental research generation activities	Supervises environmental research generation activities	Formulates plans, programs and policies on environmental research generation activities
<ol style="list-style-type: none"> <li>1. Understands the present state of the Philippine environment.</li> <li>2. Knows basic applied research concepts and procedures for generating scientific data/information.</li> <li>3. Knows the basic statistical and mathematical tools in the conduct of research and understands the precautions taken to ensure confidentiality in storing data.</li> <li>4. Gathers data and references relevant to pollution concerns and other environmental issues, both manually and electronically.</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses statistical and mathematical computer software and analyzes/ interprets results of processed data and properly secures data (e.g., usage of electronic passwords, secured access to databases, locked file cabinets, etc.).</li> <li>2. Identifies the objectives of the research projects and applies the particular research approaches i.e., creates research design; frames data/information sheets/forms; identifies appropriate measurement techniques; apply quantitative, qualitative, and/ or mixed methods, and establishes a shared understanding of the concept of the research work with the clients and stakeholders.</li> <li>3. Conceptualizes and prepares initial environmental R&amp;D proposals.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides inputs to research database development and management.</li> <li>2. Plans and conducts research work in collaboration with academe, research institutions/monitoring networks and various stakeholders, with the anticipation of different positions of various interest groups in order to encourage cooperation and avert or counteract any groups' attempts to bias or misapply the results or to curtail research operations.</li> <li>3. Plans and formulates environmental R&amp;D framework/agenda relevant to environmental management and pollution control.</li> <li>4. Oversees environmental research generation activities.</li> <li>5. Establishes environmental R &amp; D linkages/networking for collaboration</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and develops integrated environmental R&amp;D agenda, programs and framework.</li> <li>2. Formulates corresponding research-based management interventions on certain environmental issues.</li> <li>3. Institutes measures to eliminate lapses, deficiencies, shortfalls and/or slippages of all future environmental R&amp;D activities.</li> <li>4. Analyzes/recommends research-based directives on environmental matters.</li> </ol>

	<ol style="list-style-type: none"> <li>4. Reviews all data collection, processing, and reporting functions so that any error found will be corrected and identifies critical data and/or results, and effectively explains and communicates the importance of findings.</li> <li>5. Develops and implements environmental researches, e.g., conduct of ecotoxicological studies/ toxicity testing, cause-and- effect analyses, and risk assessment.</li> <li>6. Prepares scientific/ technical/popular papers/ reports.</li> </ol>	<p>and/or funding.</p> <ol style="list-style-type: none"> <li>6. Evaluates and reviews environmental R&amp;D proposals, scientific and technical reports and papers.</li> <li>7. Establishes clear working agreements with clients to ensure efficient collaboration and protects involved parties' rights.</li> <li>8. Guides and coaches others on this competency.</li> </ol>	
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## ER2 - COLLECTION OF ENVIRONMENTAL SAMPLES

The ability required in the collection of environmental samples in connection with the conduct of environmental research.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in collection of environmental samples activities	Conducts collection of environmental samples activities	Supervises collection of environmental samples activities	Formulates plans, programs and policies on collection of environmental samples activities
<ol style="list-style-type: none"> <li>1. Knows the basic principles on the quality of the environment.</li> <li>2. Knows the basic principles and procedures in collecting, handling, preservation, transport, submission of environmental samples and field data recording.</li> <li>3. Prepares field supplies and materials and operates field sampling equipment/instruments with assistance.</li> <li>4. Records field data; collect, handle, preserve, transport; and submit environmental samples.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts sample integrity and standard procedures for sample collection, handling, storage and transport.</li> <li>2. Adheres strictly to established sampling protocols.</li> <li>3. Conducts environmental sampling and monitoring.</li> </ol>	<ol style="list-style-type: none"> <li>1. Operates various environmental sampling equipment and field instruments with mastery.</li> <li>2. Develops and implements an environmental monitoring and sampling plan, including but not limited to the following:               <ol style="list-style-type: none"> <li>(a) sampling procedure and quality assurance plan;</li> <li>(b) sample analysis plan;</li> <li>(c) data assessment and data quality procedures,</li> <li>(d) operation and maintenance of sampling equipment and field instrumentation.</li> </ol> </li> <li>3. Oversees and monitors the conduct of environmental sampling.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates the implementation of all activities relative to environmental monitoring and sampling.</li> <li>2. Formulates strategies to institutionalize registration of environmental sample collectors.</li> </ol>

		<ol style="list-style-type: none"><li>4. Monitors and reviews the development and implementation of the environmental monitoring and sampling plan.</li><li>5. Formulates strategies to professionalize the collection of environmental samples.</li><li>6. Guides and coaches others on this competency.</li></ol>	
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## ER3 - COLLECTION OF ENVIRONMENTAL DATA

The ability required to collect data needed in the conduct of environmental research.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in collection of environmental data activities	Conducts collection of environmental data activities	Supervises collection of environmental data activities	Formulates plans, programs and policies on collection of environmental data activities
<ol style="list-style-type: none"> <li>1. Knows about the potential sources of environmental and related data/information.</li> <li>2. Plans ways to collect environmental and related data/information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates questions that can be addressed with data and collects, organizes and displays relevant data to answer them.</li> <li>2. Identifies data fit for appropriate statistical methods e.g., randomization, number and combination of experimental intervention, the timing and measurement of visits.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops survey questionnaires that yield clear answers and useful information.</li> <li>2. Oversees the carrying out of surveys and data tabulation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies ways to maximize efficient use of available resources.</li> <li>2. Identifies design methods to collect information including the design of analysis plans following the development of the research program.</li> <li>3. Conducts routine checks for threats to validity that might ruin a project.</li> </ol>



## ER4 - DATA ANALYSIS AND INTERPRETATION

The ability required in translating results of collected environmental and other related data/information.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in data analysis and interpretation activities</p>	<p>Conducts data analysis and interpretation activities</p>	<p>Supervises data analysis and interpretation activities</p>	<p>Formulates plans, programs and policies on data analysis and interpretation activities</p>
<ol style="list-style-type: none"> <li>1. Knows how to establish environmental data/information needs within an analytical context.</li> <li>2. Understands basic data analysis methods that are appropriate and effective for the types of data produced by the study.</li> </ol>	<ol style="list-style-type: none"> <li>1. Translates needs into tailored analytical solution through the preparation of a complete, detailed description of the study design as well as a clear exposition of the questions to be addressed.</li> <li>2. Prepares preliminary plan for analysis of a research study.</li> <li>3. Provides feedback to plans format.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews, edit final analysis plans based on team input.</li> <li>2. Implements planned analysis including data verification and data correction as necessary using one or more systems of computer hardware and statistical analysis software for the management and analysis of data.</li> <li>3. Examines the data for threats to validity, ranging from missing data to questionable outliers to confounders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets to an audience and environmental stakeholders the results of statistical outputs.</li> <li>2. Identifies the best way to describe and display data that will fit the conclusions and the results of analysis.</li> <li>3. Oversees that there is no erroneous or incomplete statements about the findings.</li> <li>4. Re-analyzes the data using other appropriate related methods.</li> </ol>



## ER5 - DOCUMENTATION AND DISSEMINATION OF RESULTS

The ability required in translating results of collected environmental and other related data/information.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in documentation and dissemination of results activities	Conducts documentation and dissemination of results activities	Supervises documentation and dissemination of results activities	Formulates plans, programs and policies on documentation and dissemination of results activities
<ol style="list-style-type: none"> <li>Has basic knowledge on summarizing data warehouse, data analysis results, statistical methods and synthesis of conclusion from summary tables.</li> </ol>	<ol style="list-style-type: none"> <li>Prepares written technical reports and oral presentations summarizing data warehouse, data analysis results including detailed description of statistical methods, detailed analysis of results and synthesis of conclusion from summary tables.</li> </ol>	<ol style="list-style-type: none"> <li>Prepares graphic presentation of findings for reports, presentations, and publications.</li> <li>Ensures confidentiality of data without the stakeholders' expressed permission.</li> <li>Ensures full acknowledgement of reference materials cited in the report.</li> </ol>	<ol style="list-style-type: none"> <li>Directs and coordinates documentation and dissemination of research activities/ result outputs.</li> <li>Initiates and recommends relevant trainings to enhance workforce capability on statistical analysis, data interpretation, technical report writing, etc.</li> </ol>



## ER6 - ANALYSIS OF ENVIRONMENTAL SAMPLES

The ability required in the:

- generation of data that will be used in the formulation of policies, criteria, standards; in the adjudication of pollution cases; in the determination of compliance to rules and regulation and in assessing the quality of environment.
- analysis of environmental samples (water, wastewater ambient air, stationary source emission, sediment, soil biota and organics pollutants) for parameters spelled out in the environmental laws, IRRs, standards, and rules and regulations.
- conduct of relevant tests to characterize the toxicity of effluents and other wastes.
- validation and recommendation of up-to-date analytical methods for inclusion in environmental policies, standards and criteria to be adopted and approved by the DENR.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in analysis of environmental samples activities	Conducts analysis of environmental samples activities	Supervises analysis of environmental samples activities	Formulates plans, programs and policies on analysis of environmental samples activities
<ol style="list-style-type: none"> <li>1. Knows sample receiving protocol from field samplers (sign-on to Chain-of-Custody and Analytical Request Report Forms, etc).</li> <li>2. Has basic knowledge on laboratory analysis and equipment</li> <li>3. Assigns unique laboratory sample identification (ID) codes to samples.</li> <li>4. Creates hardcopy file for each project (planning notes/field notes/field measurements).</li> <li>5. Logs-in sample ID and required parameters into a master file laboratory logbook</li> <li>6. Prepares sample pre-handling where</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs sample handling prior to sample preparation (homogenization/ filtration/foreign object sub- sampling/ moisture determinations).</li> <li>2. Prepares samples for analysis (digestion/extraction/clean-up procedures.)</li> <li>3. Conducts optimization and calibration of basic analytical laboratory equipment / instruments (pH, analytical balance/ TDS/Conductivity meter/ waterbath/ oven/ incubator/ etc).</li> <li>4. Prepares sample treatment and other requirements needed in the analysis of environmental samples: (water, wastewater, ambient air, stationary source emissions, sediment, soil,</li> </ol>	<ol style="list-style-type: none"> <li>1. Checks calibration standards integrity with secondary and whether calibration and instrument performance are acceptable.</li> <li>2. Calculates and tabulates all results and generates preliminary reports of results (sample results/QC/sample results/sample information/ methods/ interpretation of results).</li> <li>3. Archives all data and physical samples (electronic data files/strip charts/chromatograms/lab. notes).</li> <li>4. Reviews sample and QC data.</li> <li>5. Conducts training of laboratory staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and maintains laboratory's quality system, procedures and work instructions manuals.</li> <li>2. Verifies and validates all data generated and reported by the laboratory.</li> <li>3. Coordinates and integrates the work of all laboratory units into a completed work product.</li> <li>4. Devises ways to accommodate laboratory work operations to new and changing programs or requirements such as studies of work practices and procedures, staffing and budget requirements and similar matters.</li> <li>5. Serves as the division/EMB's expert/resource person in implementing</li> </ol>



<p>necessary (compositing/ preservation)</p> <p>7. Prepares glassware and sample containers using the established protocols.</p> <p>8. Stores samples appropriately (correct temperatures/exclude light where necessary).</p>	<p>biota and organics pollutants)</p> <p>5. Prepares basic chemical solutions.</p> <p>6. Maintains on file all records pertaining to laboratory activities.</p> <p>7. Conducts inventory of chemicals, glassware and other laboratory supplies.</p> <p>8. Analyzes environmental samples as well as internal and external quality control samples.</p> <p>9. Performs validation of analytical methods.</p> <p>10. Analyzes "national and international proficiency testing/ inter-laboratory comparison exercises" samples.</p> <p>11. Completes documentation of analysis (sample ID/data file name/ weights/ volumes/ laboratory notes).</p> <p>12. Conducts optimization and calibration of specialized analytical laboratory equipment / instruments (AAS/IC/GC/GCMS/UUVVis/Laser Defraction Particle Size Analyzer/Organic Halide Analyzer/Spectrofluorophotometer, etc)</p> <p>13. Prepares laboratory QC samples (blanks, certified reference materials/ spikes/duplicates)</p> <p>14. Implements QA/QC health and safety and other EMB program</p>	<p>from EMB Regional Office, Schools, Industries and other government agencies.</p> <p>6. Acts as "troubleshooter"/ adviser to others regarding laboratory activities.</p> <p>7. Monitors conformance to expected results.</p> <p>8. Prepares, reviews and documents laboratory quality laboratory system, procedures and work instructions manuals.</p> <p>9. Establishes and maintains quality assurance and quality control (QA/QC) programs, good laboratory practices, and safety programs.</p> <p>10. Reviews and validates all analytical / technical reports.</p> <p>11. Schedules analysis in priority according to due dates, holding times.</p> <p>12. Selects appropriate analytical methods (for sample preparation/ instrumentation).</p> <p>13. Checks methods are validated and documented.</p> <p>14. Evaluates performance in proficiency testing/ inter-laboratory comparison exercises.</p> <p>15. Reviews final results of analysis for errors (consistency with field measurements/field notes/historical</p>	<p>ERD's programs/ resolving problems.</p> <p>6. Devises new work methods and procedures or improvements in existing work practices, and getting the cooperation of employees in applying the new methods and practices.</p> <p>7. Reviews laboratory operations to develop or improve methods, procedures, or controls/ plans new programs to bring about major changes in laboratory operations and procedures.</p> <p>8. Reviews research/study proposals and checks, evaluates research/study output.</p>
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	<p>15. Documents sample preparation steps (methods/ weights/ volumes/ lab notes)</p> <p>16. Prepares calibration and control standard solutions if necessary (document in logbooks)</p> <p>17. Performs instrument performance check(s)</p> <p>18. Documents instrument performance and control standard results in instruments log books and control charts.</p>	<p>site data/inter-parameter relationships).</p> <p>16. Serves as resource person for clients/ lecturer.</p> <p>17. Monitors the implementation of laboratory QA program, Health and</p> <p>18. Safety program and other EMB programs.</p> <p>19. Organizes seminars/workshops on laboratory and other related activities.</p> <p>20. Prepares research/study proposals.</p>	
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## ER7 - EQUIPMENT MAINTENANCE AND CALIBRATION

The ability required in the operations, maintenance and calibration of field and laboratory equipment/instruments.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in equipment maintenance and calibration activities	Conducts equipment maintenance and calibration activities	Supervises equipment maintenance and calibration activities	Formulates plans, programs and policies on equipment maintenance and calibration activities
<ol style="list-style-type: none"> <li>1. Knows all equipment and apparatus.</li> <li>2. Secures and monitors instruction manuals, schematic diagrams and drawings of all equipment.</li> <li>3. Maintains equipment logbook.</li> <li>4. Maintains all forms to be used in relation to maintenance and calibration including storage and disposal.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts basic maintenance and troubleshooting of field and laboratory equipment</li> <li>2. Conducts inventory of equipment and spare parts</li> <li>3. Prepares purchase orders, track orders of equipment and parts</li> <li>4. Keeps record of equipment purchase orders and receipts</li> <li>5. Conducts calibration of field and laboratory equipment</li> <li>6. Handles labeling, coding and identification of equipment to indicate the status of calibration</li> <li>7. Checks equipment if it complies with the specification</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts pre and post test preparation of field and laboratory equipment</li> <li>2. Implements and monitor the health and safety program.</li> <li>3. Conducts quality control guidelines on procurement of equipment and spare parts.</li> <li>4. Conducts pre- and post inspection of equipment.</li> <li>5. Prepares guidelines and procedures for preventive and corrective actions</li> <li>6. Prepares calibration and maintenance program</li> <li>7. Prepares procedure for safe handling, transport, storage, use and planned maintenance and calibration of equipment</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs all operations, implementation of the calibration and maintenance programs.</li> <li>2. Oversees storage and disposal of equipment and ensures compliance with government regulations on disposal.</li> <li>3. Reviews and maintains the maintenance and calibration programs.</li> <li>4. Verifies and validates all maintenance and calibration data generated and reported.</li> <li>5. Coordinates the programs in all laboratory units into a completed work product.</li> <li>6. Works closely with other EMB organizational units to implement programs, resolve problems and coordinate activities</li> </ol>

	<p>8. Trains technical and non-technical personnel using the equipment.</p>	<p>8. Prepares training manual for calibration and maintenance of equipment.</p>	
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## ER8 - RECOGNITION OF DENR ENVIRONMENTAL LABORATORIES

The ability required in the assessment, surveillance/ monitoring of environmental laboratories based on DENR Administrative Order 98-63: Guidelines for the Designation of DENR Recognized Environmental Laboratories.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in recognition of DENR environmental laboratories activities	Conducts recognition of DENR environmental laboratories activities	Supervises recognition of DENR environmental laboratories activities	Formulates plans, programs and policies on recognition of DENR environmental laboratories activities
<ol style="list-style-type: none"> <li>1. Knows the procedures in recognition of environmental laboratory.</li> <li>2. Checks the completeness and correctness of entries in the application document submitted by environmental laboratory applicants.</li> <li>3. Prepares contract of external assessors, laboratory inspection and assessment forms, assessment/travel itineraries and documents.</li> <li>4. Conducts PT surveys and consolidates survey results.</li> <li>5. Prepares and follows-up purchase request of proficiency test samples.</li> <li>6. Consolidates proficiency test results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares laboratory assessment schedules/ activities.</li> <li>2. Identifies and informs assessors based on expertise, experience and affiliation.</li> <li>3. Informs/communicates with the environmental laboratory applicants the status of their application documents.</li> <li>4. Evaluates application documents submitted by environmental laboratory applicants.</li> <li>5. Prepares list of assessors and endorses list to EMB Director.</li> <li>6. Conducts on-site assessments of environmental laboratory applicants.</li> <li>7. Verifies track records, personnel, physical layout and safety procedures, quality control programs, laboratory</li> </ol>	<ol style="list-style-type: none"> <li>1. Discusses findings with the laboratory personnel.</li> <li>2. Prepares non-compliance, recommendation and assessment reports.</li> <li>3. Prepares list of Certified Reference Material for purchasing.</li> <li>4. Prepares and distributes proficiency test samples, protocols, results and method forms.</li> <li>5. Check proficiency test data transfers, computation and final reports.</li> <li>6. Checks and verifies completeness of accomplished Non-Compliance and Recommendation Reports.</li> <li>7. Searches for proficiency test providers based on established requirements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews non-compliance, recommendation and assessment reports.</li> <li>2. Prepares recommendation reports to the Technical Advisory Group for Laboratory Recognition.</li> <li>3. Checks implementation of the ELR scheme.</li> <li>4. Reviews research of proficiency testing</li> </ol>

	<p>procedures, reagents equipment and instrument calibration/maintenance, and laboratory waste management.</p>	<ol style="list-style-type: none"><li>8. Prepares protocol for proficiency testing.</li><li>9. Evaluates proficiency test results in accordance with ISO 1994-5725 (Accuracy, trueness and precision of measurement methods and results) and ISO 43 (Proficiency testing by inter laboratory comparisons).</li><li>10. Prepares test report certificates and z-score charts.</li><li>11. Conducts assessment of environmental laboratory.</li></ol>	
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## EE1 - CURRICULUM REVIEW AND DEVELOPMENT FOR ENVIRONMENTAL EDUCATION

The ability required to develop and implement environmental education programs specifically in the preparation of environmental education course design and contents, and for use in the institutionalization / professionalization of key stakeholders in environmental education for sustainable development.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in curriculum review and development for environmental education activities	Conducts curriculum review and development for environmental education activities	Supervises curriculum review and development for environmental education activities	Formulates plans, programs and policies on curriculum review and development for environmental education activities
<ol style="list-style-type: none"> <li>1. Knows DENR/EMB's mandate, policies, programs and projects on environmental education and education for sustainable development.</li> <li>2. Knows DENR/EMB's environmental information, education, and communication (IEC) programs/policies.</li> <li>3. Has basic knowledge on the State of Philippine environment particularly the brown environment.</li> <li>4. Has basic knowledge and skills in environmental education curriculum development.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and evaluates environmental education-related reports.</li> <li>2. Coordinates environmental education seminars, orientations, workshops, and trainings.</li> <li>3. Prepares and develops environmental education project proposals, curriculum / training module designs on environmental education for seminars, orientations, workshops and trainings.</li> <li>4. Handles environmental education-related projects/ activities particularly in curriculum development.</li> <li>5. Initiates/ recommends environmental education programs and projects on a regional to national scale application.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and monitors environmental education program/activities.</li> <li>2. Drafts/recommends new policies or improves existing environmental education programs / projects, updates and develops new curriculum on environmental education-related courses, based from research and development results.</li> <li>3. Writes/drafts training course designs and content for use of multi-education levels and sectors/linkages.</li> <li>4. Drafts/recommends environmental education materials for advocacy, and updates the same for future use.</li> <li>5. Analyzes and evaluates environmental education-related, environmental research and development studies and</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates the overall implementation of environmental education policies, programs and projects / activities in the Bureau.</li> <li>2. Conducts strategic planning, programming and monitoring of environmental education programs / projects.</li> <li>3. Contributes/updates the development of environmental education interventions on the overall objectives, visions and missions of the Bureau.</li> <li>4. Recommends major revisions/enhancements of existing environmental education mandates, policies, programs/projects based on research and development studies.</li> <li>5. Serves as expert or resource person in</li> </ol>

		<p>translates these into information materials.</p> <p>6. Conducts environmental education and education for sustainable development-related trainings, seminars and orientation workshops.</p> <p>7. Acts as resource person during any environmental education seminars, orientation, workshops and trainings.</p>	<p>EE/EESD-related programs/activities.</p>
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## EE2 - CAPABILITY BUILDING ON ENVIRONMENTAL MANAGEMENT

The ability required to have a systematic management approach in the conduct of trainings/ seminars/ workshops to capacitate the relevant key stakeholders and workforce/personnel at the EMB Regional Offices in implementing environmental management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in capability building on environmental management activities	Conducts capability building on environmental management activities	Supervises capability building on environmental management activities	Formulates plans, programs and policies on capability building on environmental management activities
<ol style="list-style-type: none"> <li>Has knowledge on the various concepts and components on environmental management, including enforcement and implementation as well as the policies and programs of EMB and DENR.</li> <li>Knows the EMB's public awareness and education program to enhance public participation on the enforcement and implementation of environmental management policies and procedures.</li> <li>Has basic knowledge on various data gathering techniques to collect information needed in the development of training programs</li> <li>Knows the process of conducting training programs.</li> <li>Operates basic equipment for training, seminars and conferences.</li> </ol>	<ol style="list-style-type: none"> <li>Prepares presentation materials for training.</li> <li>Reviews IEC materials and training programs on environment.</li> <li>Meets all training requirements needed within the specified time frame.</li> <li>Facilitates workshop, training and other similar activities to gather needed information for development of an appropriate environmental management program.</li> <li>Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of communication technologies.</li> <li>Develops IEC materials and training programs on environmental management.</li> </ol>	<ol style="list-style-type: none"> <li>Simplifies scientific and technical literature on the implementation of environmental management.</li> <li>Implements contingency plans to address critical situations during training.</li> <li>Delivers environmental lectures, synthesizes lessons and relates them to current environmental issues and concerns.</li> <li>Integrates the program objectives, issues and concerns arising from interactions/discussions.</li> <li>Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/ strategy.</li> </ol>	<ol style="list-style-type: none"> <li>Conducts participatory planning activities to develop training programs.</li> <li>Introduces innovations and techniques in developing training programs.</li> <li>Formulates training standards and policies in implementing training programs.</li> <li>Plans contingencies and recommends accordingly.</li> <li>Serves as a resource person in various trainings, briefings, orientation seminars for environmental management.</li> </ol>



## EE3 - PUBLIC INFORMATION MANAGEMENT

The ability required to develop and implement public information programs to enhance public understanding and participation in environmental protection and management to attain sustainable development.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in public information management activities	Conducts public information management activities	Supervises public information management activities	Formulates plans, programs and policies on public information management activities
<ol style="list-style-type: none"> <li>1. Knows DENR/EMB's mandate, policies, programs and projects.</li> <li>2. Knows the state of the Philippine environment, with emphasis on the brown environment sector.</li> <li>3. Has basic knowledge in journalism.</li> <li>4. Operates fax machine, overhead projector, multi-media projector, photocopier, digital camera, etc.</li> <li>5. Encodes and proofreads digital copy of editorial materials on environment.</li> <li>6. Distributes IEC materials to various stakeholders.</li> <li>7. Assists walk-in clients for their information needs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers information needed in the development of feature and editorial materials.</li> <li>2. Writes / edits / proofreads press releases, fact sheets, photo captions for exhibit materials and photo releases.</li> <li>3. Prepares storyline for exhibit materials,</li> <li>4. Undertakes photo-documentation of EMB events and status of programs and projects.</li> <li>5. Writes feature articles, column feeds and TV releases on environmental management programs and policies.</li> <li>6. Prepares fact sheets, primers, brochures, exhibit materials on brown environmental issues.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes partnership with the tri-media.</li> <li>2. Prepares a communication plan in support to EMB programs and projects.</li> <li>3. Edits press releases, editorial and feature articles written by staff.</li> <li>4. Coordinates with information officers of the EMB regional offices for a unified information campaign.</li> <li>5. Manages the timely release of press releases and editorial materials.</li> <li>6. Oversees the implementation of IEC campaigns.</li> <li>7. Identifies strategies to implement high-impact IEC campaigns vis-à-vis limited funds.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and monitors the IEC programs / projects.</li> <li>2. Oversees the conduct of IEC programs, projects of the office / Bureau.</li> <li>3. Serves as expert or resource person in IEC program implementation</li> </ol>



## EE4 - SPECIAL EVENTS MANAGEMENT

The ability required to conceptualize and manage special environmental events and generate the corresponding resources needed to implement the event.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in special events management activities	Conducts special events management activities	Supervises special events management activities	Formulates plans, programs and policies on special events management activities
<ol style="list-style-type: none"> <li>1. Knows how to manage an event.</li> <li>2. Has basic understanding with the required resources to implement a particular event.</li> <li>3. Knows the physical arrangement and equipment required by an event.</li> <li>4. Has basic knowledge on templates for resource requirements of an event, to include, physical arrangements, logistics, human power, etc.</li> <li>5. Makes a listing of institutional partners, resource persons, caterers, sounds and equipment rental, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assists by serving as facilitator in the management of a special environmental event.</li> <li>2. Coordinates the logistical arrangements required to implement a special environmental event.</li> <li>3. Conducts ocular inspection of a venue.</li> <li>4. Conducts a dry run of an event.</li> <li>5. Drafts invitation letters to event guests and participants.</li> <li>6. Conceptualizes an environmental special event.</li> <li>7. Identifies appropriate medium or approach to create a high impact</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the management of an event.</li> <li>2. Coordinates the implementation of the event with the various team members.</li> <li>3. Mobilizes various stakeholders to participate and support in special environmental events.</li> <li>4. Plans contingencies occasions when plans do not run as planned.</li> <li>5. Evaluates and assesses a completed event.</li> <li>6. Develops recommendations for issues that have arisen out of the assessment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the overall conduct and management of an event.</li> <li>2. Recommends new / updated policies, programs on celebration of special events.</li> </ol>

event.

8. Develops promotional materials for the special environmental event.



## EE5 - IEC MATERIALS PRODUCTION

The ability required to document programs and projects of the bureau as well as environment issues to serve as input in the conceptualization, development, and production of printed IEC and visual materials to promote understanding of environmental issues among the various stakeholders.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists IEC materials production activities	Conducts IEC materials production activities	Supervises IEC materials production activities	Formulates plans, programs and policies on IEC materials production activities
<ol style="list-style-type: none"> <li>1. Knows the EMB's mandate, programs, projects and activities.</li> <li>2. Knows the state of the brown environment.</li> <li>3. Operates various types of printing or copying equipment including routine maintenance of the equipment.</li> <li>4. Duplicates and reproduces printed documents/materials and packages services that include cutting, binding and distribution.</li> <li>5. Downloads and stores raw photo images and undertakes proper identification in the designated photobank.</li> </ol>	<ol style="list-style-type: none"> <li>1. Covers, through photography, official functions and events, as well as field activities of programs and projects of the bureau.</li> <li>2. Prints photo images using appropriate imaging software.</li> <li>3. Classifies types of photos relating to various environmental concerns.</li> <li>4. Gathers data/information regarding photo subjects.</li> <li>5. Enhances photo images using appropriate computer software (e.g. Adobe photoshop).</li> <li>6. Writes photo caption.</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs concept and presentation approaches for visual communication materials – for both printed IEC materials, exhibits and other forms of display.</li> <li>2. Produces exhibit material based on given concept and purpose.</li> <li>3. Implements lay-out plan of exhibit materials.</li> <li>4. Coordinates with printing house to ensure conformity to specifications.</li> <li>5. Oversees delivery and execution of creative artworks.</li> <li>6. Formulates design concept and presentation of approaches for visual communication materials – for printed</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs the overall operations of the IEC materials / production.</li> <li>2. Serves as expert/ resource person in IEC materials development.</li> </ol>

<p>6. Facilitates the printing of photos, digitization of photos, etc.</p>	<p>7. Evaluates photo images to meet media requirements.</p>	<p>IEC materials and for exhibits and other form of display.</p> <p>7. Designs visual communication training and workshops for regional environmental information officers.</p> <p>8. Keeps current on the latest approaches and forms of visual communication.</p>	
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## EE6 - ENVIRONMENTAL REPORT DOCUMENTATION AND LIBRARY MANAGEMENT OF ENVIRONMENTAL EDUCATION RESOURCES

The ability required to consolidate and package sectoral and national environmental reports and to efficiently update an inventory of environmental education resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental report documentation and library management of environmental education resources	Undertakes environmental report documentation and library management of environmental education resources	Supervises environmental report documentation and library management of environmental education resources	Formulates plans, programs and policies on environmental report documentation and library management of environmental education resources
<ol style="list-style-type: none"> <li>1. Knows Philippine environmental laws and policies, rules and regulations.</li> <li>2. Knows the EMB's mandate, policies, programs and projects.</li> <li>3. Has basic knowledge in environmental education and sustainable development.</li> <li>4. Knows the list of individuals, organizations, and networks performing environmental education or related-environment concerns</li> <li>5. Operates simple information/communication equipment (e.g. fax machine, photocopier machine, etc.).</li> <li>6. Orients library users on existing library</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies linkages and areas of cooperation, facilitates improved coordination among implementing agencies and enhances communication among various sectors.</li> <li>2. Packages a compendium of environmental education resources.</li> <li>3. Acquires additional reading materials through donations, book showers, etc.</li> <li>4. Indexes and catalogues book and non-book materials, such as journals and audio-visual materials.</li> <li>5. Updates and maintains database on sectoral environmental issues, etc.</li> <li>6. Prepares a system of report documentation and inventory of</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts inventory of library equipment and library holdings.</li> <li>2. Coordinates the website development on environmental reports and environmental education resources.</li> <li>3. Oversees the selection and classification of maps, clippings, graphics, audio-visual materials, etc.</li> <li>4. Assists learners in the use of interactive media.</li> <li>5. Manages the accessioning, recording, and control of multimedia educational resources on the environment.</li> <li>6. Recommends new acquisitions, subscription of journals, magazines and paraphernalia for the</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the implementation of library activities.</li> <li>2. Recommends library policies and methods, programs and activities.</li> </ol>

<p>policies, rules and regulations.</p> <ol style="list-style-type: none"> <li>7. Keeps accession records in books and other reading materials including stamping ownership, typing book cards, etc.</li> <li>8. Undertakes daily newsclippings on environment and natural resources.</li> <li>9. Keeps books and other reading materials organized and in good condition.</li> <li>10. Maintains IEC materials for distribution.</li> <li>11. Prepares routine library correspondence.</li> </ol>	<p>environmental education resources.</p> <ol style="list-style-type: none"> <li>7. Monitors / evaluates documentation/inventory of resources.</li> <li>8. Maintains library holdings and collections using appropriate software.</li> <li>9. Keeps track on book circulation such as lending and recalling of books to users.</li> <li>10. Maintains files for environment-related periodicals.</li> </ol>	<p>Environmental Resource.</p>	
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## ESW1 - POLICY RESEARCH AND DEVELOPMENT ON ESWM

The ability required to enforce and implement RA 9003; and to draft and recommend programs and policies for the approval of the Commission.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in policy research and development on ESWM activities	Conducts policy research and development on ESWM activities	Formulates plans, programs and policies on policy research and development on ESWM activities	Supervises policy research and development on ESWM activities
<ol style="list-style-type: none"> <li>1. Knows the basic principles/concepts on policy formulation and implication to management.</li> <li>2. Has knowledge on DENR/ EMB/ NSWMC's mandate, vision, functions and priorities and thrusts.</li> <li>3. Knows the concept of ESWM including enforcement and implementation;</li> <li>4. Understands the relevant policies and other information on ESWM</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows the protocols in crafting policy directives.</li> <li>2. Gathers data needed in the formulation and conduct of policy researches.</li> <li>3. Prepares policy research report.</li> <li>4. Consolidates inputs of different stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and implements policy research reports.</li> <li>2. Evaluates and interprets policy directives on ESWM.</li> <li>3. Develops and administers policies and procedures to carry out plan</li> <li>4. Identifies policy gaps and the policy implications of a particular research result.</li> <li>5. Formulates policy recommendations on ESWM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Devises corresponding strategies for implementation of management intervention on ESWM policies.</li> <li>2. Analyzes and recommends policy directives on the enforcement and implementation of ESWM.</li> <li>3. Represents the Office on ESWM activities, fora, national and international conventions.</li> <li>4. Guides and coaches others on this competency.</li> </ol>



## ESW2 - TECHNICAL ASSISTANCE ON ESWM

The ability required to render technical expertise on RA 9003 as well as on the policies and programs adopted by the Commission and the Department/Bureau on ESWM to LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders with regards to the enforcement and implementation of the provisions of the Act.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in provision of technical assistance on ESWM activities	Provides technical assistance on ESWM	Formulates plans, programs and policies on provision of technical assistance on ESWM	Supervises the provision of technical assistance on ESWM
<ol style="list-style-type: none"> <li>1. Has knowledge on the enforcement and implementation of ESWM.</li> <li>2. Knows the policies and programs on ESWM adopted by the Commission, EMB and DENR.</li> <li>3. Prepares monitoring/ performance reports on ESWM programs and projects with simple pro-forma.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders regarding the enforcement and implementation of ESWM programs and projects.</li> <li>2. Provides technical assistance to LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders regarding the enforcement and implementation of ESWM programs and projects.</li> <li>3. Prepares comprehensive reports on the implementation and enforcement of ESWM programs and projects based on the requirements of DENR units/offices and other appropriate Government Agencies.</li> <li>4. Identifies problem areas and recommends procedures for effective and efficient implementation of ESWM projects and programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and assesses reports on the implementation of ESWM projects and programs.</li> <li>2. Prepares monitoring and evaluation design on ESWM projects and programs.</li> <li>3. Identifies appropriate ESWM projects/programs/activities to be undertaken in line with the Department's priority thrusts aligned with the provisions of RA 9003.</li> <li>4. Prepares project proposals on ESWM projects and programs for funding and implementation.</li> <li>5. Reviews and evaluates ESWM plans and programs submitted by different LGUs nationwide.</li> <li>6. Conducts impact studies on ESWM projects and programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and coordinates enforcement and implementation of ESWM projects and programs.</li> <li>2. Initiates/ recommends the proposals on ESWM projects and programs for funding and implementation.</li> <li>3. Evaluates measures that will effectively address the gaps in the enforcement and implementation of ESWM projects and programs.</li> <li>4. Represents the Office on ESWM activities, fora, national and international conventions.</li> </ol>



## ESW3 - TRAINING AND INFORMATION DISSEMINATION ON ESWM

The ability required to conduct and facilitate trainings and information dissemination on RA 9003 as well as on the policies and programs adopted by the Commission and the Department/Bureau on ESWM.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of training and information dissemination on ESWM</p>	<p>Conducts training and information dissemination on ESWM</p>	<p>Formulates plans, programs and policies on training and information dissemination on ESWM</p>	<p>Supervises training and information dissemination on ESWM</p>
<ol style="list-style-type: none"> <li>1. Knows the concept on ESWM including enforcement and implementation as well as the policies and programs adopted by the Commission, the Bureau and Department.</li> <li>2. Knows the organization's IEC program to enhance public participation on the enforcement and implementation of ESWM;</li> <li>3. Collects information needed in the development of IEC materials and training programs.</li> <li>4. Knows the process of conducting a training program.</li> <li>5. Operates basic training equipment.</li> <li>6. Assists in the preparation and presentation of IEC and training</li> </ol>	<ol style="list-style-type: none"> <li>1. Review IEC materials and training programs on the enforcement and implementation of RA 9003;</li> <li>2. Meet all training requirements needed within the specified time frame;</li> <li>3. Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of communication technologies.</li> <li>4. Develops IEC materials and training programs on the enforcement and implementation ESWM.</li> <li>5. Laymanizes scientific and technical literature on the enforcement and implementation of ESWM;</li> </ol>	<ol style="list-style-type: none"> <li>1. Serves as a resource person on lectures and trainings dealing with ESWM and other relevant issue.</li> <li>2. Presents ESWM lectures, synthesizes lessons and relates them to current environmental issues and concerns.</li> <li>3. Integrates the program objectives, issues and concerns arising from interactions/discussions.</li> <li>4. Formulates training standards and policies in implementing training programs.</li> <li>5. Facilitate workshop, training and other similar activities to gather needed information for development of an appropriate ESWM program.</li> <li>6. Implements contingency plans to address critical situations during</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts participatory planning activities to develop IEC materials and training programs.</li> <li>2. Introduces innovations and techniques in developing IEC materials and training programs.</li> <li>3. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/strategy.</li> <li>4. Plans contingencies and recommends accordingly.</li> </ol>

<p>materials in terms of gathering data and crafting the materials</p>		<p>training.</p>	
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## ERO1 - WATER QUALITY MANAGEMENT

The ability required in the monitoring, evaluation and enforcement in the control of water pollution from point and non point sources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in water quality management activities</p> <ol style="list-style-type: none"> <li>1. Knows the DENR /EMB vision, mission, trusts, mandated/functions, policies and programs in the implementation on the PCWA.</li> <li>2. Knows water quality monitoring procedures and inspection protocols.</li> <li>3. Has basic knowledge in identifying different water quality monitoring equipment for in situ analysis (pH meter, secchi disc, grab sampler and other related water quality monitoring equipment).</li> <li>4. Has basic knowledge in differentiating point source from non-point source of water pollution.</li> </ol>	<p>Conducts water quality management activities</p> <ol style="list-style-type: none"> <li>1. Facilitates the arrangement of equipment, transportation service and all other related requirements in the conduct of water quality monitoring.</li> <li>2. Uses different water quality monitoring equipment and other meteorological equipment such as GPS as necessary</li> <li>3. Accomplishes water quality monitoring report for both ambient and effluent using standard form.</li> <li>4. Screens and evaluates application(s) of Discharge Permits.</li> <li>5. Conducts ambient and effluent quality monitoring.</li> <li>6. Conducts sampling and field test methods and tools.</li> </ol>	<p>Supervises water quality management activities</p> <ol style="list-style-type: none"> <li>1. Provides graphical and visual analysis of the water quality monitoring results.</li> <li>2. Coaches other staff how to use water quality monitoring equipment.</li> <li>3. Identifies the effect of water pollution to human health and ecosystem.</li> <li>4. Recommends measure to comply with water quality standards.</li> <li>5. Determines the penalties imposed on water quality standard violation.</li> <li>6. Identifies and updates concerned superiors on emerging water pollution issues/concerns of interest to business, church, NGOs and LGUs.</li> <li>7. Evaluates water quality monitoring report by third party and business (Self Monitoring Report, water</li> </ol>	<p>Formulates plans, programs and policies on water quality management activities</p> <ol style="list-style-type: none"> <li>1. Prepares contingency measures in case of water pollution accident/s and recommends appropriate measures.</li> <li>2. Oversees projects pertaining to enhancement/improvement of water quality.</li> <li>3. Linkages/networks with other government agencies, NGO's, LGU's and stakeholders.</li> <li>4. Presides technical meetings regarding pollution control matters.</li> <li>5. Recommends endorsements of pollution cases to the PAB.</li> </ol>

	<p>7. Processes and analyzes water quality data.</p> <p>8. Conducts survey, inspection and investigation.</p>	<p>sampling report, engineers report etc).</p> <p>8. Calibrates water quality monitoring equipment.</p> <p>9. Prepares water body classification reports.</p> <p>10. Guides LGUs and other stakeholders in the establishment of Water Quality Management Board.</p> <p>11. Reviews/recommends the drafting of WDP, reports of inspection/ monitoring/investigation for submission to the Section Chief.</p> <p>12. Designs strategies to increase business and industrial compliance with water quality standards.</p> <p>13. Responds quickly to water pollution crisis situations and recommends appropriate measures in dealing with it.</p> <p>14. Establishes temporal and spatial pattern on the status of water quality in water bodies in the Region.</p> <p>15. Establishes Water Quality Management Area.</p> <p>16. Reviews/recommends the drafting of WDP and reports of inspection/ monitoring/investigation.</p>	
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## ERO2 - AIR QUALITY MANAGEMENT

The ability required in the control of air pollution from mobile and stationary sources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in air quality management activities</p> <ol style="list-style-type: none"> <li>1. Knows the DENR /EMB vision, mission, thrusts, mandates/functions, policies, and programs in the implementation of the Clean Air Act and its IRR.</li> <li>2. Knows how to identify air quality monitoring equipment.</li> <li>3. Knows how to prepare necessary equipment to be used in field.</li> <li>4. Knows how to fill up forms with regards to equipment to be used on field.</li> <li>5. Has knowledge in identifying stationary and mobile source.</li> </ol>	<p>Conducts air quality management activities</p> <ol style="list-style-type: none"> <li>1. Facilitates the arrangement of the air quality monitoring equipment and all other requirement related to the conduct of air quality monitoring.</li> <li>2. Identifies location of ambient air sampling stations and source sampling ports.</li> <li>3. Operates different air quality monitoring equipment and other meteorological equipment such as GPS as necessary.</li> <li>4. Prepares drafts and finalizes air quality monitoring report.</li> <li>5. Screens and evaluates Permit to Operate applications.</li> <li>6. Gathers data and prepares emission inventory reports.</li> </ol>	<p>Supervises air quality management activities</p> <ol style="list-style-type: none"> <li>1. Interprets air quality monitoring results.</li> <li>2. Conducts survey, investigation, inspection, stack sampling, emission testing and ambient air quality monitoring and prepare the corresponding reports.</li> <li>3. Coaches other staff on the proper use of air quality monitoring equipment.</li> <li>4. Recommends measures to comply with air quality standards (such as appropriate pollution control device, use of clean fuel and proper maintenance).</li> <li>5. Recommends mitigating measures in the reduction of greenhouse gases.</li> <li>6. Recommends fines and penalties with regards to administrative violations and those that exceed the standards.</li> </ol>	<p>Formulates plans, programs and policies on air quality management activities</p> <ol style="list-style-type: none"> <li>1. Oversees the operation of pollution control in the region.</li> <li>2. Plans and recommends actions on contingencies for emergency situation.</li> <li>3. Conceptualizes innovative environmental management tools that support air quality management.</li> <li>4. Optimizes outcome of air quality management through the identification of industry best practices in air quality management, establishment of benchmarks and identification of good material for research.</li> <li>5. Recommends for the approval/disapproval of PO.</li> <li>6. Reviews, evaluates and recommends policy change on air quality.</li> </ol>

	<p>7. Calibrates air quality monitoring equipment.</p>	<p>7. Provides updates on emerging air pollution issues/concerns of interest to business, church, NGOs and LGUs.</p> <p>8. Evaluates air quality monitoring report/s by third party and industries (SMR, stack sampling report, engineers report etc).</p> <p>9. Recommends strategies to increase business and transport industry compliance with air quality standards.</p> <p>10. Guides and coaches others on the quick response mechanism and proper coordination with other concerned parties on accidental release of air pollutants detrimental to public health.</p> <p>11. Prepares technical reports with regards to air quality monitoring data/requirements.</p> <p>12. Serves as resource person in the establishment and operationalization of an airshed.</p> <p>13. Reviews and evaluates PTO applications.</p>	
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## ERO3 - TOXIC CHEMICALS AND HAZARDOUS WASTE MANAGEMENT

The ability required in the monitoring, evaluation, and enforcement in the use of toxic chemicals and hazardous wastes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists intoxic chemicals and hazardous waste management activities	Conducts toxic chemicals and hazardous waste management activities	Supervises toxic chemicals and hazardous waste management activities	Formulates plans, programs and policies on toxic chemicals and hazardous waste management activities
<ol style="list-style-type: none"> <li>1. Has basic knowledge of the Clean Water Act, Clean Air Act and Toxic Substances, Hazardous and Nuclear Waste Control Act and their IRRs and related DAOs and MCs.</li> <li>2. Knows the effects of toxic substances and hazardous waste to human health.</li> <li>3. Identifies the requirements in securing importation clearance, SQI, HWG registration, TSDs, CCOs, PICCS, PCLs and permit to transport and others.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates the request for importation clearance, SQI, HWG registration, TSDs, CCOs, PICCS, PCLs and permit to transport and others.</li> <li>2. Evaluates submitted inventory reports substances/compounds included in the chemical control order, manifest forms, SMRs and other related documents.</li> <li>3. Conducts survey and inspection of hazardous waste generators/TSDs/ industries using chemicals under CCOs.</li> <li>4. Monitors hauler vehicles of waste transporters.</li> <li>5. Investigates complaints and recommends appropriate action.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coaches concerned staff on the evaluation of requests for importation, permit to transport, SQI, HWG registration, TSDs, CCOs, PICCS, PCLs and permit to transport and others.</li> <li>2. Establishes networks with concerned government agencies and other stakeholders.</li> <li>3. Designs strategies to increase the efficiency in monitoring and controlling the use of toxic substances and hazardous waste.</li> <li>4. Prepares the technical capability building plan of technical staff.</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees conduct of monitoring and control of toxic substances and hazardous waste.</li> <li>2. Proposes research studies for the replacement of toxic/ hazardous substances used in the industry.</li> <li>3. Recommends policy changes as needed.</li> <li>4. Serves as the regional expert on toxic chemicals and hazardous wastes in the region.</li> </ol>

		<p>5. Responds quickly to toxic substances and hazardous waste crisis such as accidental disposal.</p> <p>6. Recommends action on applications, investigation, survey, inspection, evaluation reports and other related matters requiring management decision.</p>	
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## ERO4 - ANALYSIS OF ENVIRONMENTAL SAMPLES

The ability required in determining the quality and quantity of pollutants.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in conduct of analysis of environmental samples	Conducts analysis of environmental samples	Supervises analysis of environmental samples	Formulates plans, programs and policies on analysis of environmental samples
<ol style="list-style-type: none"> <li>1. Has basic knowledge on DENR-EMB mandates on the Clean Water Act, Clean Air Act and Toxic Substances, Hazardous and Nuclear Waste Control Act, and their IRRs.</li> <li>2. Knows basic sampling procedures and protocols.</li> <li>3. Has basic knowledge on the operation of laboratory equipment (in situ checkers, pH meter, DO meter, analytical balance, oven, incubator, UV spectrophotometer, ASS).</li> <li>4. Has basic knowledge on laboratory analysis (e.g., methods and procedures, chemical reagents, glasswares, and other laboratory apparatus).</li> </ol>	<ol style="list-style-type: none"> <li>1. Operates and calibrates basic laboratory equipment (e.g. analytical balance, oven, autoclave, pH meter, DO meter, etc.).</li> <li>2. Prepares the reagent and equipment inventory and prepares the corresponding report.</li> <li>3. Undertakes sample treatment (e.g. filtration, digestion, extraction, clean-up procedures, etc.) and other tasks needed in the analysis of environmental samples.</li> <li>4. Conducts qualitative and quantitative laboratory analysis according to approved method of analysis.</li> </ol>	<ol style="list-style-type: none"> <li>1. Coaches concerned staff how to conduct laboratory analysis.</li> <li>2. Prepares and updates quality control chart for BOD, TSS, TDS, Phosphate, Ammonia, Chloride and Oil and Grease and other related parameters for air and water.</li> <li>3. Attends technical capacity building for laboratory upgrading on methods and procedures.</li> <li>4. Assesses and monitors 3<sup>rd</sup> applicant/recognized laboratory.</li> <li>5. Prepares laboratory results.</li> <li>6. Evaluates reagent and equipment inventory report</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the conduct of laboratory analysis.</li> <li>2. Verifies and validates laboratory results.</li> <li>3. Conceptualizes innovative scientific tools that support laboratory services.</li> <li>4. Prepares the equipment and glassware calibration plan.</li> <li>5. Prepares the continual upgrading plan on the laboratory.</li> </ol>

<p>5. Undertakes basic equipment cleaning, glassware washing, and general laboratory housekeeping.</p> <p>6. Has knowledge on sample screening and receiving protocols.</p>		<p>7. Optimizes and calibrates specialized analytical laboratory equipment (e.g. AAS, IC, GC, GCMS, UV VIS spectrophotometer, etc).</p> <p>8. Designs strategies to increase the efficiency of laboratory services.</p> <p>9. Prepares laboratory waste disposal system.</p> <p>10. Designs trickling filter drum for BOD and other locally devised disposal system.</p> <p>11. Reviews and checks laboratory results.</p> <p>12. Conducts technical capacity building for laboratory upgrading on methods and procedures.</p> <p>13. Formulates findings on the assessment of 3<sup>rd</sup> party laboratory.</p> <p>14. Reviews the reagent and equipment inventory report and recommends necessary action.</p>	
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## ERO5 - ENVIRONMENTAL IMPACT ASSESSMENT

The ability required in evaluating the environmental consequences of a proposed activity and providing the means to reduce adverse impact.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in environmental impact assessment activities</p> <ol style="list-style-type: none"> <li>1. Knows the basic Environmental Impact Assessment Process and concepts i.e.:               <ul style="list-style-type: none"> <li>• Differentiates an environmentally critical project from a project located in an environmentally critical area</li> <li>• Identifies an ECC, NOV, CDO and CNC</li> <li>• Knows the levels/category/grouping of projects applied for.</li> </ul> </li> <li>2. Prepares and updates the directory of project proponent and pool of experts for the RevCom.</li> <li>3. Knows all the necessary requirements for EIA documents for all types of ECC/CNC application.</li> <li>4. Knows the jurisdiction authority and limitation of the region with regards to the scale and type of project to be evaluated.</li> </ol>	<p>Conducts environmental impact assessment activities</p> <ol style="list-style-type: none"> <li>1. Conducts site inspection of project.</li> <li>2. Prepares inspection report and Review Processing Report.</li> <li>3. Reviews/ evaluates IEE Checklist, IEER-based ECC applications, PDR for CNC, IEE based EPRMP including ECC amendment.</li> <li>4. Identifies violations and the imposable penalties.</li> </ol>	<p>Supervises environmental impact assessment activities</p> <ol style="list-style-type: none"> <li>1. Evaluates EIS and EIS based EPRMP for ECC applications.</li> <li>2. Identifies adverse/negative environmental impacts and the corresponding/appropriate mitigation measures for the evaluated project.</li> <li>3. Knows the parameters to be monitored to address the identified impacts in the evaluation of EMoP.</li> <li>4. Prepares the work and financial plan for environmental review fund.</li> <li>5. Identifies the major issues of the following stakeholders such as the church, NGO, LGUs, etc. for determination of concerned government agencies mandated to address such issues.</li> </ol>	<p>Formulates plans, programs and policies on environmental impact assessment activities</p> <ol style="list-style-type: none"> <li>1. Responds quickly to crisis situation and deal with it.</li> <li>2. Assesses the review output of case handler, review committee and recommends for the approval/denial of ECC.</li> <li>3. Oversees the operation of the EIA through the wise use of resources.</li> <li>4. Plans for contingencies and recommends accordingly.</li> <li>5. Conceptualizes innovative environmental management tools that support environmental impact assessment.</li> <li>6. Optimizes outcome of assessments through the identification of responsible proponents/accountable preparers, establishing benchmarks, identification of good material for research.</li> </ol>

<p>5. Knows the role of each member of the environmental impact assessment team; e.g. review committee, project evaluator, evaluation team etc.</p>		<p>6. Presides over technical conference to resolve issues/penalties, complaints raised by concerned stakeholders.</p> <p>7. Recommends the issuance or denial of the ECC for a certain project.</p> <p>8. Guides and leads others in the effective environmental impact assessment management.</p>	
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## ERO6 - EIA MONITORING AND AUDIT

The ability required to determine compliance of projects issued ECCs to related environmental standards and commitments as a result of the EIA process and to assess performance of monitoring partners.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in EIA monitoring and audit activities</p> <ol style="list-style-type: none"> <li>1. Knows the EIA Process and Concepts.</li> <li>2. Knows and Understands the Rationale for ECC Compliance Monitoring.</li> <li>3. Knows how to access the database input information on projects issued ECCs.</li> <li>4. Knows the protocol and the basic references/documents needed in the conduct of monitoring including the relevant parameters.</li> </ol>	<p>Conducts EIA monitoring and audit activities</p> <ol style="list-style-type: none"> <li>1. Prioritizes projects for monitoring using the Project Environmental Monitoring and Audit Prioritization Scheme (PEMAPS).</li> <li>2. Conducts desk review of compliance of projects to the conditions of ECCs issued and prepares corresponding reports/communications (i.e. CMVR, NAF, assessment letters, etc).</li> <li>3. Prepares minutes of meetings conducted in relation to ECC compliance monitoring.</li> <li>4. Conducts field monitoring and assessment of environmentally critical projects and prepares the required reports within the specified timelines.</li> </ol>	<p>Supervises EIA monitoring and audit activities</p> <ol style="list-style-type: none"> <li>1. Leads and orients MMT members.</li> <li>2. Undertakes multi-media monitoring/MMT.</li> <li>3. Conducts overall assessment of the proponents' compliance to ECC conditions and related commitments and prepares necessary action documents (i.e. NOV, Penalty Orders, CDO, etc.).</li> <li>4. Provides technical and legal inputs to administrative investigations of environmental performance issues.</li> <li>5. Manages and organizes the creation of the Multipartite Monitoring Teams of the project proponents.</li> <li>6. Conducts technical performance audit of ROs and other monitoring partners (i.e. MMTs, holders of programmatic ECC, etc).</li> </ol>	<p>Formulates plans, programs and policies on EIA monitoring and audit activities</p> <ol style="list-style-type: none"> <li>1. Oversees the implementation of the environmental monitoring and audit functions of the region and other partners (LGUs, MMT, and other GOs).</li> <li>2. Reviews statistical and technical reports in relation to EIA Monitoring and Audit as input to policy development.</li> <li>3. Initiates and reviews actions, plans and policies for the continuous improvement of the EIA Monitoring and Audit.</li> <li>4. Conducts technical hearings/conference on projects in violation.</li> </ol>

		<ol style="list-style-type: none"><li>7. Oversees the ECC Compliance Monitoring and related activities.</li><li>8. Resolves the identified problems in the EIA Monitoring and Audit.</li></ol>	
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## ERO7 - ENVIRONMENTAL PLANNING

The ability required to:

- determine scheme/strategy to effectively implement specific projects/activities in a given period in accordance with the EMB's thrust priorities, and budget appropriation.
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the EMB.
- identify and recommend projects for funding.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in environmental planning activities</p> <ol style="list-style-type: none"> <li>1. Has knowledge on the President's thrust and priorities including the secretary's and regional thrusts and priorities.</li> <li>2. Gathers/collects relevant data/materials (NEDA/ DBM pronouncements and other relevant agencies both private and government).</li> <li>3. Assists in the preparation of work and financial plans; budget proposals and documents for budget deliberations.</li> <li>4. Gathers reports/data/ information and consolidates provincial work and financial plans and accomplishment reports.</li> <li>5. Knows the DENR/EMB's mandate, mission, vision and functions based on</li> </ol>	<p>Conducts environmental planning activities</p> <ol style="list-style-type: none"> <li>1. Formulates Regional Development Plans based on the President's thrusts and priorities (PDP) for submission to RDC, EDC and other oversight Committees</li> <li>2. Consolidates, analyzes, validates and prepares comprehensive report/data/information of the NEDA/DBM or other relevant government agencies/ entities' requirements, e.g. MDG targets and accomplishments.</li> <li>3. Prepares work and financial plans in support of the DENR/EMB thrusts and priorities in accordance with existing reprogramming / programming guidelines with some guidance/ coordination with EMB Technical Divisions; prepares budget proposals and documents.</li> </ol>	<p>Supervises environmental planning activities</p> <ol style="list-style-type: none"> <li>1. Coordinates with EMB Technical Divisions and supervises/assists the formulation of regional targets to the Regional Development Plans; coordinate with other government agencies/entities for input into the agency targets to RDP.</li> <li>2. Represents EMB-RD in Committees and Councils, especially in terms of gathering, analysis, validation, updating/reporting of data and information and attend its periodic meetings, e.g. MDG targets, EDC, RDRRMC, RCC, etc.</li> <li>3. Formulates programming/ reprogramming guidelines for WFP and budget proposal preparation in conjunction with the DBM/national guidelines.</li> <li>4. Monitors and validates the implementation of provincial and</li> </ol>	<p>Formulates plans, programs and policies on environmental planning activities</p> <ol style="list-style-type: none"> <li>1. Conducts comprehensive review and evaluation, oversees the preparation of consolidated accomplishments, tracking of developments/updates/ amendments of the regional targets on the Regional Development Plans and be able to orient/assist the Regional Director in its deliberation/presentation to the RDC/EDC and other oversight Committees.</li> <li>2. Provides mechanisms and strategies for networking, coordinating, collaborating and improvement of the office mechanisms addressing the frequent and changing needs of oversight agencies/Committees/ Councils, e.g. NEDA and DBM.</li> <li>3. Integrates and recommends short, medium and long range environment plans; and serves as expert/ resources person in dealing with regional planning</li> </ol>

<p>Major Final Outputs (MFOs).</p> <p>6. Knows basic planning concepts and processes in making operational plans for a work group – e.g. scheduling, budgeting; project plans or technical plans for an office/department.</p>	<p>4. Reviews consolidated provincial and Division's work and financial plans and accomplishment reports.</p> <p>4.a Coordinates with the provincial environment management units' operations regarding queries and conveys instructions or information accurately.</p> <p>4.b Coordinates with different divisions and provincial environmental management units on the status of accomplishments and other issues and concerns for submission to Central Office and other government agencies.</p> <p>5. Relates priority programs of the EMB-ROs with its mandate, mission, vision and functions based on MFOs.</p> <p>6. Builds expertise of subordinates/ planning staff on the basic planning concepts and processes in the preparation of operational/technical plans.</p>	<p>Division's and other local WFPs and formulates validation/assessment guidelines; monitors status of accomplishments and financial utilizations to be within the target.</p> <p>4.a Prepares necessary formats and templates for a more effective way in the submission of reports.</p> <p>4.b Presents to clients/stakeholders and other government agencies on the EMB PAPs.</p> <p>4.c Assesses and validates the performance of regional and provincial offices based on approved WFP.</p> <p>5. Provides inputs to the Regional Development Council in the formulation of PDP and other related development plans.</p> <p>6. Analyzes/assesses/validates the work plans – e.g. the scheduling, budgeting, implementing, monitoring and evaluation of operational/technical plans for a work group or a local project.</p>	<p>issues.</p> <p>4. Recommends innovative/ creative use of resources to meet regional strategic goals.</p> <p>4.a Provides technical assistance to provincial operations in initiating different activities to achieve output/outcome.</p> <p>4.b Provides guidance to other divisions in the review of WFP in line with MFOs.</p> <p>5. Tracks accomplishments, updating/amending of targets and prepares agency accomplishment report and presentations during PDP Midterm and Final review.</p> <p>6. Reviews/evaluates final reports for operational/ technical/local plans and presents the findings and recommendations.</p>
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## ERO8 - STATISTICS AND INFORMATION SYSTEMS MANAGEMENT

The ability required to collect, analyze, and disseminate quality and timely EMB data/information to internal and external clients and maintain such for efficient and effective development planning, policy formulation and decision-making purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assist in the information systems management and statistics activities	Conduct information systems management and statistics activities	Supervise the management of information systems and statistics activities	Formulate plans, programs and policies on management and information and statistics activities
<ol style="list-style-type: none"> <li>1. Manages the IT equipment, network infrastructure and inventory of the region's ICT resources and provide IT user supports.</li> <li>2. Monitors network activity and conducts diagnostic and immediate troubleshooting of any network issues encountered from end point to terminal.</li> <li>3. Installs client software to users computers, deploys appropriate updates and patches.</li> <li>4. Manages the regional website and confers with various units the updating and uploading of web-contents.</li> <li>5. Creates statistical reports and maps using various GIS tools and integrates geographical data from existing data sources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the network utilization, support services provided and inventory of ICT resources and recommend the necessary improvement.</li> <li>2. Performs statistical data analysis, validation of data and forecasting with the use of RDBMS, GIS, statistical software and other business intelligent (BI) tools.</li> <li>3. Analyzes geographic relationships among varying types of data and statistical data in aid of planning and policy formulation.</li> <li>4. Prepares test modules and training materials for system user trainings and other IT capacity building.</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervises the overall activities of the statistics and information systems management unit.</li> <li>2. Recommends IT standards, policies and adopt best practices for the maintenance and effective utilization of ICT resources and implementation of ICT Project.</li> <li>3. Manages the regional servers, performs periodic backup of databases and monitors server health.</li> <li>4. Recommends guidelines and procedures for the identified problem areas on data collection.</li> <li>5. Reviews the assessment and accomplishment reports submitted by subordinates.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategic information system plan and policies, coordinates the over-all IT activities of the region and provides up-to-date information necessary for management's policy formulation and decision-making functions.</li> <li>2. Introduces innovations, enhancements and recommends more improved processes and procedures in the use of region's data systems.</li> <li>3. Conducts relevant research studies to improve the information and technology management of the Bureau.</li> <li>4. Serves as resource person on this competency.</li> </ol>

<p>6. Manages and maintains the regional information systems and databases and monitors the updating performance of the concerned units.</p> <p>7. Prepares proceedings of the meetings, conferences, and workshops conducted by the Office.</p>			
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## ERO9 - ENVIRONMENTAL INFORMATION AND EDUCATION

The ability required to implement public information programs to enhance public understanding and participation in environmental protection and management to attain sustainable development.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental information and education activities	Conducts environmental information and education activities	Supervises environmental information and education activities	Formulates plans, programs and policies on environmental information and education activities
<ol style="list-style-type: none"> <li>1. Knows DENR/EMB's mandate, policies, programs and projects.</li> <li>2. Knows the state of the Philippine environment, with emphasis on the brown environment sector.</li> <li>3. Distributes IEC materials and disseminates relevant information and facts of the Bureau's plans, programs and activities to public and to various stakeholders.</li> <li>4. Assists academic institutions, government agencies and other stakeholders related to environmental education campaign.</li> <li>5. Keeps reading materials and daily news clippings on environment and natural resources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers information needed in the development of IEC materials.</li> <li>2. Prepares fact sheets, primers, brochures, exhibit materials on brown environmental issues.</li> <li>3. Writes feature articles, column feeds and TV releases on environmental management programs and policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes partnership with the tri-media.</li> <li>2. Prepares and implements the regional communication plan on environment sector.</li> <li>3. Edits press releases, editorial and feature articles written by staff.</li> <li>4. Manages the timely release of press releases and editorial materials.</li> <li>5. Plans and supervises the implementation of environmental events and activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies strategies to implement high-impact IEC campaigns vis-à-vis limited funds.</li> <li>2. Reviews and monitors the implementation of IEC programs / projects.</li> <li>3. Oversees the conduct of IEC programs, projects of the office.</li> <li>4. Serves as expert/ resource person in advocacy programs of EMB.</li> </ol>



## ERO10 - SKILLS IN LEGAL RESEARCH/OPINION

The ability required to research legal precedent, investigate/evaluate facts, *determine the existence of prima facie case* and preparation of legal documents. It includes the conduct of research to: 1) support a decision or legal proceeding, 2) formulate a defense, 3) *prepare the pleadings/petitions/motions*, or 4) initiate legal action in connection with legal issues and concerns affecting the mandates of DENR-EMB.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in conduct of legal research and preparation of legal documents</p>	<p>Conducts legal research and prepares legal documents</p>	<p>Supervises conduct of legal research and preparation of legal documents</p>	<p>Formulates plans, programs and policies on conduct of legal research and preparation of legal documents</p>
<ol style="list-style-type: none"> <li>1. Has knowledge of environmental laws, legal procedures, rules and regulations, and international agreements/commitments.</li> <li>2. Knows the laws on natural resources and environmental management.</li> <li>3. Knows the general procedures in legal research work.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ascertains the subject matter and notes preliminary issues to be researched. (- Under what jurisdiction does the problem fall? Is the question governed by local law/Philippine laws and/or international convention/agreements/treaties?  Is the problem governed by legislation (statutes or EMB policies, regulations) or by judicial decisions?  Do both apply? )</li> <li>2. Develops a detailed written outline on how Legal Division plans to analyze the legal issues presented by the fact situation.  (The outline will indicate where the analysis is strong (no further research is required) and where the analysis is weak (further research is required).</li> <li>3. Identifies preliminary issues and key</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes research data, such as relevant provisions of RA 6969, P.D. 1586, Clean Water Act, Clean Air Act, RA 9003 and applicable international conventions/agreements/treaties, judicial decisions, legal articles, codes, and documents.</li> <li>2. Identifies which cases are binding and which are merely persuasive; what are the possible defences and remedies; the need to find more analogous cases, to make policy arguments; and areas in the analysis that needs further research.</li> <li>3. Investigates/evaluates facts and law of cases to determine causes of action and to prepare draft decision or necessary communication.</li> <li>4. Revises the preliminary legal issue/s identified.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates policies and procedures for efficient legal research/background investigation.</li> <li>2. Drafts proposed revisions/amendments to existing laws, regulations and policies.</li> </ol>

	<p>facts.</p> <p>4. Prepares research plan and spends time “brainstorming” the problem.</p> <p>5. Gathers and compiles and collates materials and data needed in the conduct of legal research on environmental management issues on the resolution of the case/opinion.</p> <p>6. Browses a subject thru CD/ROM and/or uses Supreme Court and other local/international legal web sites, including libraries of the DENR and UP Law Center.</p> <p>7. Conducts researches and studies on various laws, court decisions, significant opinions, circulars, regulations, and other relevant legal information to determine and assess their effects on the operations/enforcement of the Clean Air Act, Clean Water Act, EIS law, and RA 6969.</p> <p>8. Conducts researches and studies on international environmental conventions and agreements and their relevance to (PD 1586, RA 6969, RA 8749, RA 9003 &amp; RA 9275)EIS law, and RA 6969 such as the Stockholm Declaration of the United Nations Conference on the Human Environment (16 June 1972), Agenda 21, Chapters 38 and 39 (UN Conference on Environment and Development, 16 June 1992), Convention on the Protection of the Ozone Layer, UN Framework Convention on Climate Change, Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 22 March</p>	<p>5. Synthesizes the arguments.</p> <p>(How does the argument/discussion of issues fit together? Are they logically organized, such that discussions of certain issues logically precede subsequent issues? What are the weaknesses in the argument/s, if any? Can the leading cases be incorporated (e.g. on the facts; not binding in local Philippine environmental management laws/jurisdiction; if binding, can it be restricted to a narrow ratio; can an obiter dicta or strong dissents be utilized; are other cases more persuasive?). Are the CAA, CWA, EIS law, RA 6969, RA 9003 and their corresponding policies and/or regulations correctly and properly incorporated? Can the policies and/or regulations of said laws be extended a liberal or strict interpretation, or rendered not applicable on the facts?)</p> <p>6. Prepares draft opinions on legal issues touching on Clean Air Act, Clean Water Act, EIS law, and RA 6969, RA 9003 and pertinent international agreements/conventions/treaties.</p> <p>7. Supervises and reviews the conduct of studies and researches on legal matters affecting EMB.</p> <p>8. Guides the Bureau’s decision makers and oversees the legality of the proposed legal course of actions to be undertaken.</p> <p>9. Monitors progress and results of legal research/investigation.</p>	
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	<p>1989.</p> <p>9. Arranges documentary evidences/data orderly and efficiently.</p>	<p>10. Edits, reviews, revises/amends the draft policies, rules and regulations, and other communication prepared by the different EMB Divisions/Sections/Projects related to the legal enforcement of Clean Air Act, Clean Water Act, EIS law, and RA 6969, RA 9003 and pertinent international agreements/conventions/treaties.</p>	
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## ERO11 - DISPOSITION/MANAGEMENT OF CASES

The ability required to resolve/dispose and handle cases brought for judicial and quasi-judicial actions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in disposition/ management of cases	Handles disposition/ management of cases	Supervises disposition/ management of cases	Formulates plans, programs and policies on disposition/ management of cases
<ol style="list-style-type: none"> <li>1. Has knowledge of laws, legal procedures, rules and regulations, and allied laws.</li> <li>2. Knows the laws on natural resources and environmental management.</li> <li>3. Knows the necessary information required in the disposition of cases.</li> <li>4. Identifies the nature of the case presented.</li> <li>5. Gathers, collates and efficiently arrange evidences to prosecute, to initiate actions, and legally defend a course of action to be undertaken concerning environmental management legislations and its regulations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Examines legal data to determine advisability of defending or prosecuting lawsuit.</li> <li>2. Gathers, validates and determines the authenticity of data and/or documents.</li> <li>3. Applies pertinent provisions of PD 984, Clean Air Act, Clean Water Act, EIS law, and RA 6969, RA 9003, allied laws, and pertinent international conventions/agreements, and rules of quasi-judicial bodies/ordinances of LGUs, jurisprudence</li> <li>4. Conducts field investigation/site inspection and validation, whenever necessary.</li> <li>5. Schedules and presides in the conduct of a technical conference/hearing.</li> <li>6. Determines the legal remedy/appropriate action to take.</li> <li>7. Prepares and reviews legal documents</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with proper authorities for expeditious disposition of the case.</li> <li>2. Prepares draft resolution/action on appealed cases from EMB Regional Offices, and orders on cases originating from EMB ROs.</li> <li>3. Oversees and directs the review of all legal documentation requested by the public in relation to the Bureau's operations.</li> <li>4. Review and evaluate pollution cases prior to its elevation to the PAB.</li> <li>5. Determines and recommends further actions needed in the disposition of the cases.</li> <li>6. Handles and monitors cases involving EMB and advises the management on possible legal solutions or actions.</li> <li>7. Files/prosecutes cases in the proper judicial courts or administrative bodies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates guidelines/policies and procedures in the management/disposition of the case.</li> <li>2. Determines and recommends strategies needed in the speedy disposition of cases.</li> </ol>

	<p>including motions, pleadings, etc.</p> <p>8. Examines documents/evidences presented by the respondent/appellant, and/or in defending or prosecuting lawsuit.</p> <p>9. Determines the existence of a <i>prima facie case</i> against the firm and whether substantial evidence exists.</p> <p>10. Handles and monitors/analyzes reports on the status of legal cases, and reports of investigation conducted by EMB field offices.</p>	<p>8. Appears and participates in court cases in behalf of EMB Regional Office under the supervision and control of the Office of the Solicitor General in civil and special civil actions and the Department of Justice in criminal cases.</p> <p>9. Appears in court in behalf of EMB or as in per curiam/legal expert on PD 984, RA 8749, Clean Air Act, Clean Water Act, EIS law, and RA 6969, allied laws, and pertinent international conventions/agreements.</p> <p>10. Prepares pleadings and assists the OSG or DOJ on cases that originate from EMB regional office before judicial and quasi-judicial bodies.</p>	
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## ERO12 - LEGAL COUNSELING AND ARBITRATION

The ability required to provide legal advice and appropriate legal remedies/actions necessary to assist the different units/offices and conduct arbitration under the EMB concerning legal matters/problems.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in legal counseling and arbitration activities	Handles legal counseling and arbitration activities	Supervises legal counseling and arbitration activities	Formulates plans, programs and policies on legal counseling and arbitration activities
<ol style="list-style-type: none"> <li>1. Has knowledge of laws, legal procedures, rules and regulations, allied laws, and international law.</li> <li>2. Knows laws on natural resources and environmental management and issuances.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews contracts/MOA entered into by EMB.</li> <li>2. Recommends legal remedies to take on a given case or situation involving legal issues concerning pertinent provisions of PD 984, Clean Air Act, Clean Water Act, EIS law, and RA 6969, allied laws, and pertinent international conventions/agreements.</li> <li>3. Provides legal counseling to DENR and EMB officials, concerned EMB Regional Offices/Projects/Divisions and other EMB's stakeholders/general public.</li> </ol>	<ol style="list-style-type: none"> <li>1. Renders advice regarding legal issues and problems affecting the day to day operations of EMB.</li> <li>2. Conducts use and practices arbitration/mediation on claims and conflicts as mandated by the Arbitration Law affecting environmental management concerns.</li> <li>3. Instructs preparation of legal opinions and advices to legal staff for proper action.</li> <li>4. Reviews all suggested legal remedies/actions involving legal issues.</li> <li>5. Recommends implementation of legal remedies which have been prepared for issuance to the different EMB ROs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval of legal advice as required.</li> <li>2. Initiates guidelines/ policies and procedures in the management/ disposition of the case.</li> <li>3. Determines and recommends strategies needed in the speedy disposition of cases.</li> <li>4. Formulates, initiates, reviews and implements policies and procedures in handling administrative cases.</li> <li>5. Recommends for approval of legal actions as required.</li> </ol>



## ERO13 - SOLID WASTE MONITORING AND ASSESSMENT

The ability required to enforce, implement and monitor compliance to RA 9003.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in conduct of solid waste monitoring and assessment activities</p> <ol style="list-style-type: none"> <li>1. Has basic knowledge of the RA 9003.</li> <li>2. Understands the basic principles of Ecological Solid Waste Management (segregation at source, segregated collection, Material Recovery Facility, Composting).</li> <li>3. Knows the protocols, standards and items to be monitored in SWM.</li> <li>4. Knows the delineation of responsibilities between the DENR and LGUs.</li> <li>5. Knows how to communicate to the LGU without being misunderstood to foster strong coordination.</li> </ol>	<p>Conducts solid waste monitoring and assessment activities</p> <ol style="list-style-type: none"> <li>1. Develops and maintains a database on the level of compliance of the LGU's as basis for prioritizing monitoring activity</li> <li>2. Prepares the requirement of local government protocols.</li> <li>3. Documents the findings and observations during the conduct of SWM assessment and monitoring.</li> </ol>	<p>Formulates plans, programs and policies on solid waste monitoring and assessment activities</p> <ol style="list-style-type: none"> <li>1. Monitors the compliance of LGUs and private operators to RA 9003 and other relevant guidelines.</li> <li>2. Evaluates the closure and rehabilitation plans of LGUs and private operators.</li> <li>3. Prepares plan to upgrade and strengthen the existing ESWM practices.</li> <li>4. Orients newly hired staff on the operations of the office.</li> <li>5. Prepares training module/training design on SWM.</li> <li>6. Designs strategies for a better ESWM System.</li> <li>7. Guides LGUs in the establishment and operationalization of MRF.</li> <li>8. Responds quickly to any SWM crisis/concerns.</li> </ol>	<p>Supervises solid waste monitoring and assessment activities</p> <ol style="list-style-type: none"> <li>1. Oversees the conduct of solid waste monitoring and assessment in the region.</li> <li>2. Conceptualizes innovative tools that support the SWM system.</li> <li>3. Plans for contingencies and implement accordingly.</li> </ol>



## ERO14 - TECHNICAL ASSISTANCE ON ESWM

The ability required to render technical expertise/assistance on RA 9003 including the IRRs as well as on the policies and programs adopted by the Commission and the Department/Bureau on ESWM to LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders with regards to the enforcement and implementation of the provisions of the Act.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in provision of technical assistance on ESWM activities</p> <ol style="list-style-type: none"> <li>1. Has knowledge on the monitoring and implementation of ESWM.</li> <li>2. Is familiar with the policies and programs on ESWM adopted by the Commission, EMB and DENR.</li> <li>3. Prepares monitoring/ performance reports on ESWM programs and projects with simple pro-forma.</li> <li>4. Recommends P/P/A to LGUs or other stakeholders for better ESWM implementation.</li> </ol>	<p>Provides technical assistance on ESWM</p> <ol style="list-style-type: none"> <li>1. Coordinates with LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders regarding the enforcement, monitoring and implementation of ESWM programs and projects.</li> <li>2. Provides technical assistance to LGUs, NGAs, NGOs, Academes, Private Sectors and other stakeholders regarding the enforcement and implementation of ESWM programs and projects. Ex. Ecological site assessment; SCRIP prep; prep of 10-yr SWMP; organization of MSWMB or BESMC; conduct of WACS; establishment of MRF and SLF.</li> <li>3. Prepares comprehensive reports on the implementation and enforcement of ESWM programs and projects based on the requirements of DENR units/offices and other appropriate Government Agencies.</li> <li>4. Identifies problem areas and</li> </ol>	<p>Formulates plans, programs and policies on provision of technical assistance on ESWM</p> <ol style="list-style-type: none"> <li>1. Reviews and assesses reports submitted with regards to the implementation of ESWM projects and programs.</li> <li>2. Prepares monitoring and evaluation design/reports on ESWM projects and programs.</li> <li>3. Identifies appropriate ESWM projects/programs/activities to be undertaken in line with the Department's priority thrusts aligned with the provisions of RA 9003.</li> <li>4. Prepares project proposals on ESWM projects and programs for funding and implementation.</li> <li>5. Reviews and evaluates ESWM plans and programs submitted by different LGUs nationwide.</li> <li>6. Conducts impact studies on ESWM projects and programs.</li> </ol>	<p>Supervises the provision of technical assistance on ESWM</p> <ol style="list-style-type: none"> <li>1. Coordinates enforcement and implementation of ESWM projects and programs.</li> <li>2. Initiates/ recommends the proposals on ESWM projects and programs for funding and implementation.</li> <li>3. Evaluates measures that will effectively address the gaps in the enforcement and implementation of ESWM projects and programs.</li> <li>4. Represents the Office on ESWM activities, fora , national and conventions.</li> </ol>

	recommends procedures for effective and efficient implementation of ESWM projects and programs.		
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## ERO15 - TRAINING AND INFORMATION DISSEMINATION ON ESWM

The ability required to conduct and facilitate trainings and information dissemination on RA 9003 as well as on the policies and programs adopted by the Commission and the Department/Bureau on ESWM.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of training and information dissemination on ESWM	Conducts training and information dissemination on ESWM	Formulates plans, programs and policies on training and information dissemination on ESWM	Supervises training and information dissemination on ESWM
<ol style="list-style-type: none"> <li>1. Knows the concept on ESWM including enforcement, monitoring and implementation as well as the policies and programs adopted by the Commission, the Bureau and Department.</li> <li>2. Knows the organization's IEC program to enhance public awareness and participation on the enforcement and implementation of ESWM;</li> <li>3. Collects information needed in the development of IEC materials and training programs.</li> <li>4. Knows the process of conducting a training program including the preparation of training designs.</li> <li>5. Operates basic training equipment.</li> <li>6. Assists in the preparation and presentation of IEC and training materials in terms of gathering data and crafting the materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews IEC/training materials and training programs on the enforcement and implementation of RA 9003;</li> <li>2. Meets all training requirements needed within the specified time frame;</li> <li>3. Determines type of IEC materials and training programs to be developed taking into consideration factors like communication objectives, target audience, and availability of funds and communication technologies.</li> <li>4. Develops IEC materials and training programs on the enforcement and implementation ESWM.</li> <li>5. Laymanizes scientific and technical literature on the enforcement and implementation of ESWM;</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements contingency plans to address critical situations during training.</li> <li>2. Presents ESWM lectures, synthesizes lessons and relates them to current environmental issues and concerns.</li> <li>3. Integrates the program objectives, issues and concerns arising from interactions/discussions.</li> <li>4. Facilitates workshop, training and other similar activities to gather needed information for development of an appropriate ESWM program.</li> <li>5. Formulates training standards and policies in implementing training programs.</li> <li>6. Serves as a resource person on lectures and trainings dealing with ESWM and other relevant issue.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts participatory planning activities to develop IEC materials and training programs.</li> <li>2. Introduces innovations and techniques in developing IEC materials and training programs.</li> <li>3. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/ strategy.</li> <li>4. Plans contingencies and recommends accordingly.</li> </ol>



## CC1 - DISCIPLINE

The ability to:

- uphold the values and principles of Ethical Standards for Government Employees (RA 6713) taking into account the social and environmental impact of one's actions and decisions;
- exemplify high standards of professional behavior as DENR employees, adhering to ethical as well as moral principles, values and standards of the Agency; • be motivated by organizational rather than personal concerns;
- utilize time efficiently and productively to attain desired results;
- show fulfillment in work and achievements;
- exercise persistence when faced with difficult problems and challenges; and c
- communicate/observe DENR mission, quality policy, values, rules and regulations in the discharge of one's functions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices ethical and professional behaviors	Upholds the values of DENR in every action and decision	Serves as a good role model on DENR values and ethics to staff/peers	Sponsors/ initiates development of proactive programs promoting DENR values and ethics
<ol style="list-style-type: none"> <li>1. Abides by Ethical Standards for Government Employees (RA 6713) by practicing ethical and professional behaviors</li> <li>2. Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures, and honoring one's commitment to others or the organization</li> <li>3. Plans and organizes tasks and produces results</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains a professional image and can be depended upon</li> <li>2. Respects and supports management in its decision and is able to guard and build the Agency's reputation and image</li> <li>3. Acts with a sense of urgency and responsibility to meet the organization's needs and prioritizes tasks to attain results</li> </ol>	<ol style="list-style-type: none"> <li>1. Inspires confidence and respect from peers/ staff</li> <li>2. Serves as a good role model on professionalism to staff/ peers by coming to work on time and producing outputs before the deadline</li> <li>3. Engages consultation with peers, subordinates, partners, and stakeholders in decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences confidence and trust in the discharge of one's duties through personal example and DENR policies, procedures, products and services that deserve such appreciation, confidence and trust</li> <li>2. Demonstrates accountability, responsibility, ethical practice and conformity to the principles of natural justice in decision making</li> </ol>



<ul style="list-style-type: none"> <li>4. Comes to work on time and attends meetings on time</li> <li>5. Projects a positive outlook and attitude toward work</li> <li>6. Is knowledgeable about DENR goals and directions, services, culture, history, structure, basic systems and processes and key personnel</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes personal actions and behaviors congruent to that of the values and goals</li> <li>5. Makes personal sacrifices to meet organizational needs</li> <li>6. Maintains confidentiality and protects the privacy of employees, customers, and other stakeholders of DENR</li> </ul>	<ul style="list-style-type: none"> <li>4. Shows moral courage by doing the right thing or by expressing dissent on actions or pending decisions which would violate organizational values, laws, and regulations</li> <li>5. Aligns organizational and personal values and guides others on DENR/office goals and directions, services and culture</li> </ul>	<ul style="list-style-type: none"> <li>3. Calls attention of peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others</li> <li>4. Contributes to the development of the Agency's values and professionalism/ ethical standards and program</li> </ul>
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## CC2 - EXCELLENCE

The ability to provide proactive, responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Complies with DENR's standards of service deliver	Delivers and adds value to customers' expectations and requirements	Anticipates, identifies and manages stakeholders' standards and requirements towards excellent customer service through improving sense of responsibility and competence	Builds and shapes DENR service culture and strategy and provides leadership in service delivery through highest degree of responsibility and competence
<ol style="list-style-type: none"> <li>1. Complies with DENR's standards of service delivery</li> <li>2. Explains DENR's service standards and basic DENR rules and policies</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides relevant information to supervisor on matters referred for actions</li> <li>5. Shows sense of urgency in attending to customers' needs and requests</li> <li>6. Acts on simple queries/ concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains DENR's structure, processes, and time involved in the delivery of services to customers</li> <li>2. Articulates the vision, mission, programs, core values, and priority directions of the DENR</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides advice and guidance to subordinates with regard to concerns elevated to their level</li> <li>5. Takes the extra mile in customer service by consistently exceeding expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Anticipates and identifies stakeholders need and value based on programs and, policies and analyzes based on the parameters and condition of customer service satisfaction</li> <li>2. Mentors and coaches subordinates and peers on how to provide correct, adequate and prompt information to customers as may be necessary</li> <li>3. Anticipates and analyses stakeholders' needs and provides appropriate and immediate response</li> <li>4. Proactively comes up with solutions to manage stakeholders' expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistently exceeds stakeholders' needs and expectations by keeping abreast with local and global best practices in managing bureaucracy necessary to implement a successful change strategy</li> <li>2. Designs mechanisms in the provision of correct, adequate and prompt information to customers as may be necessary</li> <li>3. Directs the organization towards the achievement of the service excellence platform in the entire bureaucracy</li> </ol>

	<p>6. Initiates/recommends process improvements based on customers' feedback</p>	<p>5. Initiates improvements in service delivery based on stakeholder feedback</p> <p>6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely</p> <p>7. Seeks ways to improve one's knowledge and skills to perform requirements of present and future role in DENR</p> <p>8. Models excellence in assuming responsibility for dealing with problems, crises or issues. Does not blame others for mistakes and learns from them</p>	<p>4. Recommends to DENR management mechanisms for the institutionalization of a service culture</p> <p>5. Ensures compliance with established parameters of authority within DENR and empowers subordinates to manage DENR's culture of service excellence</p> <p>6. Formulates/Designs strategies in the scaling-up of service delivery as a result of analysis, appreciation and understanding of the customer's needs and concerns</p> <p>7. Promotes a culture of continuous learning to strengthen competency of people to raise the bar toward high quality service delivery</p> <p>8. Serves as champion in the sharing and applying new knowledge, skills and responsibility learned in one's field to stakeholders both internally and externally</p> <p>9. Gathers and analyzes feedbacks from subordinates and respond effectively to address concern</p>
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## CC3 - NOBILITY

The ability to exemplify the quality of being noble in character and mind by displaying virtue, goodness, honor, justice and decency. It also includes traits of purity, selflessness and worthiness as well as concern for justice, peace and genuine respect for people.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Demonstrates virtue, goodness, honor, justness and decency at all times	Demonstrates virtue, goodness, honor, justness and decency even in difficult situations	Influences others to observe virtue, goodness, honor, justness and decency in all situations	Inspires others to act in the highest level of virtue, goodness, honor, justness and decency
<ol style="list-style-type: none"> <li>1. Demonstrates trustworthiness and selfless concern for the well-being of others</li> <li>2. Manifests objectivity, impartiality and fairness in handling situations at work</li> <li>3. Adheres to right standard of conduct in dealing with stakeholders</li> <li>4. Shows respect for others</li> <li>5. Fulfills an obligation or keeps an agreement</li> <li>6. Demonstrates honesty and compassion in all situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Manifests equal treatment to people regardless of status</li> <li>2. Shows respect, sensitivity and diplomacy to people in the attainment of common objectives</li> <li>3. Is respected and regarded by superiors and peers</li> <li>4. Takes an objective and independent stance in handling difficult issues and situations</li> <li>5. Exhibits high level of discipline and self-control in keeping personal and sensitive information</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences high level of trustworthiness and determination to resist temptation of corruption</li> <li>2. Ensures accountability in handling Agency funds and complies with agency's internal financial controls and policies and COA regulations</li> <li>3. Discourages and reports to proper authorities any potential acts of dishonesty, misappropriation, malversation, connivance, or defrauding</li> <li>4. Upholds and promotes the highest standards of moral values, practices, and ethics at all times</li> <li>5. Complies with the disclosure</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotes the culture of virtue, goodness, honor, justness and decency in the organization and manifests high level of purity, selflessness, and worthiness in every situation towards the achievement of common goals</li> <li>2. Pursues goals relentlessly and with dedication, towards achieving ambitious and excellent results and demonstrates persistence and strength of character when confronted with difficulties or challenges</li> <li>3. Remains calm and level-headed even in the most stressful situations.</li> <li>4. Sets an example in demonstrating tact and diplomacy in handling</li> </ol>

		policy of the agency	difficult situations and people, accepts constructive criticism and uses it to improve performance
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## CC4 - RESPONSIBILITY

The ability to:

- take full responsibility in delivering what has been agreed;
- take care of entrusted human, material resources and information;
- disclose all transactions and welcome reviews, audits, assessments, comments and monitoring of one's actions; and
- avoid wasteful and personal use of agency's resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Observes the principle of transparency and accountability in the workplace with supervision and guidance	Practices the principle of transparency and accountability in the workplace	Leads in the observance of the principle of transparency and accountability in the workplace	Champions the principle of transparency and accountability in the agency
<ol style="list-style-type: none"> <li>1. Understands the principle of transparency and accountability in organizations</li> <li>2. Implements the required tasks and produces the deliverables</li> <li>3. Makes information available in a manner appropriate to different stakeholders as instructed</li> <li>4. Observes proper use of office resources and applies the 5Rs in wastes segregation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the value of transparency and prudence in disclosing accurate material information in a timely manner</li> <li>2. Takes full responsibility for all business decisions, actions/inactions, and conduct</li> <li>3. Makes information available to permit timely analysis, and evaluation by relevant stakeholders</li> <li>4. Shows concern and serve excellently to the agency and its stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages information so that it is timely, accurate, and complete</li> <li>2. Coaches, mentors, and monitors to ensure others deliver their responsibilities as expected</li> <li>3. Models the behavior expected of the employees and the criteria by which they will be assessed</li> <li>4. Ensures that there is a process in which employees issues and concerns are heard and deliberated</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews employees/ unit's accountabilities and provides guidance to ensure attainment of targets</li> <li>2. Takes corrective action to address office problems in a timely and consultative manner</li> <li>3. Empowers employees to hold themselves accountable and responsible of their decisions</li> <li>4. Sets up systems and processes to ensure that the agency's stakeholders are served with transparency and accountability</li> </ol>



## CC5 – CARING FOR THE ENVIRONMENT AND NATURAL RESOURCES

The ability to demonstrate its concern for the preservation and conservation of the natural environment (not just as a job) but more as a way of life. It includes (but not limited to) the following behavioral manifestations:

- takes care of the environment by throwing their garbage in the proper place and turns off light, air conditioners, computers and other electrical appliances when not in use;
- uses less of the earth's resources and uses carefully those that they have to use;
- reuses stuff - bags, containers, etc. and recycles materials as much as possible; and
- plants/replants trees and joins/advocates environment related activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge of concepts and application of preservation and conservation of the environment	Applies knowledge and understanding of the environment to further the aims of sustainability	Serves as a good role model in conserving and preserving the environment to peers and staff	Sponsors development of proactive programs promoting the preservation and conservation of the environment
<ol style="list-style-type: none"> <li>1. Understands the wider environmental context/ importance of preserving and conserving the environment</li> <li>2. Complies with relevant agency codes of conduct and practices on preserving and conserving the environment without being told</li> <li>3. Demonstrates personal commitment to DENR mission and mandate, recognizing his/her obligations to society/ community</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates a critical awareness of current environmental problems and anticipates the impact of future environmental trends</li> <li>2. Addresses and resolves problems arising from questionable environmental practice</li> <li>3. Demonstrates self-direction and originality in tackling and addressing problems</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences others to promote behavioral and cultural changes to secure environmental improvements beyond Agency compliance</li> <li>2. Encourages others to promote and advance a sustainable and resilient approach by understanding their responsibility for environmental damage and improvement</li> <li>3. Critically evaluate actions, methods and results and their short and long-term implications e.g. the impact and role of</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops good practices, by actively learning from results to improve future environmental solutions and approaches</li> <li>2. Advocates sustainability concerns and environmental issues, encourages others to actively contribute to environmental protection and sustainability</li> <li>3. Demonstrates self-direction and originality in developing strategies for sustainable development and environmental improvement</li> <li>4. Analyzes and evaluates problems from an environmental</li> </ol>

		<p>ecology and biodiversity in relation to new development/ construction</p> <p>4. Actively learns from results to improve environmental solutions and approaches, and build best practice</p>	<p>perspective, develops practical sustainable solutions and anticipates environmental trends to develop practical solutions</p>
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## OC1 – WRITING EFFECTIVELY

The ability to write in a clear, concise and coherent manner using different tools to convey information or express ideas effectively.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Refers to and/or uses existing communication materials or templates to produce own written work	Edits existing or customizes available communication materials to produce an appropriate written work	Produces written work from scratch with some guidance while complying to agreed or prescribed standards of communicating with the bureaucracy	Designs and/or sets standards for a written material used within the bureaucracy while demonstrating independence producing written work
<ol style="list-style-type: none"> <li>1. Knows and uses basic business writing rules such as sentence structure, rules in grammar and techniques in word use and spelling</li> <li>2. Seeks, identifies and is able to distinguish the appropriate template or reference material that will be used as basis for one's written document</li> <li>3. Writes simple pro-forma communications such as acknowledgement, transmittal letters and forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate vocabulary, formats, correct order in sentence formation to achieve cohesion in the composition of sentences</li> <li>2. Understands the advantages and limitations of email and designs written work to capitalize on such advantages and mitigate the limitations</li> <li>3. Solicits feedback from those able to judge the appropriateness of the written material for a given audience</li> <li>4. Replies to queries and prepares Memoranda, presentations, position papers, taking points and reports using references and research tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate content, clarity, logic and presentation of written communications</li> <li>2. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience</li> <li>3. Drafts resolutions, pleadings, terminal reports, and speeches in compliance with agreed or prescribed communication standards</li> <li>4. Utilizes variety of visual elements such as graphs, charts and illustrations to enhance understanding of the written content</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands and uses current trends in business writing styles and written marketing collaterals</li> <li>2. Identifies benchmark examples of effective written communication that can be used by the organization, and applies these best practices in developing communication standards for the organization</li> <li>3. Undertakes in-depth research to develop policy guidelines for written work and related products</li> <li>4. Keeps people informed about the changes and developments in organizational goals, strategies and performance through written documentation</li> </ol>



## OC2 – SPEAKING EFFECTIVELY

The ability to actively listen, understand and respond appropriately when interacting with individuals and groups



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Effectively delivers messages that simply focus on data, facts or information and requires minimal preparation or can be supported by available communication materials. Focus of communication is to relay information and/or data</p>	<p>Effectively delivers messages that require some planning for the Method used and the possible reception to the message (audience may be a controlled group, i.e., team/s, divisions) Focus of communication is to relay information and to build motivation</p>	<p>Effectively delivers messages that require careful planning for the method used and the possible impact of the message (audience may be a large group, i.e., office, organization) Focus of communication is to relay information and to build motivation</p>	<p>Facilitates and influences target audience such as the Heads of the Agency and External Partners/Clients. Focus of communication is to relay information, to build motivation and call for action</p>
<ol style="list-style-type: none"> <li>1. Effectively listens to and understands instructions and can understand the information needs of self and others</li> <li>2. Actively participates in discussions and is appropriately assertive in expressing own ideas</li> <li>3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarifies as well as summarizes discussions, providing insights on underlying issues not readily obvious to the audience</li> <li>2. Adjusts communication style according to the needs of the audience and/or situation</li> <li>3. Takes into account others' point of view, listening actively and asking questions to check for understanding of others' inputs, acting appropriately to nonverbal cues</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands common conventions of language and grammar appropriate to professional settings and audience</li> <li>2. Chooses and uses the appropriate medium for the message and adapts spoken language to that medium</li> <li>3. Presents and discusses suggestions and proposals in English to superiors for the improvement of processes and procedures fluently</li> </ol>	<ol style="list-style-type: none"> <li>1. States complex technical concepts in an understandable manner and uses appropriate supporting materials</li> <li>2. Advocates DENR goals effectively and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization</li> <li>3. Promotes an open line and ongoing communication to address issues and align efforts to organizational goals</li> </ol>

	<p>4. Disseminates information accurately, sharing information and using established methods or channels to keep appropriate parties informed</p>	<p>4. Anticipates possible questions, objections from the audience and prepares materials or means to address or attend to such</p> <p>5. Disseminates policy guidelines and resolutions to subordinate</p> <p>6. Confidently explains DENR laws, rules and programs to external partners/client</p> <p>7. Devises improvements to communication systems and practices within and across teams/ units/ offices in order to improve clarity and reception of messages</p>	<p>4. Presents to the Heads of Agency programs, projects and issues relative to their areas of responsibility for decision/resolution</p> <p>5. Responds appropriately, accurately, and with composure to challenging questions or comment</p>
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## OC3 – TECHNOLOGY LITERACY AND MANAGING INFORMATION

Makes effective use of technology to contribute to the improvement of the system’s performance. The ability to organize, process, distribute and manage information in order to support or facilitate the learning and data requirements of DENR



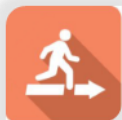
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies basic technology (office software and equipment) in the performance of the assigned tasks. Collects, organizes and maintains data</p>	<p>Demonstrates the use of available equipment and software/s and application/s that can be utilized in the performance of the assigned tasks. Works with data to generate relevant information</p>	<p>Analyzes appropriateness of office software and equipment in the performance of assigned tasks. Develops information assets to achieve organizational goals</p>	<p>Maximizes the use of equipment and office software/s and applications in the performance of the assigned tasks. Strategizes the method and use of information that adds value to the organization and the public sector</p>
<ol style="list-style-type: none"> <li>1. Uses basic technology with supervision in performing tasks</li> <li>2. Understands and complies with the set standards, policies and guidelines on the information management processes of the organization</li> <li>3. Describes and distinguishes data or information that is relevant to the job and the value this brings to one’s functional role, group or the organization</li> <li>4. Uses information channels and sources relevant to the job in order to identify data and transactions that need to be captured or recorded</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies advanced technology tools in performing tasks</li> <li>2. Knows and can articulate the importance of having accurate, readily available, timely and relevant information</li> <li>3. Analyzes and corrects discrepancies and assesses the accuracy, validity, and integrity of the information</li> <li>4. Evaluates information of distortions, personal bias or conflicts of interests using effective information management processes, tools and standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps abreast of technological changes to develop new skills and knowledge required to perform tasks</li> <li>2. Identifies and implements improvements to information management processes and techniques through observation of information management competence of others</li> <li>3. Facilitates the design, development or acquisition of information management tools based on the analyzed needs and gaps of an individual, group or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies gaps and recommends enhancement of office software/s and applications in performing tasks</li> <li>2. Fosters the development of appropriate information assets and protocol to effectively manage and capitalize on information</li> <li>3. Identifies, develops and articulates information management strategies and ensures that these are embedded within key organizational processes</li> <li>4. Ensures information management activities are coordinated across the organization</li> </ol>

<p>5. Uses available tools such as notebooks or computers to document, manage, retrieve and/or distribute data or information to appropriate individuals, groups or parties</p>	<p>5. Provides information on a timely basis and in a usable form ensuring the availability and accessibility of organizational information resources</p>	<p>4. Ensures that resources are available and effectively deployed to sustain service delivery and to address information needs of an individual, group or the organization</p>	<p>5. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general</p>
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## OC4 – PROJECT MANAGEMENT

The ability to plan, organize, implement, direct, monitor and assess projects/ work plans, outputs, effects and impacts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assist in project management activities	Conducts project management activities	Leads in project management activities	Formulates plans, programs and policies on improvement of project management activities
<ol style="list-style-type: none"> <li>1. Applies the basic knowledge in gathering /collecting relevant data/materials under supervision</li> <li>2. Has basic knowledge in the preparation of research/project proposal</li> <li>3. Has basic knowledge in the monitoring and evaluation process</li> <li>4. Knows simple statistical tools needed in program evaluation</li> <li>5. Has basic knowledge in the technical standard and specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and packages research/project proposal</li> <li>2. Organizes staff assignments given the requirements of the special project</li> <li>3. Identifies priorities of the project and the outputs given specific time period in consultation with superior/s</li> <li>4. Devises a monitoring chart to track project activities</li> <li>5. Assists in the conduct of project monitoring and evaluation using prescribed instrument</li> <li>6. Develops and prepares project/research briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops feasibility studies</li> <li>2. Develops plans and proposals and negotiates for resources and support</li> <li>3. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>4. Identifies and analyzes project issues and concerns that affect project's implementation</li> <li>5. Formulates performance indicators and standards</li> <li>6. Develops monitoring and evaluation tools and instruments to assess the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approaches and strategies to address gaps for the improvement of project</li> <li>2. Formulates and recommends policies based on the results and impacts of the project</li> <li>3. Supervises overall activities of the project</li> </ol>

		<ol style="list-style-type: none"><li>7. Monitors and evaluates the development and progress of the project and prepares</li><li>8. Provides technical assistance in project management to stakeholders</li><li>9. Guides others in monitoring and evaluation of program processes</li><li>10. Prepares project terminal report</li></ol>	
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## OC5 – COMPLETED STAFF WORK (CSW)

The ability to provide comprehensive, accurate, factual, and timely information to ensure well-informed decisions



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Practices basic knowledge of CSW to generate complete, accurate, relevant and timely output</p>	<p>Demonstrates advanced knowledge in CSW by applying appropriate tools and techniques</p>	<p>Leads the practice of CSW in his/her office/unit</p>	<p>Institutionalizes and sustains the practice of CSW in the organization</p>
<ol style="list-style-type: none"> <li>1. Provides the appropriate data needed for the action to be taken</li> <li>2. Strives to achieve job objectives and to meet targets based on CSW standard</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes validated data through the use of appropriate statistical tools and other techniques</li> <li>2. Determines the reliability, dependability and integrity of data and/or information gathered</li> <li>3. Explores effective processes and methods in generating action plans from a complex source</li> <li>4. Prepares reports containing the necessary and relevant information in CSW format</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the best source of action or proposal in the context of CSW</li> <li>2. Defines metrics in the effective use of processes and methods in the context of CSW</li> <li>3. Coaches and mentors subordinates and peers on CSW process</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops strategies and mechanisms to enhance the application of CSW</li> <li>2. Provides avenue to generate feedbacks to identify challenges affecting the application of CSW and corresponding solutions to address the issues</li> </ol>





## LC1 – STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)

The ability to “see the big picture”, think multi-dimensionally, craft innovative strategies/solutions; and envision a preferred future for one’s unit/office and functions in the context of the DENR’s Vision and Mission. It includes skills needed to establish and to communicate organizational objectives and to monitor progress toward accomplishment of such objectives; to initiate action; and to provide structure and systems to achieve goals and ensure long-term success



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops office/ service’s strategies and plans based on the DENR’s mission/vision	Ensures that others support the DENR’s mission, goals, agenda, climate and policy	Ensures that the DENR’s strategy is able to address the needs of different stakeholders	Exemplifies to and leads others to support the DENR’s vision, mission, values, goals and objectives
<ol style="list-style-type: none"> <li>1. Understands the role of his/her office in achieving organizational goals and aligns day-to-day actions and resources with the team’s organizational issues and opportunities</li> <li>2. Develops and articulates concise, comprehensive office strategies that incorporate a System/ organization-wide perspective</li> <li>3. Motivates staff into action to support the DENR’s strategies</li> <li>4. Ensures that others support leader’s mission, goals, agenda, climate, and policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one’s department or functional area.</li> <li>2. Establishes and implements longterm objectives, goals, or projects that support the strategy.</li> <li>3. Considers the alignment of present assets, processes, and methods with the DENR’s strategy and identifies actions and changes needed to meet the strategy.</li> <li>4. Develops and contributes to the creation of the DENR’s strategies</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the agency and secures the proper implementation of these strategies.</li> <li>2. Redesigns processes or services to better meet the DENR’s longterm goals.</li> <li>3. Develops Contingency Strategy and Plans Based on DENR Strategies.</li> <li>4. Strategically prepares, modifies and reviews contingency strategy; anticipates obstacles that could</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets the complex and volatile nature of the environment to the agency and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.</li> <li>2. Communicates a clear vision that generates enthusiasm, passion and commitment to the organization mission.</li> <li>3. Influences and persuades through effective will power.</li> <li>4. Takes on a pivotal role in promoting the development of an inspiring, relevant vision for the</li> </ol>

		<p>arise.</p> <ol style="list-style-type: none"> <li>5. Examines radical strategic options and dramatic alternatives that drive the DENR's culture and results</li> <li>6. Pushes oneself and strongly influences/ encourages others to "think outside the box" in setting the future direction of the DENR.</li> <li>7. Coaches/guides other officers on how the DENR's vision/mission /goals could be achieved</li> </ol>	<p>organization and influences others to share ownership of office goals.</p> <ol style="list-style-type: none"> <li>5. Takes initiative to collaborate with leadership team and other line agencies to shape the strategic direction of DENR</li> </ol>
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## LC2 – LEADING CHANGE

The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes the ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to advance and sustain change within the organization.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Influences and guides team in understanding, accepting and supporting any change efforts/ programs of the DENR	Ensures the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process	Addresses the interests and objections of all the stakeholders involved in the change process	Formulates a change management framework and change management implementation plan to guide all the stakeholders involved in the change process
<ol style="list-style-type: none"> <li>1. Recognizes and communicates the change that is introduced in the unit/organization and its effect to DENR</li> <li>2. Communicates the work cooperatively with others to produce innovative solutions</li> <li>3. Supports various change management activities; e.g. communications, education, team development, coaching</li> <li>4. Prepares team/unit for the change by defining management strategy and preparing change management team</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change</li> <li>2. Forwards personal, professional and work unit needs and interests in an issue</li> <li>3. Develops change management plans and takes action and implements plans</li> <li>4. Diagnoses gaps and manages resistance in any change efforts effectively</li> </ol>	<ol style="list-style-type: none"> <li>1. Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant</li> <li>2. Guides groups or teams through the transition process leading to the development and implementation of new approaches, systems, structures and methods</li> <li>3. Helps employees to develop a clear understanding of what they will need to do differently, as result of changes in the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, defines and exhibits buy-in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness</li> <li>2. Develops change management sponsorship model</li> <li>3. Establishes structures and processes to plan and manage the orderly implementation of change that will be beneficial to the DENR</li> <li>4. Reinforces the change effort in a dynamic manner</li> <li>5. Provides strategic insight on change management</li> </ol>

	<ul style="list-style-type: none"> <li>5. Recognizes right away the effect of a certain change in the organization and if such change can be beneficial to the DENR</li> <li>6. . Implements corrective actions and recognizes team/unit success</li> </ul>	<ul style="list-style-type: none"> <li>4. Challenges the status quo by comparing it to an ideal or a vision for change</li> <li>5. Builds broad based support for ideas, initiatives and directives</li> </ul>	<ul style="list-style-type: none"> <li>6. Acts as mentor/coach to change management teams and provides guidance</li> <li>7. Leads in setting new organization's directions, partnerships, policies and procedures</li> </ul>
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## LC3 – PEOPLE DEVELOPMENT (CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)

The ability to develop subordinates' competencies and enhance their performance by planning effective development activities related to current and future jobs. It includes the ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented. It also includes the ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts



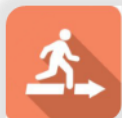
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Applies the basic principle of motivating and coaching people in the workplace	Motivates, trains, coaches and mentors people towards achieving quality results	Creates a work environment that encourages individuals to strive and reach their full potential	Ensures that work processes, procedure and resources provide for on-going growth
<ol style="list-style-type: none"> <li>1. Knows the basic principles of motivating and coaching people</li> <li>2. Gives directions or demonstrations for the purpose of a training strategy (i.e., volunteers additional resources, tools, information, expert advice, etc.)</li> <li>3. Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions</li> <li>4. Gives specific feedback for developmental purposes</li> <li>5. Facilitates workforce effectiveness through motivating and developing people within a</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds a shared sense of destiny among individuals with seemingly disparate views, concerns and aspirations; creates team cohesion and improves individual and team performance</li> <li>2. Motivates people towards achieving quality results</li> <li>3. Actively participates in the longterm learning or development of staff with an appropriate level of needs analysis and other relevant approaches</li> <li>4. Creates new programs or materials to meet identified training needs.</li> <li>5. Involves staff in project tasks,</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates a culture where team work and independence is nurtured by facilitating collaboration across organizations</li> <li>2. Creates a work environment that encourages individuals to seek challenges and to strive in reaching their full potential</li> <li>3. Recognizes individuals' needs and wants and where possible incorporates it into work assignments consistent with their personal strengths</li> <li>4. Does long-term coaching or training by arranging appropriate and helpful assignments, formal training, or other experiences for</li> </ol>	<ol style="list-style-type: none"> <li>1. Fosters and cultivates a shared sense or commitment between and/or among groups, departments and clients despite differences and /or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development</li> <li>2. Cultivates a learning environment by structuring interactive experience such as looking for future opportunities that are in support of achieving an individual's career goals to gain their full potential</li> <li>3. Improves the skills and effectiveness of individuals</li> </ol>

<p>work environment that promotes mutual trust and respect</p> <ol style="list-style-type: none"> <li>6. Provides staff with opportunities to attend training sessions which cater to their professional development needs</li> <li>7. Reassures others after a setback</li> <li>8. Gives negative feedback in behavioral rather than personal terms, and expresses positive expectations for future performance and/or gives suggestions for improvement</li> <li>9. Establishes and maintains effective one-on-one relations with a variety of people, customers, individuals, and institutions</li> </ol>	<p>resources and responsibilities and provides opportunities for them to</p> <ol style="list-style-type: none"> <li>clarify aspects of particular tasks or seek further directions</li> <li>6. Explores opportunities to mentor/coach individual members of the workforce.</li> <li>7. Encourages staff to participate in development opportunities (for example cross posting, accepting higher duties) to enhance career opportunities</li> <li>8. Encourages team members to discuss concerns and conflicts openly rather than covering them up or overlooking them.</li> <li>9. Takes appropriate action to achieve resolution after assessing the issue.</li> </ol>	<p>the purpose of supporting a person's learning and development</p> <ol style="list-style-type: none"> <li>5. Moves people to work out answers to issues themselves so they really know how, rather than simply giving them the answer</li> <li>6. Empowers staff to improve their work performance through reflecting and acting on workplace experiences</li> <li>7. Manifests an in-depth understanding of the ongoing reasons for a person's behavior or responses</li> </ol>	<p>through employing a range of development strategies</p> <ol style="list-style-type: none"> <li>4. Establishes systems and implements it to ensure that regular constructive feedback is given to each staff members through both formal and informal situations</li> <li>5. Promotes and rewards achievements in a way which openly acknowledges the contribution of individuals</li> </ol>
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## LC4 – PEOPLE PERFORMANCE MANAGEMENT (MANAGING PERFORMANCE AND COACHING FOR RESULTS)

The ability to create an enabling environment which will nurture and sustain a performance based coaching culture. It includes the ability to take responsibility for employees' performance, by setting clear goals and expectations, tracking progress against goals, ensuring feedback and addressing performance problems and issues promptly. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting value of continuous learning and improvement.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Explains performance management principles	Monitors employee performance regularly to help employee improve his/her performance the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process	Guides others on the performance management system process and coaches staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Sets performance standards and measures progress of employees</li> <li>2. Describes the job in terms of outputs and how it contributes to the organizational objectives</li> <li>3. States performance expectations clearly and ensures that they are understood</li> <li>4. Sets agreement with the staff/ employees on standards and measures of performance including the needed support, resources and skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors employee performance regularly to help employee improve his/her performance</li> <li>2. Addresses performance problems in a timely way by assessing performance against standards and acting in a way to change performance for the better</li> <li>3. Provides feedback or conducts performance assessment, discussion and action planning</li> <li>4. Creates tools and/or applies new methods in correcting and</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the strategic imperatives of the organization and orchestrates teams. Work and organizations culture around this through advanced skills in coaching to achieve performance standard</li> <li>2. Acts to ensure others perform in accordance with clear expectations and goals</li> <li>3. Administers corrective discipline or performance improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the organization by example and through coaching towards a performance-based culture and the achievement of public service performance standards</li> <li>2. Makes specific changes in the performance management system, or in own work methods to improve performance (e.g. does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale, revenues)</li> </ol>

<p>5. Checks understanding and commitment</p> <p>6. Evaluates performance against clear standards or expectations</p>	<p>improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching to enable them to self-initiate solutions for their growth and development</p> <p>5. Coaches employees about their performance problems</p>		
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## LC5 – PARTNERSHIP AND NETWORKING (BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIPS)

The ability to build, and maintain a network of reciprocal, high trust, synergetic working relationships within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders. It also seeks to develop and utilize collaborative relationships with local and international partners to facilitate the accomplishment of Agency goals through mobilization of resources and as aid in policy formulation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains existing local partnership and networks and capitalizes on these to deliver or enhance work outcomes	Monitors employee performance regularly to help employee improve his/her performance the effective implementation of any change initiatives/ programs of the DENR by guiding the team in the transition process	Guides others on the performance management system process and coaches staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Understands and articulates the nature of businesses, systems, and vision, mission and core values of partners or networks to facilitate collaboration</li> <li>2. Shows and encourages mutual respect in one's dealings with partners/ networks, providing assistance (e.g. sharing of information or resources) to maintain a good working relationships with people whose cooperation and support are important</li> <li>3. Maintains contacts with people in different organizations who can</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies opportunities for collaboration by building productive and supportive relationships with partners/ network to maintain existing relationships and establish new ones</li> <li>3. Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthens and deepens partnerships and networks to deliver or enhance work outcomes</li> <li>2. Recognizes ways to reinforce and expand successful partnerships</li> <li>3. Practices win-win approach in resolving differences</li> <li>4. Resolves conflict by anticipating concerns, constraints, or resistance from partners/ network</li> <li>5. Stays alert and informed of political, cultural and religious</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds and the leverages on collaborative partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies, develops, leverages relationships with a diverse group of people across sectors, culture and race</li> <li>3. Forges agreements/ understandings (MOA/MOU) with private and public sector partners to achieve common goals</li> <li>4. Seeks opportunities for collaboration with local and foreign</li> </ol>

<p>be useful sources of information or resources and capitalizes on these to deliver or enhance work outcomes</p> <p>4. Monitors and acts on partnership arrangements to ensure that the objectives of the partnership remain on target</p>	<p>4. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments</p> <p>5. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions</p> <p>6. Gathers and responds to feedback to resolve specific problem</p> <p>7. Conforms to local and international protocol, etiquette and procedures</p>	<p>issues in order to anticipate and respond appropriately to potential problems affecting the partnership</p> <p>6. Establishes relationships with a broad range of individuals and groups, in various organizations and cultures</p> <p>7. Guides others build and maintain positive interpersonal relationships and networks</p>	<p>partners by participating in international conventions/ conferences/ gathering</p> <p>5. Renders technical assistance to local and international partners in the development of policies and programs</p> <p>6. Participates in effective joint problem-solving endeavors with local and international partners</p> <p>7. Represents agency in international organizations to work together in meeting mutual goals</p>
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# POSITIONS PROFILE

## SUPPORT POSITIONS

### I. Administrative and Finance

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

POSITION TITLE	FUNCTIONAL																
	AS1	AS2	AS3	AS4	AS5	AS6	AS7	AS8	AS9	AS10	AS11	AS12	AS13	AS14	AS15	AS16	AS17
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
SUPVG AO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A
AO V		A	A	A	A	A	A				A	A	A	A	A	A	A
AO IV		I	I	I	I	I	I				I	I	I	I	I	I	I
AO III		I	I	I	I	I	I				I	I	I	I	I	I	I
AO II		I	I	I	I	I	I				I	I	I	I	I	I	I
AO I	B				B												
ACCT III	A							A	A	A							
ACCT II	I							I	I	I							
ACCT I	I							I	I	I							
ADAS III					B	B											
ADAS II					B	B											

POSITION TITLE	CORE					ORGANIZATIONAL					LEADERSHIP				
	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG AO	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV	A	A	A	A	A	A	A	A	A	A					
AO III	I	I	I	I	I	I	I	I	I	I					
AO II	I	I	I	I	I	I	I	I	I	I					
AO I	B	B	B	B	B	B	B	B	B	B					
ADA IV (DRIVER)	B	B	B	B	B	B	B	B	B	B					
ACCT III	A	A	A	A	A	A	A	A	A	A					
ACCT II	I	I	I	I	I	I	I	I	I	I					
ACCT I	I	I	I	I	I	I	I	I	I	I					
ADAS III	B	B	B	B	B	B	B	B	B	B					
ADAS II	B	B	B	B	B	B	B	B	B	B					

## II. Policy, Planning and Program Development

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	EP1	EP2	EP3	EP4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
DMO V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
DMO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
PEO V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
PEO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PEO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PEO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
PEO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
PO V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
PO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
PO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADMIN AIDE VI	B				B	B	B	B	B	B	B	B	B	B					

## III. Statistics and Information Systems Management Section

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

POSITION TITLE	FUNCTIONAL								CORE					ORGANIZATIONAL					LEADERSHIP				
	EP4	IS1	IS2	IS3	IS4	IS5	IS6	IS7	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ITO I	S	S	S	S	S	S	S	S	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA II	A	B	I	A	A	A	B		I	I	I	I	I	I	I	I	I	I					
STAT II	A	B	I	B	B	B	A	A	I	I	I	I	I	I	I	I	I	I					
COMPRO II	I	I	I	B	B	B	B		I	I	I	I	I	I	I	I	I	I					

#### IV. Knowledge Information Systems

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

POSITION TITLE	FUNCTIONAL							CORE					ORGANIZATIONAL					LEADERSHIP				
	IS1	IS2	IS3	IS4	IS5	IS6	IS7	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
<b>INFORMATION SYSTEMS DIVISION</b>																						
ITO III	S	S						S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ITO II	A	A						A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA III	A	A						A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CP III	A	A						A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA II	I	I						I	I	I	I	I	I	I	I	I	I					
CP II	I	I						I	I	I	I	I	I	I	I	I	I					
ADMIN ASST III (COMPUTER OPERATOR II)	B	B						B	B	B	B	B	B	B	B	B	B					
<b>NETWORK INFRASTRUCTURE MANAGEMENT DIVISION</b>																						
ITO III			S	S	S			S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ITO II			A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA III			A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CP III			A	A	A			A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA II			I	I	I			I	I	I	I	I	I	I	I	I	I					
CP II			I	I	I			I	I	I	I	I	I	I	I	I	I					
ADMIN ASST III (COMPUTER OPERATOR II)			B	B	B			B	B	B	B	B	B	B	B	B	B					
<b>STATISTICS AND DATA RESOURCE MANAGEMENT DIVISION</b>																						
STAT V						S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
STAT IV						A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
STAT III						A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
STAT III						I	I	I	I	I	I	I	I	I	I	I	I					
STAT I						I	I	I	I	I	I	I	I	I	I	I	I					
ASST STAT						B	B	B	B	B	B	B	B	B	B	B	B					
IO III						A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IO II						I	I	I	I	I	I	I	I	I	I	I	I					
IO I						I	I	I	I	I	I	I	I	I	I	I	I					

## V. Legal Affairs

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	EL1	EL2	EL3	EL4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ATTY V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ATTY IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
S III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
S II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
LEGAL ASST II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS II	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

# TECHNICAL POSITIONS

## Environmental Quality Management Division

### I. Water Quality Management Section

POSITION	FUNCTIONAL									CORE					ORGANIZATIONAL					LEADERSHIP				
	EQ 1	EQ 2	EQ 3	EQ 4	EQ 25	EQ 26	EQ 27	EQ 28	EQ 29	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG/ SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					

### II. Air Quality Management Section

POSITION TITLE	FUNCTIONAL											CORE					ORGANIZATIONAL					LEADERSHIP				
	EQ 5	EQ 6	EQ 7	EQ 8	EQ 9	EQ 10	EQ 25	EQ 26	EQ 27	EQ 28	EQ 29	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ENGR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SUPVG EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SEMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					

### III. Hazardous Waste Management Section



POSITION TITLE	FUNCTIONAL												CORE					ORGANIZATIONAL					LEADERSHIP				
	EQ 11	EQ 12	EQ 13	EQ 14	EQ 15	EQ 16	EQ 17	EQ 25	EQ 26	EQ 27	EQ 28	EQ 29	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ENGR IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SUPVG SRS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
EMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						

**IV. Chemical Management Section**

POSITION TITLE	FUNCTIONAL												CORE					ORGANIZATIONAL					LEADERSHIP				
	EQ 18	EQ 19	EQ 20	EQ 21	EQ 22	EQ 23	EQ 24	EQ 25	EQ 26	EQ 27	EQ 28	EQ 29	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ENGR IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SUPVG SRS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
EMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						

POSITION	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	EI1	EI2	EI3	EI4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG/ SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR IV/III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					

### Environmental Research Division

POSITION	FUNCTIONAL								CORE					ORGANIZATIONAL					LEADERSHIP				
	ER1	ER2	ER3	ER4	ER5	ER6	ER7	ER8	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF SRS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG/ SR SRS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR SRS/EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SRS II/I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					

### Environmental Education and Information Division

POSITION	FUNCTIONAL						CORE					ORGANIZATIONAL					LEADERSHIP				
	EE1	EE2	EE3	EE4	EE5	EE6	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5

CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVGT / SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
MPS III	NA	A	A	A	A	NA	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IO III	I	A	A	A	A	NA	A	A	A	A	A	A	A	A	A	A					
EMS II	I	I	I	I	I	NA	I	I	I	I	I	I	I	I	I	I					
LIBRARIAN II/I	NA	NA	NA	NA	NA	I	I	I	I	I	I	I	I	I	I	I					
AA VI (AI I)	NA	NA	NA	NA	I	NA	B	B	B	B	B	B	B	B	B	B					

**Solid Waste Management Division**

POSITION	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
	ESW1	ESW2	ESW3	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVGT/ SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS II/I	I	I	I	I	I	I	I	I	I	I	I	I	I					

**EMB Regional Offices**

**Clearance and Permitting Division**

POSITION	FUNCTIONAL	CORE	ORGANIZATIONAL	LEADERSHIP
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	ERO1	ERO2	ERO3	ER04	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVGM EMS/ ENGR IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR EMS	A	A	A	I	I	I	I	I	I	I	I	I	I	I	B	B	B	B	B
ENGR II/	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
EMS III/	I	I	I	I	I	I	I	I	I	I	I	I	I	I					

### Environmental Monitoring & Enforcement Division

POSITION	FUNCTIONAL		CORE					ORGANIZATIONAL					LEADERSHIP				
	ERO5	ERO6	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVGM EMS/ SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR IV	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
IO III	A	A	A	A	A	A	A	A	A	A	A	A					
ENGR II/ EMS II/	I	I	I	I	I	I	I	I	I	I	I	I					
IO II	I	I	I	I	I	I	I	I	I	I	I	I					
CHEMIST III	I	I	I	I	I	I	I	I	I	I	I	I					
CHEMIST II	I	I	I	I	I	I	I	I	I	I	I	I					
LAB AIDE/ ENGG AIDE	B	B	B	B	B	B	B	B	B	B	B	B					

### Regional Planning and Education Division

POSITION	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
	ERO7	ERO8	ERO9	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
PO V	S	S	S	S	S	S	S	S	S	S	S	S	S	B	B	B	B	B
PO IV	A	A	A	A	A	A	A	A	A	A	A	A	A					

PO III/ SR EMS	A	A	I	I	I	I	I	I	I	I	I	I	I					
ISA III	NA	I	NA	I	I	I	I	I	I	I	I	I	I					
IO III	NA	NA	A	A	A	A	A	A	A	A	A	A	A					
PO II	I	I	I	I	I	I	I	I	I	I	I	I	I					
STATISTICIAN II	NA	I	NA	I	I	I	I	I	I	I	I	I	I					

**Regional Legal**

POSITION	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
	ERO10	ERO11	ERO12	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ATTY V	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ATTY IV/III	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B

**Regional Ecology Center**

POSITION	FUNCTIONAL			CORE					ORGANIZATIONAL					LEADERSHIP				
	ERO13	ERO14	ERO15	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I					



Produced by:  
**Human Resources Development Service**  
December 2021



Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

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The DENR Competency-Based System Manual, which was adopted in 18 January 2018 through DENR Memorandum Circular No. 2018-01 entitled Adoption of the Competency-Based System Manual for Support and Technical Positions in the Central Office, Regional Offices and Bureaus signed by Secretary Roy A. Cimatu, is considered a living document. It includes the list of functional, core, organizational and leadership competency clusters; competency indicators per proficiency level (Basic, Intermediate, Advanced and Superior); and position profiles. It also covers all Offices of the DENR at the Central and Regional, and Bureaus for 1st and 2nd level positions.

Since its adoption, the Manual has been used Department-wide as a tool in the implementation of various HR systems: recruitment, selection and placement; learning and development; performance management; rewards and recognition; career development; and succession planning. In support to its continuous improvement and to ensure responsiveness to the needs of the organization, it was revisited this year.

For the Regional Offices, the enhancements are as follows

- 1.The positions missed were added in the position profile.
- 2.Developed competency profiles for the following positions:

-Park Operations Superintendent (POSu)\*

CODE	COMPETENCY TITLE
Park Operations (PO) 1	Protected Area Management
PO2	Management of Socio-Economics and Cultural Concerns
PO3	Conservation and Management of Wildlife Species and their Habitats
PO4	Ecotourism Development and Management
PO5	Natural Resources Assessment Biological and Physical

\*with unique position profile (see RO CBS Manual)



- Administrative Assistant, Administrative Aide and Driver under the ORED;

COMPETENCY CODE AND TITLE	POSITION/S / OFFICE
RAS5 - Courier, Postal and Messengerial Services	Administrative Assistants III / II
RAS6 - Clerical / Secretarial/ Executive Assistance Skills	
RAS9 - Driving	Administrative Aide IV (Drivers)
RAS10 - Vehicle Repair and Maintenance	
RAS11 - Motor Pool Services Management	

These enhancements used the “borrow and modify” approach, and underwent a series of review, validation by the position holders and subject matter experts, and approval of office heads, following the competency profiling process.

### I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>RSCI1</b>	Media Relations Management	<b>1</b>	<b>RIS2</b>	Software Development	<b>25</b>
<b>RSCI2</b>	Development Communication Management	<b>3</b>	<b>RIS3</b>	Network Infrastructure Management	<b>26</b>
<b>RSCI3</b>	Event Management	<b>5</b>	<b>RIS4</b>	Systems Analysis and Design	<b>27</b>
<b>RSCI4</b>	Visual Communication (Graphic Design and Layout)	<b>7</b>	<b>RIS5</b>	Web Development	<b>29</b>
<b>RSCI5</b>	Video Production	<b>9</b>	<b>RIS6</b>	Information and Communication Technologies (ICT) Resource Management	<b>31</b>
<b>RSCI6</b>	Photojournalism	<b>11</b>			
<b>RSCI7</b>	Library Management	<b>13</b>	<b>RFM1</b>	General Accounting	<b>33</b>
			<b>RFM2</b>	Budget Preparation	<b>35</b>
<b>RPI</b>	Planning and Programming	<b>15</b>	<b>RFM3</b>	Budget Administration and Control	<b>37</b>
<b>RP2</b>	Monitoring and Evaluation	<b>17</b>	<b>RFM4</b>	Organization and Management Systems Improvement	<b>39</b>
<b>RP3</b>	Statistical Analysis, Data Management and Production of Knowledge Products	<b>19</b>	<b>RFM5</b>	Cash Management	<b>41</b>
<b>RP4</b>	Organization and Management Systems Improvement	<b>21</b>	<b>RLA1</b>	Skills in Legal Research	<b>42</b>
			<b>RLA2</b>	Management and Disposition of ENR Cases and Other Legal Concerns	<b>44</b>
<b>RIS1</b>	Statistical Analysis, Conversion of Statistical Data to Spatial Data and Conversion to Knowledge Products	<b>23</b>	<b>RLA3</b>	Litigation	<b>46</b>
			<b>RLA4</b>	Legal Counseling and Alternate Dispute Resolution (ADR)	<b>48</b>

### I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>RLA5</b>	Investigation and Disposition of Administrative Complaints	<b>50</b>	<b>RAS9</b>	Driving	<b>72</b>
<b>RS1</b>	Legal Note Taking	<b>52</b>	<b>RAS10</b>	Vehicle Repair and Maintenance	<b>74</b>
<b>RS2</b>	Legal Records Management	<b>53</b>	<b>RAS11</b>	Motor Pool Services Management	<b>75</b>
<b>RS3</b>	Computerized Records Management	<b>55</b>	<b>RHR1</b>	Recruitment, Selection and Placement	<b>77</b>
<b>RS4</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>56</b>	<b>RHR2</b>	Compensation, Benefits and Welfare Administration	<b>79</b>
<b>RAS1</b>	Procurement Management	<b>58</b>	<b>RHR3</b>	Processing of Personnel Actions	<b>81</b>
<b>RAS2</b>	Property Management (Property Inventory and Disposal Management)	<b>60</b>	<b>RHR4</b>	Grievance Handling	<b>83</b>
<b>RAS3</b>	Records Management	<b>62</b>	<b>RHR5</b>	Performance Management	<b>84</b>
<b>RAS4</b>	Computerized Records Management	<b>64</b>	<b>RHR6</b>	Learning Needs Assessment (LNA)	<b>86</b>
<b>RAS5</b>	Courier, Postal and Messengerial Services	<b>66</b>	<b>RHR7</b>	Preparation of Learning Design	<b>87</b>
<b>RAS6</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>67</b>	<b>RHR8</b>	Learning Event Management	<b>88</b>
<b>RAS7</b>	Building Maintenance System Administration	<b>69</b>	<b>RHR9</b>	Learning Event Facilitation	<b>90</b>
<b>RAS8</b>	Repair and Favrication	<b>70</b>	<b>RHR10</b>	Network and Linkaging with HR Partners	<b>92</b>
			<b>RHR11</b>	Monitoring and Evaluation (M&E) of Learning and Development (L&D) Program	<b>93</b>

### I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>RHR12</b>	Scholarship Administration	<b>94</b>
<b>RHR13</b>	HR Planning	<b>96</b>
<b>RHR14</b>	Career Development	<b>98</b>

### II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS

<b>PO1</b>	Protected Area Management	<b>95</b>
<b>PO2</b>	Management of Socio-Economics and Cultural Concerns	<b>97</b>
<b>PO3</b>	Conservation and Management of Wildlife Species and their Habitats	<b>99</b>
<b>PO4</b>	Ecotourism Development and Management	<b>102</b>
<b>PO5</b>	Natural Resources Assessment - Biological & Physical	<b>104</b>
<b>PO6</b>	Protected Area/ Critical Habitat Policy, Planning and Management	<b>106</b>
<b>PO7</b>	Implementation of Protected Area Policies	<b>107</b>

<b>PO8</b>	Protected Area, Critical Habitat, Caves and Wildlife Law Enforcement	<b>108</b>
<b>RO1</b>	Concept and Application of Integrated Ecosystems Management (IEM)	<b>110</b>
<b>RO2</b>	Identification of Interventions and Integrating Strategies Across Sectors (Forestry, Coastal, Agriculture, Urban, Air Space) and Zoning for Strategic Management	<b>111</b>
<b>RO3</b>	Characterization of Ecosystem and Use of Planning Tools and Procedures	<b>112</b>
<b>RO4</b>	Resource Management and Restoration/ Rehabilitation of Degraded Ecosystems	<b>113</b>
<b>RO5</b>	Preparation of Natural Resources Management (NRM) - Related Plans FLUP, CRMP, ISWMP, PAMP, IRB, IWRM)	<b>114</b>

### II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS

<b>TO6</b>	Environment and Natural Resource Accounting (ENRA)	<b>115</b>
<b>RO7</b>	Strategies and Schemes for Financing Environmental Projects	<b>116</b>
<b>RO8</b>	Results-Based Monitoring and Evaluation Systems (RBME) and Environmental Audit for Different ENRM Sites	<b>117</b>
<b>RO9</b>	Environmental Governance	<b>119</b>
<b>RO10</b>	Climate Change and Environmental Management	<b>120</b>
<b>RO11</b>	Information, Education and Communication, Social Marketing and Extension Support	<b>121</b>
<b>RO12</b>	Impact Assessment Across Ecosystems	<b>122</b>
<b>RO13</b>	Social Negotiation	<b>123</b>
<b>RO14</b>	ENR Law Enforcement	<b>124</b>
<b>RO15</b>	Geographic Information System (GIS)	<b>126</b>
<b>RO16</b>	Surveying	<b>128</b>

<b>RO17</b>	Survey Verification	<b>130</b>
<b>RO18</b>	Mapping	<b>131</b>
<b>RO19</b>	Land Management Information System Administration	<b>133</b>
<b>RO20</b>	Land Records Management	<b>134</b>

### III. CORE COMPETENCIES

<b>CC1</b>	Discipline	<b>136</b>
<b>CC2</b>	Excellence	<b>138</b>
<b>CC3</b>	Nobility	<b>140</b>
<b>CC4</b>	Responsibility	<b>141</b>
<b>CC5</b>	Caring for the Environment and Natural Resources	<b>142</b>

### IV. ORGANIZATIONAL COMPETENCIES

<b>OC1</b>	Writing Effectively	<b>144</b>
<b>OC2</b>	Speaking Effectively	<b>145</b>
<b>OC3</b>	Technology Literacy and Managing Information	<b>147</b>

## IV. ORGANIZATIONAL COMPETENCIES

<b>OC4</b>	Project Management	<b>149</b>
<b>OC5</b>	Completed Staff Work (CSW)	<b>151</b>

## V. LEADERSHIP COMPETENCIES

<b>LC1</b>	Strategic Leadership (Thinking Strategically and Creatively)	<b>152</b>
<b>LC2</b>	Leading Change	<b>154</b>
<b>LC3</b>	People Development (Creating and Nurturing a High Performing Organization)	<b>156</b>
<b>LC4</b>	People Performance Management (Managing Performance and Coaching for Results)	<b>158</b>
<b>LC5</b>	Partnership and Networking (Building Collaborative and Inclusive Working Relationships)	<b>160</b>

<b>V. POSITION PROFILE</b>		<b>162</b>
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# COMPETENCY-BASED SYSTEM MANUAL



## SUPPORT POSITIONS

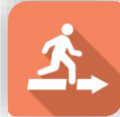
Regional Office

2021



## RSC11 – MEDIA RELATIONS MANAGEMENT

The ability to develop and implement public information programs to enhance public understanding and participation on the DENR mandate, thrusts, programs, projects and activities and ENR policies, and sustainable development and management of the country’s natural resources; and engages and maintains harmonious working relationship with media practitioners.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Prepares basic publications, media relations materials and audio-visual media materials	Conceptualizes, designs, and prepares publications, editorial and writing materials, media relations materials and audio-visual media materials	Leads in the conceptualization, design, and preparation of publications, editorial and writing materials, media relations materials and audio-visual media materials.	Plans, organizes and reviews DENR-RO’s public information programs and activities.
<ol style="list-style-type: none"> <li>1. Prepares and updates media directories</li> <li>2. Disseminates editorial materials</li> <li>3. Assists in the reproduction and distribution of press kits</li> <li>4. Assists in the coverage and documentation of official functions on environment and natural resources</li> </ol>	<ol style="list-style-type: none"> <li>1. Writes press releases, fact sheets, and photo captions on environment and natural resources</li> <li>2. Writes scripts for radio and TV plugs</li> <li>3. Writes environmental slogans and messages customized for an intended or targeted audience</li> <li>4. Covers official functions of DENR officials and events for purposes of preparing editorial materials for prompt dissemination</li> <li>5. Translates into local dialects press releases, feature articles, and photo captions, scripts for radio and TV plugs</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and analyzes ENR-related media reports and prepares rejoinders in response to negative or erroneous media reports</li> <li>2. Writes feature articles, column feeds, and TV and radio broadcast releases on ENR policies, programs and projects and activities</li> <li>3. Analyzes media requests for interview of concerned DENR officials and prepares the necessary guide questions and/or briefing materials</li> <li>4. Arranges media coverage of ENR-related events and activities</li> <li>5. Responds to queries from media and other stakeholders of the DENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes the implementation of public information programs and activities</li> <li>2. Implements the set targets for the public information campaign</li> <li>3. Recommends public information activities to improve public understanding and support for environmental programs and projects</li> <li>4. Works with information officers of other government agencies and stakeholders to develop and implement public information programs</li> <li>5. Hosts radio and/or TV programs</li> </ol>

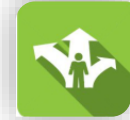


	<ul style="list-style-type: none"> <li>6. Sources out logistical support in the conduct of press conferences, media briefings and press coverage of ENR-related activities</li> <li>7. Transcribes proceedings in press conferences, media briefings, media interviews, and other speaking engagements of DENR officials</li> <li>8. Establishes and maintains harmonious working relationship with media practitioners</li> <li>9. Prepares briefing materials or presentations for use during press conferences and media briefings using appropriate software (e.g. powerpoint)</li> </ul>	<ul style="list-style-type: none"> <li>6. Prepares project proposals for video productions and other public information activities</li> <li>7. Analyzes and integrates diverse information from varied sources for inputs in editorial materials</li> <li>8. Interviews senior officials and other stakeholders on more complex ENR-related issues</li> <li>9. Prepares media plan and other public information activities in support of DENR special programs and projects and assists in overseeing its successful implementation</li> <li>10. Evaluates and edits editorial materials prepared by staff writers</li> <li>11. Guides and coach others on this competency and serve as a resource person</li> </ul>	
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## RSCI2 – DEVELOPMENT COMMUNICATION MANAGEMENT

The ability to create, develop and sustain public interest in environmental undertakings, and promote public appreciation of and support for DENR programs, projects and activities through strengthening of communication strategies and activities.



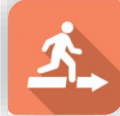
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of development communication activities	Conducts development communication activities	Leads in the conduct of development communication activities	Plans, organizes and reviews the conduct of development communication activities
<ol style="list-style-type: none"> <li>Has basic knowledge of the organization's mandate, programs and projects on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>Has basic knowledge of the organization's information, education and communication (IEC) program to enhance public participation on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>Has basic knowledge on the state of the Philippine environment at the national and local level, including issues and concerns affecting it</li> </ol>	<ol style="list-style-type: none"> <li>Works closely with other government agencies and other DENR partners on the conduct of development communication activities</li> <li>Arranges for the logistical support in the conduct of development communication activities</li> <li>Facilitates meetings with stakeholders such as LGUs, academe, faith-based groups, civil society organizations and other stakeholders</li> <li>Develops IEC materials and collaterals on ENR-related topics for exhibits, exposition</li> <li>Conducts meetings with LGUs, academe, faith-based groups, civil society organizations and other</li> </ol>	<ol style="list-style-type: none"> <li>Prepares communication plan to be integrated in the Work and Financial Plan</li> <li>Identifies and conceptualizes development communication activities to encourage and gain public support for environmental undertakings</li> <li>Works with information officers of DENR and other offices to develop and implement IEC campaign</li> <li>Reviews and recommends the communication plan and Work and Financial Plan</li> <li>Conducts coaching or mentoring of staff</li> </ol>	<ol style="list-style-type: none"> <li>Oversees the implementation of development communication activities</li> </ol>

<p>4. Identifies relevant beneficiaries and stakeholders for development communication activities on ENR programs</p> <p>5. Gathers IEC materials for public distribution during the conduct of development communication activities (e.g., school lectures, stakeholders meeting)</p>	<p>stakeholders through lectures, and other interpersonal communication activities.</p> <p>6. Prepares IEC reports</p> <p>7. Develops and maintains information materials for DENR social media account</p> <p>8. Drafts speeches on ENR related events for the Regional Executive Director</p>		
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## RSCI3 – EVENT MANAGEMENT

The ability to handle ENR-related events.



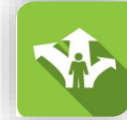
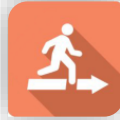
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of event management activities.	Conducts event management activities.	Leads in the conduct of event management activities.	Plans, organizes and reviews the conduct of event management activities.
<ol style="list-style-type: none"> <li>1. Has basic knowledge of the organization's mandate, programs and projects on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>2. Has basic knowledge of the organization's information, education and communication (IEC) program to enhance public participation on environmental protection, biodiversity conservation and sustainable development of natural resources</li> <li>3. Has basic knowledge on the state of the Philippine environment, including issues and concerns affecting it</li> <li>4. Has basic knowledge on event management</li> </ol>	<ol style="list-style-type: none"> <li>1. Arranges the physical and logistical requirements for the conduct of an event</li> <li>2. Represents the office in meetings involving the preparation, execution and assessment of the event</li> <li>3. Develops operational plans, e.g. schedules, program of activities, budget, resource persons' directory, etc., in managing an event</li> </ol>	<ol style="list-style-type: none"> <li>1. Responds quickly to crisis situations through successful execution of alternative course of action</li> <li>2. Undertakes process documentation and prepares an end-of-activity report</li> <li>3. Organizes the participatory planning session for the successful management of an event</li> <li>4. Anticipates issues and concerns that may arise during the event and recommends corresponding alternative courses of action</li> <li>5. Conceptualizes innovative events that support the mandate of the DENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the overall conduct and management of an event</li> <li>2. Evaluates and decides on proposed innovations in the conduct of events</li> </ol>

<p>5. Gathers IEC materials related to the event</p> <p>6. Prepares basic communication such as office order/memorandum, invitation letters</p> <p>7. Makes follow up/confirmation on the status of invited guests/participants</p>			
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## RSC14 – VISUAL COMMUNICATION (GRAPHIC DESIGN AND LAYOUT)

Knowledge and skills required in development, conceptualization and execution of IEC and other printed visual materials to support societal change towards environment and natural resources.



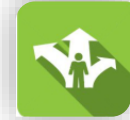
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic visual communication works	Undertakes more visual communication works	Leads the delivery visual communication works	Validates and reviews results of visual communication works
<ol style="list-style-type: none"> <li>Has basic knowledge of the organization's mandate, programs and projects on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>Has basic knowledge of the organization's information, education and communication (IEC) program to enhance public participation on environmental protection, biodiversity conservation and sustainable development of natural resources</li> <li>Has basic knowledge on the state of the Philippine environment, including issues and concerns affecting it</li> <li>Has basic knowledge of computer software used to create and layout graphic designs for various forms of</li> </ol>	<ol style="list-style-type: none"> <li>Creates artworks using a variety of media and techniques to depict objects, people, nature or events for printed materials and exhibits</li> <li>Uses more advanced computer software (Adobe, Corel, InDesign, etc.) to assist in design production</li> <li>Determines suitability of available visuals for use in IEC materials</li> <li>Collects and transmits data and files through the internet platform, as directed</li> <li>Assists during ingress and egress of exhibit events participated in by the office</li> <li>Acts as custodian of exhibit materials</li> </ol>	<ol style="list-style-type: none"> <li>Interprets design concept of exhibits and printed IEC materials based on project needs</li> <li>Produces exhibit materials based on given concept and purpose</li> <li>Implements layout plan of exhibit materials</li> <li>Does press work to ensure conformity to approved design</li> <li>Formulates design concepts and presentation of approaches for visual communication materials (printed IEC materials, exhibits and other forms of display)</li> <li>Designs visual communication training modules and workshops for information</li> </ol>	<ol style="list-style-type: none"> <li>Oversees activities in the development and lay outing of graphic design materials</li> <li>Advises units/offices on the effectiveness of graphic designs and methods to be used in IEC materials</li> </ol>

<p>visual materials (newsletters, brochures, flyers, etc)</p> <p>5. Assists in the gathering of data and selection of appropriate artwork in preparation of IEC materials</p>	<p>7. Prepares initial sketches and presentation layouts</p>	<p>officers and other DENR personnel engaged in IEC work</p> <p>7. Evaluates and recommends improvements for IEC materials before printing or publication</p> <p>8. Is proficient with major graphic or design software</p> <p>9. Guides and coach others on this competency</p>	
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## RSCI5 – VIDEO PRODUCTION

Knowledge and skills to develop and produce video documentaries and audio-visual presentations on best practices or success stories to enhance public awareness and understanding of DENR policies, programs and projects and activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic video production works	Undertakes more complex video production works and covers big and VIP events	Leads the delivery of video production works	Validates and reviews results of video production works to meet media requirements
<ol style="list-style-type: none"> <li>Has basic knowledge of the organization's mandate, programs and projects on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>Has basic knowledge of the organization's information, education and communication (IEC) program to enhance public participation on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>Has basic knowledge on the state of the Philippine environment at the national and local level, including issues and concerns affecting it</li> </ol>	<ol style="list-style-type: none"> <li>Has knowledge on advanced videography</li> <li>Has knowledge on video editing</li> <li>Under minimum supervision, conducts video coverage of official functions of DENR officials and other important environmental events</li> <li>Selects and captures video footage in the editing machine</li> <li>Properly indexes selected video footage</li> <li>Reproduces video materials</li> </ol>	<ol style="list-style-type: none"> <li>Prepares concept paper/proposal of video documentary, including identification of purpose and target audience/recipients</li> <li>Identifies logistical requirements in the preparation of video documentary</li> <li>Prepares initial draft of video script to serve as guide by the AV team</li> <li>Takes video footage using script as guide and as per instruction of the team leader</li> <li>Has knowledge on musical scoring</li> <li>Can select appropriate music for video productions</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates output of the video production/documentary.</li> </ol>

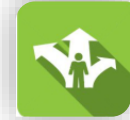


<p>4. Is familiar with various video equipment and accessories and their proper care</p> <p>5. Has knowledge on basic videography, including different video formats used</p> <p>6. Properly/systematically labels used video tapes</p> <p>7. Reproduces copies of video documentary for distribution</p> <p>8. Prepares a distribution list of completed video materials and efficiently maintains records of recipients</p> <p>9. Assists in the conduct of video coverage of official functions of DENR official and other important environmental events as part of the AV team</p>		<p>7. Has knowledge on advanced video editing, including generation of character and application of special effects</p> <p>8. Has knowledge on exporting audio-video material to other formats (e.g. MPEG, AVI, VCD, DVD output/format)</p> <p>9. Pretests initial output of the video documentary</p> <p>10. Produces a master copy of the video documentary</p> <p>11. Implements stages of video production (pre-production, production, post-production)</p> <p>12. Guides and coach others on this competency</p>	
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## RSCI6 – PHOTOJOURNALISM

The ability to document, through photography, programs, projects and activities relating to environmental protection, biodiversity conservation, and sustainable development and management of natural resources.



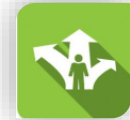
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes photography works	Undertakes more complex photography works and covers big and VIP events	Leads the delivery of photography works	Validates and reviews results of photography works to meet media requirements
<ol style="list-style-type: none"> <li>Has basic knowledge of the organization's mandate, programs and projects on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>Has basic knowledge of the organization's information, education and communication (IEC) program to enhance public participation on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>Has basic knowledge on the state of the Philippine environment, including issues and concerns affecting it</li> </ol>	<ol style="list-style-type: none"> <li>Conducts photo-documentation of official functions of DENR officials, environmental events and other media activities</li> <li>Efficiently maintains a photobank for easy identification and retrieval</li> <li>Enhances and prints photo images using appropriate imaging software (e.g. MS PhotoEditor)</li> <li>Classifies types of photos relating to various environmental concerns</li> <li>Gathers data/information regarding his photo subjects</li> <li>Assists in the selection of pictures for release to the press</li> </ol>	<ol style="list-style-type: none"> <li>Shoots more complex subjects for use in photo exhibits, institutional ads, print IEC materials, etc.</li> <li>Determines suitability of pictures for release to the media/press</li> <li>Recommends photo ideas and proposals</li> <li>Estimates photography and printing costs</li> <li>Prepares periodic reports of activities</li> <li>Develops necessary techniques in covering photo shoots of different programs, projects and events</li> </ol>	<ol style="list-style-type: none"> <li>Oversees the photo documentation projects and activities.</li> </ol>

<ul style="list-style-type: none"> <li>4. Has knowledge on the basic parts of a camera and their uses</li> <li>5. Is familiar with various types of cameras, accessories and other related equipment used in coverage and their proper care</li> <li>6. Has knowledge on basic photography, including the basics of composition and lighting techniques</li> <li>7. Facilitates printing of photos, digitization of photos, etc.</li> <li>8. Downloads and stores raw photo images</li> </ul>		<ul style="list-style-type: none"> <li>7. Discusses with officials regarding photo documentation of environmental programs and projects</li> <li>8. Supervises photo documentation team during location shooting</li> <li>9. Adapts to changing situations, unexpected pressures and varying job demands</li> <li>10. Guides and coach others on this competency</li> </ul>	
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## RSCI7 – LIBRARY MANAGEMENT

The ability to provide and manage storage and retrieval of information on environment and natural resources.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in library management activities	Implements library management activities and programs	Supervises the implementation of library management activities and programs	Plans, organizes and reviews the implementation of library management activities and programs
<ol style="list-style-type: none"> <li>1. Has basic knowledge of the organization's mandate, programs and projects on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>2. Has basic knowledge of the organization's information, education and communication (IEC) program to enhance public participation on environmental protection, biodiversity conservation and sustainable development and management of natural resources</li> <li>3. Has basic knowledge on the state of the Philippine environment, including issues and concerns affecting it</li> <li>4. Orients library users on existing library policies, rules and regulations</li> </ol>	<ol style="list-style-type: none"> <li>1. Acquires additional reading and informative materials through donations, book showers, purchase, etc.</li> <li>2. Indexes and catalogues book and non-book materials such as journals and audio-visual materials</li> <li>3. Updates and maintains database on sectoral issues, etc.</li> <li>4. Assists in the conduct of inventory of reading materials</li> <li>5. Attends to researchers and other clients and advises them on appropriate library materials</li> <li>6. Maintains e-library on ENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps track of book circulation such as lending and recalling of books to users</li> <li>2. Encodes pamphlet or vertical file</li> <li>3. Conducts accurate inventory of library equipment and library holding</li> <li>4. Assists in the accessioning, recording, and control of book and non-book materials</li> <li>5. Supervises the accessioning, recording and control of book and non-book materials</li> <li>6. Recommends new acquisitions, subscription to journals, magazines and other literature</li> <li>7. Coordinates with other offices on the implementation of e-library</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversees the implementation of library activities.</li> </ol>

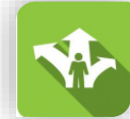
<p>5. Undertakes daily news clippings on environment and natural resources</p> <p>6. Assists in keeping books and other reading materials organized and in good condition</p> <p>7. Efficiently maintains IEC materials for distribution</p> <p>8. Prepares written communication and library correspondences</p>		<p>8. Guides and coach others on this competency</p>	
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## RP1 – PLANNING AND PROGRAMMING

The ability to:

- translate broad strategic goals and plans into specific operational goals and objectives relevant to the regional and provincial, local level in accordance with the President’s and Department’s thrust priorities, and budget appropriations.
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the DENR.
- formulate appropriate criteria for determining priorities for proposed projects and selects the appropriate programs/projects/activities for funding and execution.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of planning and programming activities	Consolidates, reviews, and analyzes the RO’s short-, medium- and long-term plans	Handles the implementation of programming/reprogramming guidelines for DENR’s short-, medium-, and long-term plans preparation	Formulates regional guidelines and strategies for the preparation of RO strategic and operational plans.
<ol style="list-style-type: none"> <li>1. Has the knowledge on the President’s thrusts and priorities, including DENR and regional thrusts and priorities</li> <li>2. Gathers/collects relevant data/materials (NEDA/DBM pronouncements and other relevant agencies both private and government)</li> <li>3. Has the knowledge on DENR’s mandate, core values, vision, mission, functions and specific PPAs of each unit/office based on major final outputs</li> <li>4. Has the knowledge on basic planning concepts and processes in making</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands and discerns the unit of work measurements and performance indicators crafted in every project activity</li> <li>2. Consolidates, reviews and analyzes local ENR-related proposals in accordance with the approved planning guidelines</li> <li>3. Identifies and prioritizes programs, projects and activities of the DENR at the local level</li> </ol>	<ol style="list-style-type: none"> <li>1. Makes presentations to RDC on proposed budget of the region and other plans and projects</li> <li>2. Identifies opportunities and problems in the medium term and the resources and activities to deal with them</li> <li>3. Prepares Regional Development/Investment Plan – ENR component in line with National Agenda and NEDA’s Guidelines</li> <li>4. Provides technical assistance to regional operations in initiating different activities to achieve desired output/outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops new ideas and approaches in planning responsive to the changing needs of the DENR and its stakeholders</li> <li>2. Serves as subject matter expert in planning and programming related issues and concerns</li> <li>3. Recommends appropriate interventions in the use of resources to meet strategic goals</li> <li>4. Discusses with the management and offices issues relating to planning and budget programming prioritization</li> </ol>

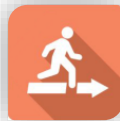
<p>operational plans for a work group e.g., scheduling, budgeting; project plans or plans for a function/ Department</p> <p>5. Assists in the updating of database on regional targets taking in to account the “universe and baseline”</p> <p>6. Has knowledge on updating and maintenance of planning records</p>	<p>4. Prepares regional budget proposal in accordance with the DBM Circulars and DENR policies</p> <p>5. Communicates with regional operating units and other customers on planning and programming queries and conveys complex instructions or information accurately</p>	<p>5. Facilitates the preparation of Budget Deliberation (Budget Hearing) and Approval documents</p>	
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## RP2 – MONITORING AND EVALUATION

The ability to:

- work closely on the progress and impacts of ENR programs and projects in accordance with approved priority areas with different regional divisions and other implementing units/PENROs/CENROs and other operating units of the region;
- formulate and implement standards and criteria for program/project identification, prioritization and implementation;
- assess and evaluate periodically performance reports and project implications;
- prepare periodically monitoring and evaluation reports of the ENR programs and projects establishes and operates a feedback mechanism including documentation of best practices based on the results of the evaluation for replication and popularization to other offices/units.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the monitoring and evaluation of DENR-RO programs and projects	Conducts monitoring and evaluation of all DENR-RO programs, projects, and activities	Leads the preparation of monitoring and evaluation reports of all DENR-RO programs, projects, and activities	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the development and implementation of the monitoring and evaluation of all DENR-RO programs and projects and activities
<ol style="list-style-type: none"> <li>1. Has the knowledge on the President's thrusts and priorities, including DENR and regional thrusts and priorities</li> <li>2. Understands M&amp;E principles and processes</li> <li>3. Understands and discerns reliability, validity, and accuracy of physical and financial reports</li> <li>4. Consolidates periodic accomplishment reports on ENR programs and projects</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements M&amp;E scheme in achieving set milestones for President's thrusts including DENR priorities, programs and projects</li> <li>2. Initiates and prepares periodic reports on the implementation of DENR programs and projects (by organizational outcomes) based on requirements of the DENR and other institutions</li> <li>3. Assists in the conduct of Regional and Field Assessment of Performance of Key</li> </ol>	<ol style="list-style-type: none"> <li>1. Handles the implementation of M&amp;E scheme in achieving set of milestones for President's thrusts including DENR priorities, programs and projects</li> <li>2. Reviews and edits assessment reports on the implementation of DENR programs and projects (by organizational outcomes) vis-à-vis financial utilization based on approved GAA, requirements of funding institutions and funs sources</li> </ol>	<ol style="list-style-type: none"> <li>1. Handles the management and operations performance audit of all DENR programs and projects</li> <li>2. Provides inputs in the preparation of policy papers on monitoring and evaluation</li> <li>3. Recommends appropriate internal rules, strategies and procedures for improvement of office performance</li> <li>4. Supports, presents and recommends for adoption results of the impact studies on</li> </ol>



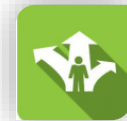
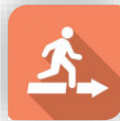
<ul style="list-style-type: none"> <li>5. Assists in the updating and maintenance of regional database on ENR programs and activities</li> <li>6. Assists in the gathering of means of verification of project accomplishments and other data for M&amp;E</li> <li>7. Has the knowledge in gathering reliable and accurate data</li> </ul>	<p>Field Offices and Officers using the appropriate M&amp;E tools</p> <ul style="list-style-type: none"> <li>4. Infers and provides sound feedbacks as basis for performance rewarding and development planning through field validation of accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>3. Safeguards prompt production and submission of updated and accurate status (physical and financial) in implementing DENR programs, projects and activities</li> <li>4. Reviews, analyses and provides significant inputs in finalizing the monitoring and evaluation design on required ENR programs and projects</li> <li>5. Conducts impact studies of selected and completed ENR programs and projects</li> </ul>	<p>selected and completed ENR programs and projects</p>
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## RP3 – STATISTICAL ANALYSIS, DATA MANAGEMENT AND PRODUCTION OF KNOWLEDGE PRODUCTS

The ability to:

- collect, analyze, and interpret and disseminate quality and timely Environment and Natural Resources (ENR) statistical data/information/profile to internal and external customers;
- evaluate statistical method in obtaining data for accuracy, validity, reliability and applicability;
- establish and maintain database for statistical data information to support science-based and up-to-date planning (short, medium and long) and policy formulation and decision-making procedures; and
- adopt and implement the appropriate statistical tools and methodologies in the analysis, interpretation and presentation of ENR statistics.



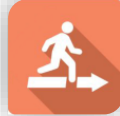
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of statistical analysis, data management and production of knowledge products	Conducts statistical analysis, data management and production of knowledge products	Leads the conduct of statistical analysis, data management and production of knowledge products	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of statistical analysis, data management and production of knowledge products
<ol style="list-style-type: none"> <li>1. Has knowledge on basic statistics (e.g. measures of central value; projection and forecasting, techniques)</li> <li>2. Entertains queries on ENR statistics from internal and external customers</li> <li>3. Updates and consolidates regional and field data and information necessary in the implementation of ENR programs/projects and activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Acts timely on internal and external customers' ENR statistical concerns</li> <li>2. Organizes ENR data/statistics and presents them in statistical tables, graphs, charts and statistical maps</li> <li>3. Initiates and prepares completely the materials and documents related to statistical assessment workshops and meetings</li> <li>4. Monitors and controls schedules on statistical procedures in the collection,</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies appropriate statistical program/project/activities to be undertaken in line with the Department's and regional priority thrusts aligned with the requirements of Philippine Statistical Development Program</li> <li>2. Prepares project proposals on ENR related statistical activities for funding and implementation of project activities</li> <li>3. Reviews and assesses integrated statistical development plans and</li> </ol>	<ol style="list-style-type: none"> <li>1. Handles regional statistical activities and other statistical concerns of DENR</li> <li>2. Establishes and maintains close linkages with the Philippine Statistics Authority and National Economic and Development Authority and other institutions on the statistical requirements</li> <li>3. Initiates and recommends statistical learning and development activities to enhance/improve statistical knowledge and capability</li> </ol>

	<p>processing, analysis and interpretation of ENR data</p> <ol style="list-style-type: none"> <li>5. Maintains and updates ENR statistical database using the appropriate statistical software as basis for monitoring and assessment of the submitted statistical report in accordance to the prescribed guidelines, reporting guidelines and integrating them in the regional database</li> <li>6. Implements data entry and statistical analysis programs that is responsive to the needs of the DENR and other customers</li> <li>7. Identifies problem areas related to the field of statistics and recommends appropriate statistical tools in data collection, compilation and presentation</li> </ol>	<p>programs submitted by the different divisions, PENROs and CENROs</p> <ol style="list-style-type: none"> <li>4. Handles the preparation, packaging and dissemination of DENR statistical profiles and other statistical data needed for budget deliberation and reports to various customers</li> <li>5. Prepares and monitors the plan for the conduct of the National Statistical Month</li> <li>6. Reviews consolidated ENR statistical data and information and make categorical recommendations for publication</li> <li>7. Guides and coach others on this competency</li> <li>8. Represents the office in the Regional Statistical Committee</li> </ol>	<ol style="list-style-type: none"> <li>4. Serves as Subject Matter Expert on ENR regional statistical concerns</li> <li>5. Provides coaching and mentoring on the strategies, techniques and methodologies on statistics</li> </ol>
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## RP4 – ORGANIZATION AND MANAGEMENT SYSTEMS IMPROVEMENT

The ability to formulate management policies, rules and regulations that will serve as guide to ensure the effective and economic use of funds and property; and prepare/update/design standard operating procedures, manuals, charts and forms to define the respective functions and activities of an organizational unit vis-à-vis agency's objectives



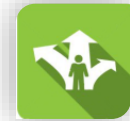
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of organization and management systems improvement activities	Conducts organization and management systems improvement activities	Leads the conduct of organization and management systems improvement activities	Prepares plans and programs and formulates policy recommendations for the conduct of organization and management systems improvement activities
<ol style="list-style-type: none"> <li>1. Possesses knowledge on management internal controls - financial and administrative matters</li> <li>2. Knows the DENR systems and procedures, rules and regulations, and internal policies</li> <li>3. Gathers data and information pertaining to the scope of study (e.g. legal bases, functions of offices/units) under study</li> <li>4. Prepares charts, graphs and process flow</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts studies and recommends plans or measures for effective internal organization, work flow, work simplification and etc</li> <li>2. Prepares/updates and improves management systems and reviews existing methods/SOPs, organizational/functional charts and other forms</li> <li>3. Determines specific internal policy controls and the corresponding actions that are needed</li> <li>4. Maintains and updates the Department's organization and other manuals</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and evaluates plans or measures for effective internal organization, work flow and work simplification</li> <li>2. Recommends improvement of the organizational policy controls/ installation of control devices on financial and administrative matters</li> <li>3. Communicates the adopted or approved policies</li> <li>4. Undertakes review of the management studies, updated SOPs, manuals, organizational and functional charts and other forms related to financial and administrative matters</li> </ol>	<ol style="list-style-type: none"> <li>1. Advises management on areas needing the installation/ modification of internal control devices and other related matters</li> <li>2. Leads the conduct of researches and studies on organizational policies, rules and regulations, procedures, forms, work simplification and other related studies designed to come up with solutions to financial and administrative concerns</li> <li>3. Plans and/or prioritizes areas that need formulation/ revision of financial and administrative policies and guidelines</li> <li>4. Evaluates finished work for quality, consistency and conformity with internal and external policies</li> </ol>

	<p>5. Prepares communication / memoranda / endorsement relative to financial and administrative matters</p> <p>6. Establishes standards on the implementation of policy on financial and administrative concerns relative to laws, rules, regulations, guidelines, orders and circulars (e.g. DENR, OP, DBM, COA, CSC, etc.)</p> <p>7. Develops procedures and strategies in compliance to the recommendations as provided for per audit observation Memorandum (AOM) and Annual Audit Report (AAR) issued by the Commission on Audit (COA)</p>	<p>5. Reviews the developed procedure and strategies in compliance to recommendations as provided for per AOM and AAR issued by COA</p> <p>6. Serves as a resource person on this competency</p>	<p>5. Plans, organizes and monitors the implementation of overall function and activities of the Division</p>
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## RIS1 – STATISTICAL ANALYSIS, CONVERSION OF STATISTICAL DATA TO SPATIAL DATA AND CONVERSION TO KNOWLEDGE PRODUCTS

The ability to manage the Region-wide database of vital information concerning environment and natural resources (ENR) management and program activities, conversion to spatial data, and production of knowledge products.



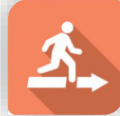
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of data management, conversion to spatial data, spatial analysis, and production of knowledge product	Analyzes spatial data, integrate statistical and spatial data for conversion to knowledge product	Leads the analysis of spatial data, integration of statistical and spatial data and conversion of the same to knowledge product	Formulates and recommends strategies, policies, guidelines, procedures and criteria on spatial analysis, integration of statistical and spatial data, and production of knowledge products
<ol style="list-style-type: none"> <li>1. Knows fundamentals of GIS application</li> <li>2. Analyzes ENR data/statistics for conversion to spatial data</li> <li>3. Updates and consolidates sectoral spatial data</li> <li>4. Assists in the analysis and integration of spatial and statistical data</li> <li>5. Prepares required materials/documents for assessment workshops and committee meetings related to conversion of statistical data to spatial data</li> <li>6. Assists in the preparation of guidelines/procedures for conversion of statistical</li> </ol>	<ol style="list-style-type: none"> <li>1. Uses GIS software in the conversion of statistical data to spatial data</li> <li>2. Analyzes and validates spatial data for integration and conversion to knowledge products</li> <li>3. Maintains and updates ENR statistical spatial data using GIS software</li> <li>4. Prepares guidelines/ procedures for conversion of statistical data to spatial data and integration for production of knowledge products</li> <li>5. Applies ENR laws, regulations and practices pertaining to statistical and spatial data and production of knowledge product</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and prioritizes integration of statistical and spatial data in line with the Department's priority thrusts aligned with the requirements of Sustainable Development Goals</li> <li>2. Prepares project proposals on integration of ENR statistical and spatial data for local and foreign funding and implement project activities</li> <li>3. Reviews and assesses development plans and programs on integration of statistical and spatial data submitted by the Bureaus, Attached Agencies and Central Office</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes, monitors and leads spatial analysis, integration of statistical and spatial data, and production of knowledge products</li> <li>2. Initiates and recommends learning and development activities/programs to enhance capabilities of SDRMD personnel</li> <li>3. Serves as resource person on spatial analysis, integration of statistical and spatial data and production of knowledge products</li> </ol>

<p>data to spatial data and integration for production of knowledge products</p>		<ol style="list-style-type: none"><li>4. Reviews and assesses integrated spatial and statistical data for conversion to knowledge products</li><li>5. Reviews and recommends guidelines/ procedures for integration of statistical and spatial data for conversion to knowledge products</li><li>6. Trains others on data integration and conversion to knowledge products</li></ol>	
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## RIS2 – SOFTWARE DEVELOPMENT

The ability to operate and utilize software developing tools.



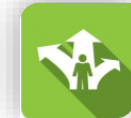
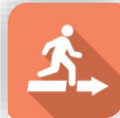
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops simple software programs	Develops medium-scale software programs	Leads and provides instructions to programmers and reviews results of program development	Validates and approves results of system implementation and maintenance
<ol style="list-style-type: none"> <li>1. Knows the basic principles in operating and utilizing software developing tools such as: .NET Framework, PHP and/or Java</li> <li>2. Knows computer fundamentals and integration of application software and operating system such as SQL and Windows Server</li> <li>3. Develops in-house software based on end-user's requirements with minimum supervision using software development tools such as .NET Framework, PHP and/or Java</li> <li>4. Performs information systems testing</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies basic principles in operating and utilizing software developing tools such as: .NET Framework, PHP and/or Java</li> <li>2. Develops in-house software based on end user's requirements efficiently and effectively</li> <li>3. Maintains software library and periodically monitors memory management</li> <li>4. Troubleshoots software problems in the work areas and immediately takes corrective action</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates mastery in operating and utilizing software developing tools</li> <li>2. Handles implementation and management of the systems/database including data collection, editing and verification; database security, availability, recoverability and optimum performance</li> <li>3. Undertakes database management, backup, and revision control</li> <li>4. Serves as a subject matter expert in software development</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, directs, organizes and coordinate the overall activities on implementation, coordination and management of systems development projects</li> </ol>





## RIS3 – NETWORK INFRASTRUCTURE MANAGEMENT

The ability to manage network infrastructure and security.

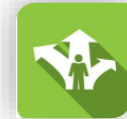


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes basic network infrastructure troubleshooting and maintenance	Undertakes more complex network infrastructure troubleshooting and maintenance	Supervises the conduct of computer hardware/networking installation, troubleshooting and maintenance works	Plans, organizes and reviews the conduct of network architecture management, troubleshooting and maintenance works
<ol style="list-style-type: none"> <li>1. Knows the basic concepts computer hardware and configuration, network management and maintenance</li> <li>2. Assists in the maintenance and administration of both computer network and connected desktop/laptop computers</li> <li>3. Provide basic training to users in computer operations and responds to routine user questions</li> <li>4. Close out trouble tickets assigned and follow up to ensure user satisfaction</li> <li>5. Assists in monitoring, troubleshooting and maintenance of servers, computers peripherals and network installation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of the different concepts of computer hardware and configuration, network management and maintenance</li> <li>2. Monitors, troubleshoots and maintains the condition of servers, computers and peripherals and network installation in work areas</li> <li>3. Monitors efficiently network performance and usage in every user's station</li> <li>4. Evaluates and tests vendor-supplied hardware/software packages to determine suitability to organization's needs and requirements</li> <li>5. Assist in the design, development and maintenance of network system</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs, develop and maintains network (voice/data/video) system and recommend implementation based on existing hardware requirements of each account</li> <li>2. Installs and monitors the performance of the network system</li> <li>3. Secures the network infrastructure from external/internal risks</li> <li>4. Guides and teaches others in hardware installation, maintenance and networking</li> <li>5. Assist in the design of comprehensive and integrated network architecture</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs and directs comprehensive, integrated network architectures, creates policies and procedures in conjunction with ICT groups, vendors and emerging technologies</li> </ol>



## RIS4 – SYSTEMS ANALYSIS AND DESIGN

The ability to examine a business activity to help decide whether new information technology solutions will improve productivity.



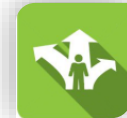
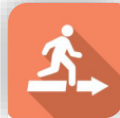
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in system analysis, design, planning, implementation, and maintenance activities	Conducts activities covering system planning, analysis, design, implementation and maintenance	Leads the conduct of and reviews/verifies results of system planning, analysis, design, implementation and maintenance	Validates and approves results of system planning, analysis and design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of system analysis and design</li> <li>2. Prepares program and input/output specifications with some supervision</li> <li>3. Conducts preliminary investigation and requirements analysis</li> <li>4. Maintains documentation</li> <li>5. Assists in the implementation and maintenance of computer application system</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts preliminary/feasibility study on existing systems and procedures</li> <li>2. Defines all jobs, security and control procedures and back-up and recovery plans required within a system</li> <li>3. Analyzes, designs and implements information systems</li> <li>4. Documents whole project and modifications</li> <li>5. Prepares test data for individual programs and entire system</li> <li>6. Performs system testing and conducts periodic system reviews</li> <li>7. Works closely with developers and a variety of end users to ensures technical compatibility and user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Draws up specific proposals for modified or replacements systems and testing schedule for the complete system</li> <li>2. Presents proposals to clients and produces project feasibility reports</li> <li>3. Translates client's requirements into highly specified project briefs</li> <li>4. Identifies options for potential solutions and assesses them for both technical and business suitability</li> <li>5. Manages implementation of new information systems</li> <li>6. Liaises extensively with external or internal clients</li> <li>7. Prepares training plans for to users of a new system</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to computer information processing</li> <li>2. Conducts risk analysis, and information systems planning of organizational information systems</li> <li>3. Formulates staff development programs and conducts on-the-job training on systems analysis and design</li> <li>4. Possesses skills in ICT project management</li> </ol>

	<p>8. Prepares request for proposal on outsource solutions</p> <p>9. Discusses existing business models and the flows of data in the business with those involved</p>	<p>8. Draws up and prepares cost specifications for possible improvements and produces outline designs of new IT system for others to develop and build</p> <p>9. Assesses proposed projects and reviews requests for additional data processing services and applies cost-benefit analysis methods to current and proposed projects</p> <p>10. Guides and teaches others in systems analysis design</p>	
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## RIS5 – WEB DEVELOPMENT

The ability to undertake web development, design, installation and maintenance.



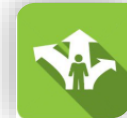
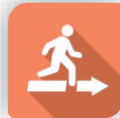
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in web development, design, installation and maintenance activities	Conducts activities in web development, design, installation and maintenance activities	Leads the conduct of web development, design, installation and maintenance activities	Validates and approves results of web development, design, installation and maintenance activities
<ol style="list-style-type: none"> <li>1. Is familiar in basic concepts of web development, troubleshooting and maintenance</li> <li>2. Knows the complete life cycle methodology for web development: planning, analysis, design, implementation, promotion, and innovation</li> <li>3. Knows computer graphic designs</li> <li>4. Monitors and updates DENR websites with supervision</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the complete life cycle methodology for web development: planning, analysis, design, implementation, promotion, and innovation</li> <li>2. Monitors effectively and efficiently DENR websites</li> <li>3. Conceptualizes, designs and produces art and copy layouts for materials to be presented by visual communication media through web</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs web design and development, professional web applications and e-commerce solutions development for the organization</li> <li>2. Handles web project of any complexity and duration</li> <li>3. Enhances corporate website by designing templates for website features and prepare sketches or images, drawing samples or creates screen layout using Dreamweaver, PDF Adobe Reader, Swish, Flash (Advance), HTML (code) and Adobe Photoshop through web according to project needs</li> <li>4. Prepares codes for web page without digging through the source, debugs problems in webpages quickly, and experiment with Dream weaver without editing the actual page</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and maintenance of DENR website</li> </ol>

		<ol style="list-style-type: none"><li>5. Conceptualizes and builds the DENR's intranet through drafts, design revision, template-making; and by coordinating with point persons for corrections and updates to ensure a corporate-looking, informative and user-friendly interface</li><li>6. Acts as a resource person on web design, development and maintenance</li><li>7. Guides and teaches others in web development</li></ol>	
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## RIS6 – INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) RESOURCE MANAGEMENT

The ability to formulate, recommend and monitor the implementation of ICT and information management (IM) policies, strategies and standards



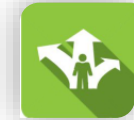
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic computer HW, SW and NW configuration and maintenance	Monitors and maintains the condition of HW, SW, NW and peripherals	Leads in planning, design, installation and maintenance of ICT resources; and leads support to ICT research and development	Plans, organizes and reviews ICT resources, projects and activities
<ol style="list-style-type: none"> <li>1. Knows the basic IT policies, standards and strategies for improved ICT management</li> <li>2. Reviews and evaluates proposals on ICT-related projects and programs of bureaus/regional offices</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts relevant research studies to improve the information and technology management of the Department</li> <li>2. Rationalizes the procurement and distribution of ICT resources</li> <li>3. Conducts computer literacy and ICT retooling programs</li> <li>4. Conducts ICT information campaign, promotion and advocacy</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on ICT-related projects and programs of bureaus and regional offices</li> <li>2. Coordinates the formulation, implementation, monitoring and evaluation of the Department-wide ICT master plan</li> <li>3. Formulates and recommends human resource management strategy to acquire, develop, retool and retain ICT skills and capabilities</li> <li>4. Monitors, evaluates and audits implementation of major ICT programs, projects and significant activities, in coordination with concerned offices</li> <li>5. Ensures the integration of information management in all operations of the Department towards the development of</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to ICT and IM</li> <li>2. Conducts system audits to ensure compliance with latest ICT standards</li> <li>3. Conducts periodic review and promotes ICT policies and standards</li> </ol>

		a culture that embraces ICT and IM within DENR	
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## RFM1 – GENERAL ACCOUNTING

The ability to record classify and summarize agency's financial transactions; and interpret the results thereof through various reports and analysis which serves as a basic tool for management in making decisions toward achieving the agency's goals and objectives.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Records, classifies and summarizes DENR's financial transactions	Analyzes and interprets DENR's financial transactions	Reviews schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports	Evaluates DENR's financial reports as well as accounting procedures and methods
<ol style="list-style-type: none"> <li>1. Processes disbursement vouchers, payrolls and other claims to verify accuracy, completeness and validity of claims</li> <li>2. Records, classifies and summarizes financial transactions and events in accordance with generally accepted accounting principles</li> <li>3. Prepares distribution for remittances to other concerned offices</li> <li>4. Prepares subsidiary ledger and schedule of accounts per trial balance</li> <li>5. Applies a working knowledge of applicable laws and regulations</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and posts all transactions in the books per eNGAS accurately</li> <li>2. Evaluates, verifies and analyzes account balances</li> <li>3. Prepares schedule of accounts per trial balance</li> <li>4. Maintains inter-agency accounts, reconciles and makes necessary adjustments</li> <li>5. Prepares financial reports for financial analysis</li> <li>6. Verifies documents/ reports for completeness in compliance with government and various oversight agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the review of schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports</li> <li>2. Administers the maintenance of eNGAS</li> <li>3. Evaluates the compilation, preparation and presentation of annual financial reports</li> <li>4. Designs, updates and maintains accounting reports on financial system and operations</li> <li>5. Communicates with other government agencies and banking institutions regarding financial matters</li> </ol>	<ol style="list-style-type: none"> <li>1. Works with technical team of accounting systems in designing and implementing changes in the system and reports</li> <li>2. Analyzes financial transactions/statements as inputs for management policy formulation and decision making</li> <li>3. Evaluates accounting procedures and methods and recommends changes in internal procedures as needed</li> <li>4. Communicates with other government agencies and banking institutions regarding financial matters</li> <li>5. Reviews the prepared compliance and justification on AOM, Notice of Suspension; Notice of Disallowance;</li> </ol>



	<ul style="list-style-type: none"> <li>7. Uses accounting software applications as provided for under existing rules and regulations</li> <li>8. Prepares bank reconciliation statements</li> <li>9. Reconciles sub-ledgers to the general ledger and resolves differences</li> <li>10. Adjusts reconciling items promptly</li> <li>11. Consolidates Financial Reports of Regional Office and PENROs</li> <li>12. Consolidates Report of Income, Disbursement Reports and PBB requirements of Regional Office and PENROs</li> <li>13. Transmits reviewed and signed consolidated financial accountability reports (FARs) to DBM thru online system</li> </ul>	<ul style="list-style-type: none"> <li>6. Monitors and confirms the accomplishment of financial reports</li> <li>7. Prepares compliance and justification on Audit Observation Memorandum (AOM), Notice of Suspension; Notice of Disallowance; Management Letter and Annual Audit Report (AAR) on financial matters</li> </ul>	<p>Management Letter and AAR on financial matters</p>
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## RFM2 – BUDGET PREPARATION

The ability to determine the financial requirement to implement programs and projects of the Department.



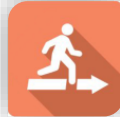
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in budget preparation activities to determine the DENR's financial requirement	Prepares/consolidates the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations	Leads in the preparation/ consolidation of the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations	Facilitates the preparation/ consolidation of the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations
<ol style="list-style-type: none"> <li>Understands the guidelines and provides information on budgetary forms related to plans and programs of the agency</li> <li>Addresses basic questions/ clarifications regarding budget preparation guidelines and procedures to the concerned offices/ divisions.</li> </ol>	<ol style="list-style-type: none"> <li>Prepares Budget Proposals based on the formulated guidelines</li> <li>Reviews and consolidates budget proposals submitted by offices/ divisions</li> <li>Analyzes and consolidates the data contained in the budgetary forms</li> <li>Conducts comparative analysis of current budget proposals vis-à-vis prior years' budget</li> <li>Prepares and computes special budget request covering Special Accounts in General Funds –Integrated Protected Areas Funds (SAGF-IPAF)/Trusts; terminal leave benefits and other personnel benefits</li> </ol>	<ol style="list-style-type: none"> <li>Prepares budget proposals over and above the budget ceiling</li> <li>Evaluates and justifies increase and/or decrease on the budget proposals vis-à-vis prior years' budget</li> <li>Evaluates /refines justifications for budget proposals</li> <li>Implements needed budget revisions</li> <li>Reviews Special Budget Request (SBR) covering SAGF-IPAF/Trusts; terminal leave benefits and other personnel benefits accurately.</li> </ol>	<ol style="list-style-type: none"> <li>Provides strategic directions, factors and considerations in the preparation of the budget plan in line with the major thrust of the Administration</li> <li>Facilitates the preparation of the budget proposals of the entire agency and other concerned offices / divisions</li> </ol>

	6. Consolidates duly approved Budget Accountability reports for submission to DBM thru online systems		
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## RFM3 – BUDGET ADMINISTRATION AND CONTROL

The ability to allocate government funds by program/project/activities. It presents the plan of the agency's financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the agency's operations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the preparation of budget allocation of departments/divisions</p>	<p>Performs budget administration and control activities</p>	<p>Leads in the conduct of budget administration and control activities</p>	<p>Prepares plans and programs and formulates policy recommendations for budget administration and control activities of DENR's operations</p>
<ol style="list-style-type: none"> <li>1. Prepares Work and Financial Plans based on the set guidelines</li> <li>2. Identifies budget allocations based on the Work and Financial Plans</li> <li>3. Knows basic operations of the offices/projects handled as it relates to their budget allocations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Checks claims for adherence to checklist/s on budgetary requirements and completeness of supporting documents promptly</li> <li>2. Identifies appropriate allotment charging of claims</li> <li>3. Gives advice to the office concerned relative to budgetary control</li> <li>4. Prepares obligation and balances based on allotment</li> <li>5. Reconciles monthly statement of allotment, obligation and balances with concerned office</li> <li>6. Prepares fund transfers to other operating units promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and identifies cost efficiency of various units' budget utilization</li> <li>2. Applies and monitors budgetary impositions on the DENR's budget</li> <li>3. Communicates balances and charges with the offices/ projects handled regularly</li> <li>4. Evaluates the completeness of supporting documents of claims as to compliance with budgeting, accounting and auditing rules and regulations</li> <li>5. Evaluates PSIPOP in coordination with Administrative Services (personnel unit)</li> <li>6. Prepares Financial Report of Operations for submission to various agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates financial performance with physical performance in accordance with the approved Work and Financial Plan</li> <li>2. Discusses with the counterpart comptroller of the office concerned re findings in the control system</li> <li>3. Evaluates statement of allotment, obligation and balances for decision making</li> <li>4. Assesses budgetary expenditures of the offices concerned</li> <li>5. Analyzes Summary of Financial Report of Operations for submission to various agencies</li> </ol>

	<p>7. Prepares request for budget modification as needed by concerned office.</p>	<p>7. Evaluates the impact in the operations if overspending occurred and recommends possible interventions</p> <p>8. Evaluates /analyzes and transmits to DENR Central Office requests for special budget</p> <p>9. Evaluates the necessity of allotment modification.</p>	<p>6. Advises offices concerned on policies and procedures in the disbursement of allotment</p> <p>7. Evaluates and analyzes Financial Report of Operations related to cash utilizations and approved annual cash program for submission to various agencies</p> <p>8. Monitors “performance” of the full time Delivery Units that will ensure implementation of programs and projects in accordance with the set timelines or targets and improve capacity to utilize budget</p> <p>9. Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance versus, plans and targets as basis for sound policy decision through:</p> <ul style="list-style-type: none"> <li>• GAA as Release Document</li> <li>• Unified Account Code Structure (UACS)</li> <li>• Integration of Performance-Informed Budget Structure in GAA</li> <li>• Adoption of Philippine Public Sector Accounting Standards (PPSAS)</li> <li>• PREXC – Program Expenditure Classification Approach</li> </ul>
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## RFM4 – ORGANIZATION AND MANAGEMENT SYSTEMS IMPROVEMENT

The ability to formulate management policies, rules and regulations that will serve as guide to ensure the effective and economic use of funds and property; and prepare/update/design standard operating procedures, manuals, charts and forms to define the respective functions and activities of an organizational unit vis-à-vis agency's objectives



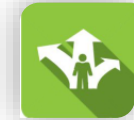
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of organization and management systems improvement activities	Conducts organization and management systems improvement activities	Leads the conduct of organization and management systems improvement activities	Prepares plans and programs and formulates policy recommendations for the conduct of organization and management systems improvement activities
<ol style="list-style-type: none"> <li>1. Possesses knowledge on management internal controls - financial and administrative matters</li> <li>2. Knows the DENR systems and procedures, rules and regulations, and internal policies</li> <li>3. Gathers data and information pertaining to the scope of study (e.g. legal bases, functions of offices/units) under study</li> <li>4. Prepares charts, graphs and process flow</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts studies and recommends plans or measures for effective internal organization, work flow, work simplification and etc</li> <li>2. Prepares/updates and improves management systems and reviews existing methods/SOPs, organizational/functional charts and other forms</li> <li>3. Determines specific internal policy controls and the corresponding actions that are needed</li> <li>4. Maintains and updates the Department's organization and other manuals</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and evaluates plans or measures for effective internal organization, work flow and work simplification</li> <li>2. Recommends improvement of the organizational policy controls/ installation of control devices on financial and administrative matters</li> <li>3. Communicates the adopted or approved policies</li> <li>4. Undertakes review of the management studies, updated SOPs, manuals, organizational and functional charts and other forms related to financial and administrative matters</li> </ol>	<ol style="list-style-type: none"> <li>1. Advises management on areas needing the installation/ modification of internal control devices and other related matters</li> <li>2. Leads the conduct of researches and studies on organizational policies, rules and regulations, procedures, forms, work simplification and other related studies designed to come up with solutions to financial and administrative concerns</li> <li>3. Plans and/or prioritizes areas that need formulation/ revision of financial and administrative policies and guidelines</li> </ol>

	<p>5. Prepares communication / memoranda / endorsement relative to financial and administrative matters</p> <p>6. Establishes standards on the implementation of policy on financial and administrative concerns relative to laws, rules, regulations, guidelines, orders and circulars (e.g. DENR, OP, DBM, COA , CSC, etc.)</p> <p>7. Develops procedures and strategies in compliance to the recommendations as provided for per audit observation Memorandum (AOM) and Annual Audit Report (AAR) issued by the Commission on Audit (COA)</p>	<p>5. Reviews the developed procedure and strategies in compliance to recommendations as provided for per AOM and AAR issued by COA</p> <p>6. Serves as a resource person on this competency</p>	<p>4. Evaluates finished work for quality, consistency and conformity with internal and external policies</p> <p>5. Plans, organizes and monitors the implementation of overall function and activities of the Division</p>
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## RFM5 – CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money. It includes counting of cash and keeping of financial records of cash transactions for accounting and auditing purposes



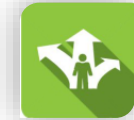
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the discharge of cash management activities	Performs cash management activities	Leads in the discharge of cash management activities	Prepares plans and programs and formulates recommendations on cash management
<ol style="list-style-type: none"> <li>1. Collects payments from employees and other creditors, and prepares daily collection reports</li> <li>2. Releases and issues cheques/ADA to employees, suppliers and creditors, and prepares daily disbursement reports</li> <li>3. Facilitates routing of checks/ADA to signatories for all transactions</li> <li>4. Records and maintains cash and check/ADA registry book</li> <li>5. Prepares the monthly accountability forms and submit the same to COA</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares, processes and ensures accuracy and propriety of checks for issuance</li> <li>2. Answers suppliers' and employees' queries and follow-ups regarding checks/ADA</li> <li>3. Releases final pay checks/ADA</li> <li>4. Maintains and records cash control</li> <li>5. Posts and indexes all office's payments</li> <li>6. Maintains cash on hand ledger and petty cash and other cash advances</li> <li>7. Evaluates the monthly report of accountability for submission to COA</li> </ol>	<ol style="list-style-type: none"> <li>1. Issues official receipts upon collection</li> <li>2. Prepares monthly collection report</li> <li>3. Records and maintains cash registry book from all types of collection</li> <li>4. Reviews collection and disbursement report</li> <li>5. Handles cash advances and petty cash fund</li> <li>6. Prepares liquidation report accurately as per approved cycle time</li> <li>7. Records and maintains cash registry book from all types of collection</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors, reviews and assesses monthly collection and disbursement reports and recommends, if needed, appropriate actions</li> <li>2. Transacts with banks re agency accounts</li> <li>3. Proposes recommendations to improve cash management activities</li> </ol>





## RLA1 – SKILLS IN LEGAL RESEARCH

The ability to research legal precedents, evaluate facts and prepare legal documents. It includes the conduct of research to support a decision or legal proceeding, to formulate a defense, or to initiate legal action in connection with ENR legal issues and concerns.



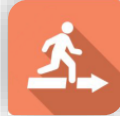
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Possesses foundational knowledge of ENR Laws, issuances, rules and regulations and legal information sources</p>	<p>Undertakes legal research activities and applies foundational knowledge of ENR Laws, issuances, rules and regulations, jurisprudence and legal information sources</p>	<p>Sees through/leads the delivery of legal research activities</p>	<p>Formulates policy recommendations to enhance legal research</p>
<ol style="list-style-type: none"> <li>Gathers, compiles and collates materials and data needed in the conduct of legal research on ENR issues</li> <li>Differentiates between ENR laws, issuances, rules and regulations, jurisprudence and legal information sources, and recognizes how their use and importance vary depending upon the legal problem or issue</li> <li>Recognizes differences in the applicability of authority among ENR laws, issuances, rules and regulations, jurisprudence, and other legal sources and applies that knowledge to the legal research</li> <li>Identifies, analyzes and articulates the precise legal issues that need to be researched</li> </ol>	<ol style="list-style-type: none"> <li>Applies the foundational knowledge of ENR laws, issuances, rules and regulations, jurisprudence, and legal information sources in resolving legal issues/conflicts</li> <li>Evaluates and articulates the precise legal issues and determines and assesses their effects and applications on the operations of ENR issuances</li> <li>Prepares draft opinions, decisions, and/or recommendations on ENR legal issues</li> <li>Uses research results to craft or support arguments that resolve novel legal issues when appropriate</li> <li>Organizes and integrates contents, quotations, or forms, and para-phrases</li> </ol>	<ol style="list-style-type: none"> <li>Sees through and reviews the conduct of studies and researches on legal matters affecting the DENR and brought before the office</li> <li>Monitors progress and results of legal research</li> <li>Reviews, evaluates draft opinions, orders, resolutions, decisions and recommendations using legal research results affecting ENR cases and/or legal issues</li> <li>Understands and articulates the factors that determine the ethics and legality of information used in conformity with existing laws, rules and regulations and jurisprudence</li> </ol>	<ol style="list-style-type: none"> <li>Determines inadequacies in existing policies and recommends plans and programs to enhance processes and procedures in resolving legal issues/conflicts</li> <li>Formulates policies and procedures for efficient legal research</li> </ol>

<p>5. Uses citation of sources to respect authors' intellectual property rights and accurately indicates where the words and ideas of others have been used</p>	<p>in a manner that support the argument, brief, analysis, or resolution of ENR legal issues</p> <p>6. Chooses an appropriate communication format and style for the resolution of ENR issues for its maximal persuasive effect, when appropriate</p> <p>7. Analyzes research results using prior knowledge and experience on the topic in particular, as well as one's general knowledge of legal principles</p>		
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## RLA2 – MANAGEMENT AND DISPOSITION OF ENR CASES AND OTHER LEGAL CONCERNS

The ability to manage and dispose/resolve ENR cases and other legal concerns brought before the office.



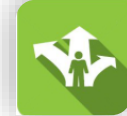
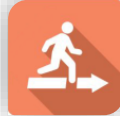
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Evaluates legal documents for the management and disposition of ENR cases and other legal concerns	Undertakes management and disposition of ENR cases and other legal concerns and prepares draft resolutions/orders/ decisions	Sees through/leads the management and disposition of ENR cases and other legal concerns	Prepares plans and programs and recommends policies on management and disposition of ENR cases and other legal concerns
<ol style="list-style-type: none"> <li>1. Initiates the identification of courses of action on documents received</li> <li>2. Has working knowledge of basic laws, legal procedures, rules and regulations and allied laws for clear determination of possible legal courses of action</li> <li>3. Knows the basic rules of procedure required in the disposition of cases</li> <li>4. Conducts investigation and ocular inspection for the disposition of ENR cases</li> <li>5. Knows basic legal writing for the preparation of appropriate legal documents in relation to the disposition of ENR cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the legal remedy/ appropriate action to take on ENR cases and other related legal concerns</li> <li>2. Examines the documents necessary in resolving <i>motu proprio</i> cases and in defending/prosecuting ENR cases before regular courts</li> <li>3. Analyzes facts to identify any existing or potential legal or other issues and applies the law to the facts of the matter in an appropriate and defensible way to resolve the case</li> <li>4. Handles, monitors, analyzes and reports status of ENR cases and advises the management on possible legal solutions or actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Sees through, handles, monitors, and reports all ENR cases / concerns and advises management on possible legal solutions/ actions</li> <li>2. Reviews and evaluates all legal actions/ documentations requested by different stakeholders in relation to ENR operations</li> <li>3. Sees through the expeditious and judicious disposition of ENR cases and other legal concerns</li> <li>4. Determines and recommends further actions needed in the expeditious and judicious disposition of ENR cases and other legal concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Instructs, organizes and brings together efforts for the management and disposition of ENR cases and other legal actions</li> <li>2. Formulates and implements strategies needed in the expeditious and judicious management/disposition of ENR cases</li> <li>3. Serves as resource persons on this competency</li> <li>4. Recommends plans and programs to enhance policies in the management and disposition of ENR cases and other legal concerns</li> </ol>

	<ul style="list-style-type: none"> <li>5. Implements expeditious disposition of ENR cases or other legal concerns</li> <li>6. Investigates ENR cases on protests, claims and conflicts involving disposition, utilization and development of natural resources and the environment</li> <li>7. Prepares, drafts investigation reports, decisions, and other legal documents for the resolution of ENR cases and other legal concerns disposing of the legal issues using appropriate, logical and legal precedents</li> <li>8. Possesses advance legal writing skills and prepares appropriate legal documents in relation to the disposition of ENR cases</li> </ul>	<ul style="list-style-type: none"> <li>5. Reviews and assesses draft resolutions/legal action on ENR cases and other legal concerns</li> <li>6. Acts to resolve the problem, issue, or case on time, and in accordance with the management's instructions and the lawyer's plan of action</li> <li>7. Sees through the investigation and drafting of resolution on all cases before the Regional Office</li> </ul>	
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## RLA3 – LITIGATION

The ability and expertise required to handle cases before the regular courts and quasi-judicial bodies.



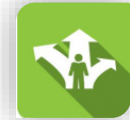
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in handling cases before the regular courts and quasi-judicial bodies	Handles cases before the regular courts and quasi-judicial bodies	Leads the handling of cases before the regular courts and quasi-judicial bodies	Plans and organizes the handling of cases before the regular courts and quasi-judicial bodies
<ol style="list-style-type: none"> <li>1. Gathers, validates and determines the authenticity of data and/or ascertain facts of case and other concerns including interviews with parties and witnesses</li> <li>2. Arranges documentary evidence orderly and efficiently</li> <li>3. Identifies and analyzes relevant facts, issues, arguments, and defenses, relative to cases filed before regular courts and quasi-judicial bodies</li> <li>4. Prepares pleadings and other legal documents in accordance with the court or tribunal's procedures</li> </ol>	<ol style="list-style-type: none"> <li>1. Examines the weight of the documents and evidence to be presented in the prosecution and/or defense of the case before regular courts or quasi-judicial bodies</li> <li>2. Initiates and develops viable theories of the case and strategies for the expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> <li>3. Acts as legal counsel (OSG-deputized) for the Office and/or concerned officials in trials or hearings before regular courts and quasi-judicial bodies</li> <li>4. Recommends filing/prosecution of ENR cases in the proper Courts or administrative bodies</li> </ol>	<ol style="list-style-type: none"> <li>1. Appears as lead counsel and participates in court cases in behalf of the DENR and coordinates with the OSG for proper deputation in civil cases and secures authority from the DOJ in the prosecution of criminal cases before regular courts</li> <li>2. Sees through the preparation of pleadings and assists the OSG or DOJ, as the case may be</li> <li>3. Reviews prepared pleadings and other legal documents required by the regular courts and quasi-judicial bodies</li> <li>4. Endorses and utilizes the viable theory of the case and oversees the strategy for the expeditious prosecution and / or defense of the case before regular courts or quasi-judicial bodies</li> </ol>	<ol style="list-style-type: none"> <li>1. Sees through the prosecution/defense of cases until termination</li> <li>2. Establishes the strategy in the expeditious prosecution and/or defense of the case before regular courts or quasi-judicial bodies</li> <li>3. Develops a plan that implements the Office's/ Management's preferred legal option and assigns responsibilities for action</li> </ol>

		5. Identifies advantages and disadvantages of pursuing each option or legal strategy, including costs and time factor	
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## RLA4 – LEGAL COUNSELING AND ALTERNATE DISPUTE RESOLUTION (ADR)

The ability and expertise to provide legal advice and appropriate legal remedies/actions necessary to assist the different units/offices and conduct ADR under the DENR concerning legal matters/problems.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in legal counseling and in the conduct of ADR	Undertakes legal counseling and ADR	Leads the legal counseling and ADR	Prepares plans to implement and enhance policies on legal counseling and ADR
<ol style="list-style-type: none"> <li>1. Possesses knowledge of ENR laws and issuances related to ADR</li> <li>2. Assists in determining and recommending legal remedies to take on a given case or situation involving ADR and legal issues</li> <li>3. Assists in providing legal counseling, ADR to different stakeholder</li> <li>4. Assists in the review of contracts/ MOA and other legal instruments entered into by the DENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the knowledge of laws, legal procedures, rules and regulations and allied laws in the implementation of ADR in the Department</li> <li>2. Conducts, uses and practices ADR in resolving claims and conflicts as mandated by the Arbitration Law in the disposition, utilization and development of natural resources and environment</li> <li>3. Identifies the strategies and tactics to be used in ADR and discusses them and clarifies the scope of authority with the stakeholders</li> <li>4. Documents the ADR process and any resolution as required by law or good practice, and explains it to the parties or stakeholders in a way the clientele can easily understand</li> </ol>	<ol style="list-style-type: none"> <li>1. Carries out ADR effectively having regard to the strategies and tactics adopted, the stakeholder's goals and objectives, the circumstances of the case and good practices in the resolution of ENR conflicting claims</li> <li>2. Renders advice regarding legal issues and problems affecting the day-to-day operations of the DENR or situations involving ADR and other legal issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends implementation of regular legal counseling and mainstreaming of ADR procedures and remedies</li> </ol>

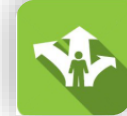
	5. Reviews contracts/ MOA/ and other legal instruments entered into by the DENR		
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## RLA5 – INVESTIGATION AND DISPOSITION OF ADMINISTRATIVE COMPLAINTS

The ability and expertise in the investigation and disposition of administrative complaints.



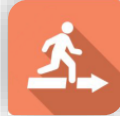
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the investigation and disposition of administrative complaints	Conducts investigation and disposition of administrative complaints	Leads the conduct of investigation and disposition of administrative complaints	Prepares plans and programs and formulates or enhances policies on investigation and disposition of administrative complaints
<ol style="list-style-type: none"> <li>Has knowledge of the Civil Service, laws, rules and regulations and other allied laws</li> <li>Has knowledge of administrative proceedings and assists in the conduct of the investigation</li> <li>Understands the legislation, policy and standards that are relevant to an administrative investigation</li> <li>Examines the complaints referred to it by competent heads, official bodies or individuals concerning violations or neglect in the performance of duties, and investigates those that are serious as a result of the examination</li> </ol>	<ol style="list-style-type: none"> <li>Ensures observance of the basic rights of employees and management in the conduct of the administrative hearings</li> <li>Acts as Prosecutor in determining the administrative liability of employees with formal charges</li> <li>Ensures observance of the due process of law, policies and procedures during administrative hearings</li> </ol>	<ol style="list-style-type: none"> <li>Plans and organizes proper documentation/evidence during the conduct of hearing of administrative cases</li> <li>Acts as Hearing Officer and issues Interlocutory Orders and rulings during the conduct of administrative hearings</li> <li>Guides personnel in the proper handling and disposition of administrative cases</li> <li>Drafts decisions/resolutions and investigation reports pertinent to administrative cases</li> </ol>	<ol style="list-style-type: none"> <li>Reviews draft decisions in administrative case.</li> <li>Initiates, reviews and recommends policies and procedures in handling administrative cases</li> <li>Serves as a resource person to improve or update understanding in the conduct of administrative investigation</li> <li>Recommends the appeal of disciplinary decisions when legal grounds exist</li> <li>Recommends policies and programs to promote compliance to civil service laws, rules and regulations and other related laws</li> </ol>

			6. Implements a system to avoid potential conflicts of interest in the resolution / disposition of administrative cases
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## RS1 – LEGAL NOTE TAKING

The ability to take down legal notes during the conduct of legal proceedings.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Acts as support staff in the conduct of legal proceedings	Assists in the conduct of legal proceedings	Leads in the documentation during the conduct of legal proceedings	Prepares plans and programs and formulates or enhances policies on proper documentation during the conduct of legal proceedings
<ol style="list-style-type: none"> <li>1. Takes down notes during hearings</li> <li>2. Transcribes notes after hearing</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares necessary documents prior to the conduct of legal proceedings</li> <li>2. Maintains confidential information disclosed during the conduct of legal proceedings</li> <li>3. Catalogs and files official legal notes of the legal proceeding according to established standards</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews the documents prepared for the proceedings</li> <li>2. Researches / verifies case citations</li> <li>3. Guides personnel in the proper note taking during the conduct of legal proceedings</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and notes accuracy of recordings taken during the legal proceedings</li> <li>2. Serves as resource person on this competency</li> </ol>



## RS2 – LEGAL RECORDS MANAGEMENT

The ability to:

- effectively maintain an updated and orderly filing system to facilitate retrieval and ensure that confidential and/or personal files and records are properly secured and maintained; and
- maintain/implement record schedule of disposal.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Leads the implementation of records management activities	Prepares plans and programs and formulates or enhances policies on records management
<ol style="list-style-type: none"> <li>Understands the DENR Legal recording system</li> <li>Assists in filing and record keeping of ENR case carpetas, reports, memos and other communications for easy reference</li> <li>Knows the basic procedure of records maintenance, retention and disposal</li> <li>Sets- up subject files in accordance with terms, processes and subject used in the organization</li> <li>Sorts/classifies information according to importance</li> </ol>	<ol style="list-style-type: none"> <li>Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>Takes into consideration the flow of work and places materials/equipment based on frequency of use</li> <li>Decides proper storage layout/classification</li> <li>Maintains record of compliance of each service/division to the Record Plan for retention/disposal of records</li> <li>Maintains an electronic file of records/documents received</li> </ol>	<ol style="list-style-type: none"> <li>Decides which information should be filed/kept or not and determines which are confidential in nature</li> <li>Sets – up a coded filing system for the executive’s office and retrieves these records without difficulty using the coded system</li> <li>Prepares summary of proceedings for transmittal to higher tribunal or other quasi-judicial agencies</li> <li>Prepares compliance required by judicial courts</li> <li>Guides and coach others on this competency</li> </ol>	<ol style="list-style-type: none"> <li>Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build – up</li> <li>Serves as a resource person on this competency</li> <li>Prepare and maintain case records in accordance with the process of the investigation and disposition of ENR cases and administrative cases and in other tribunals</li> </ol>

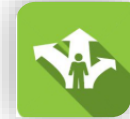
<p>6. Classifies records, and indexes documents of appealed, administrative and other ENR cases</p> <p>7. Maintains systematic recording/ safekeeping of records and ENR laws and issuances</p>			
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## RS3 – COMPUTERIZED RECORDS MANAGEMENT

The ability required to:

- systematically handle documents and communication and track its flow;
- maintain filing system for reference and easy retrieval;
- undertake efficient transmittal of directives, policies, regulations for the guidance or compliance;
- arrange archival materials for retention and its eventual disposition.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in computerized records management activities	Implements computerized records management activities	Supervises/leads the implementation of computerized records management activities	Prepares plans and programs and formulates or enhances policies on computerized records management
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the various phases of records management</li> <li>2. Understands the system of receiving documents using Document Action Tracking System (DATS) and the Legal Management Information System</li> <li>3. Is familiar with types of documents pertaining to the office and its officers</li> <li>4. Understands the system of accepting processed documents using DATS and LMIS</li> <li>5. Encodes sorted documents according to priority using DATS and webmail</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines the classification of documents where it should be filed and where to be routed</li> <li>2. Migrates records using various media to save on space</li> <li>3. Tracks documents using the DATS and LIMS</li> <li>4. Retrieves documents using the existing classification scheme and the “tracking number” assigned by DATS</li> <li>5. Safeguards documents to avoid losses and preserve their integrity</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR policies and applicable Legal Affairs Service processes/ rules</li> <li>2. Determines the authenticity of records/documents as may be required by superior</li> <li>3. Implements record management processes for the executive/office</li> <li>4. Organizes data creation and effective records maintenance activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the records management function of the entire DENR Legal Information Management System</li> <li>2. Maintains a continuing program for the management, preservation of records</li> <li>3. Recommends retention period of documents/records based on applicable policies</li> <li>4. Prepares plans and programs for the improvement of office’s records management</li> <li>5. Validates information into databases</li> </ol>



## RS4 – CLERICAL/SECRETARIAL/EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment;
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in discharging complete staff work	Implements complete staff work	Guides others in complete staff work	Ensures proper implementation of complete staff work
<ol style="list-style-type: none"> <li>1. Receives, collates and consolidates similar/related documents/records</li> <li>2. Gathers data and other information required in relation to his /her duties and assignments</li> <li>3. Assists in arranging meetings, investigations and other proceedings</li> <li>4. Creates, maintains and enters information into databases</li> <li>5. Operates office equipment</li> <li>6. Maintains scheduling and events calendar</li> <li>7. Knows and demonstrates telephone and other communication skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Drafts routine business correspondence, PPMP, WFP, Interlocutory Orders for review of superior</li> <li>2. Assists in meetings and prepares minutes of the meeting, investigation and other proceedings</li> <li>3. Discusses other concerns with superior</li> <li>4. Prepares travel documents, liquidation of staff and superiors</li> <li>5. Prepares and assists in report and case presentation using appropriate software.</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar/holding filing method</li> <li>2. Composes all types of business correspondence (letters, memos, fax, and email) for review of the superior</li> <li>3. Sends and disseminates routine correspondence and notices of investigation and other proceedings</li> <li>4. Establishes linkages with other units, institutions and relevant government agencies on mutual issues and concerns of the superior.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information</li> <li>2. Designs and integrates data and process flow to facilitate inter-office coordination</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>4. Obtains decision maker approval</li> <li>5. Sees to it that communication procedures are observed</li> </ol>

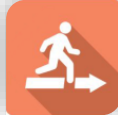
8. Assists in filing and record keeping communications as per ISO standards and 5S.			
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## RAS1 – PROCUREMENT MANAGEMENT

The ability to procure goods and services needed by the Department in accordance with existing laws, rules and regulations.



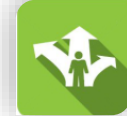
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of procurement activities	Implements procurement activities	Leads in the conduct of procurement activities	Prepares policies and programs related to procurement management activities
<ol style="list-style-type: none"> <li>Understands/knows the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>Consolidates unit's Project Procurement Management Plan (PPMP) with supervision</li> <li>Provides timely secretariat services to the Bids and Awards Committee (BAC)</li> <li>Prepares minutes of BAC meeting and resolutions promptly</li> <li>Prepares and reviews purchase requisitions as to completeness of supporting documents</li> <li>Canvasses/requests quotations from suppliers diligently</li> <li>Posts bid opportunities in PhilGEPS and agency website accurately</li> </ol>	<ol style="list-style-type: none"> <li>Prepares request for quotations/abstract quotations accurately</li> <li>Reviews thoroughly documents in BAC meetings</li> <li>Prepares Bidding documents accurately</li> <li>Evaluates bidder's credentials based on existing standards</li> <li>Prepares notice of award and notice to proceed promptly</li> <li>Prepares contract of services such as janitorial/ security services accurately</li> <li>Posts awards and contract documents in the PhilGEPS and agency website accurately</li> <li>Undertakes product cost analysis to establish cost estimates</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates and determines that procurement/ purchases made are in accordance with the approved APP</li> <li>Provides inputs in BAC Meetings; arranges meetings with stakeholders</li> <li>Conducts cost/price analysis and applies accounting and auditing rules and regulations on procurement</li> <li>Evaluates submitted PPMP coming from the various units/ section/divisions as to conformance with existing standards and policies</li> <li>Guides subordinates in the application of principles, methods and procedures in procurement of goods and services under RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> </ol>	<ol style="list-style-type: none"> <li>Formulates and champions strategies and policies on procurement management related activities</li> <li>Plans and implements cost cutting and internal control measures on the general principles and standards of procurement management</li> <li>Reviews supplier's performance and drives for continuous improvement</li> <li>Monitors implementation of programs and projects on procurement as part of asset management and recommends appropriate action based on the inventory reports submitted</li> <li>Establishes a comprehensive system of procurement management for the DENR</li> </ol>

<p>8. Prepares timely purchase order in accordance with existing rules and policies</p> <p>9. Transacts and purchases supplies from the DBM Procurement Service</p> <p>10. Conducts physical count of inventory items accurately</p> <p>11. Receives and issues supplies promptly</p>	<p>9. Generates and evaluates data on various aspects of procurement management</p> <p>10. Prepares APP from consolidating PPMPs diligently</p> <p>11. Prepares procurement monitoring reports regularly</p> <p>12. Prepares report on supplies materials issued promptly</p>	<p>6. Identifies trends and developments in procurement management and recommends enhancement of current procedures, processes and policies</p> <p>7. Evaluates supplier's performance based on existing policies and/or industry standards</p> <p>8. Recommends/proposes to end-user ways to reduce cost (i.e. alternative vendor/products) and obtain better quality and services</p>	
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## RAS2 – PROPERTY MANAGEMENT (PROPERTY INVENTORY AND DISPOSAL MANAGEMENT)

The ability to account, manage, secure, and timely dispose government property in accordance with existing policy, rules and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of property management activities	Conducts property warehousing, storage and inventory of the property, plant and equipment of the office	Conducts property inventory management and property disposal management activities	Prepares policies and programs related to property management activities
<ol style="list-style-type: none"> <li>1. Accepts and counterchecks deliveries of supplies/ materials/ equipment thoroughly</li> <li>2. Prepares receiving report and updates inventory monitoring system promptly</li> <li>3. Stocks and stores goods based on warehousing principles</li> <li>4. Issues goods as per request by end users promptly</li> <li>5. Updates monitoring tools diligently</li> <li>6. Implements physical inventory and cycle count regularly under supervision</li> <li>7. Understands and implements various measures to ensure inventory accuracy and eliminate pilferage</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements the following storage activities accurately to ensure adherence to procedures, processes and policies in the performance of activities on property management:               <ul style="list-style-type: none"> <li>• receiving – the actual receiving of goods and counter checking against delivery receipts in accordance with specification</li> <li>• storing – the safekeeping of goods and updating warehousing records</li> <li>• issuance– the withdrawal of goods from warehouse and updating its record</li> <li>• physical inventory taking – the checking of actual inventory versus records</li> </ul> </li> <li>2. Performs inventory reconciliation accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares an inventory variance analysis and identifies root causes of inventory variances</li> <li>2. Makes use of storage reports and triggers improvements in terms of inventory turns and inventory level</li> <li>3. Conducts property inventory and disposal</li> <li>4. Computes cost of depreciation of property</li> <li>5. Recommends materials/ equipment for disposal</li> <li>6. Processes documents necessary for disposal of properties</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on property management</li> <li>2. Develops and reviews existing storage procedures to eliminate variances</li> <li>3. Formulates policies and procedures on property inventory and disposal management</li> <li>4. Recommends new programs on how storage processes can be improved, e.g. use of software, etc.</li> <li>5. Implements all necessary measures to ensure accuracy of inventory report</li> <li>6. Reviews inventory turns performance and drives for continuous improvement</li> </ol>

	3. Prepares and analyzes storage reports and provides necessary recommendation		
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## RAS3 – RECORDS MANAGEMENT

The ability to:

- effectively maintain an updated and orderly filing system to facilitate retrieval & ensure that confidential and/or personal files and records are properly secured and maintained; and
- implement and maintain record schedule of disposal.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Leads the implementation of records management activities	Prepares plans and programs and formulates or enhances policies on records management
<ol style="list-style-type: none"> <li>Understands the DENR recording system</li> <li>Knows the DAO 2016- 29 re FOI</li> <li>Maintains systematic filing and safekeeping of records of the department for easy reference and retrieval</li> <li>Understands the basic procedure of records maintenance and disposal in accordance with the records retention and disposition schedule</li> <li>Observes/ Follows the Functional Subject-Alphabetic Classification System (FSACS) in filing of records</li> </ol>	<ol style="list-style-type: none"> <li>Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>Designs the flow of work and places materials/ equipment based on frequency of use</li> <li>Decides proper storage layout/classification</li> <li>Maintains record of compliance of each service/division to the Record Plan for retention/disposal of records</li> <li>Maintains an electronic file of records/documents received</li> </ol>	<ol style="list-style-type: none"> <li>Reviews the classification of documents and determines what should be filed/kept or not and which are confidential in nature</li> <li>Designs a Records Management Information System for easy and fast retrieval of documents</li> <li>Recommends disposition of records in accordance with the RDIS (Records Disposal Information System) and existing laws, rules and regulations</li> <li>Secures the records from physical damage, external data breaches and internal theft and fraud</li> </ol>	<ol style="list-style-type: none"> <li>Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build – up</li> <li>Serves as a resource person on this competency</li> <li>Reviews and updates the policy on RDIS</li> <li>Drafts policies and guidelines on the maintenance and disposition of records and documents.</li> </ol>

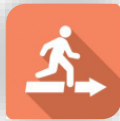
<p>6. Conducts regular inventory of records for proper retention and disposition</p> <p>7. Observes the proper use and recycling of paper</p>	<p>6. Safeguards the records to avoid losses and to preserve their integrity</p>	<p>5. Represents the Department in the presentation of documents required by the courts and other bodies.</p>	
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## RAS4 – COMPUTERIZED RECORDS MANAGEMENT

The ability to:

- systematically handle documents and communication and track its flow;
- maintain filing system for reference and easy retrieval;
- undertake efficient transmittal of directives, policies, regulations for the guidance or compliance; and
- arrange archival materials for retention and its eventual disposition.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in computerized records management activities	Implements computerized records management activities	Leads the implementation of computerized records management activities	Prepares plans and programs and formulates or enhances policies on computerized records management
<ol style="list-style-type: none"> <li>1. Knows the phases of records management</li> <li>2. Understands and adopts the Document Action Tracking System (DATS) in receiving and releasing of documents</li> <li>3. Knows the different types of documents in the Department and the organizational structure of the Department, including its regional offices and attached agencies, as well as the key officials in the Department</li> <li>4. Understands and adopts the system of releasing documents thru Records Management Information System (RMIS)</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains electronic database of records diligently and backs up electronic data regularly</li> <li>2. Migrates records using various media to save on space and for security purposes</li> <li>3. Tracks documents using the DATS and RMIS accurately</li> <li>4. Retrieves documents using the existing classification scheme and the “tracking number” assigned by DATS and RMIS</li> <li>5. Safeguards records to avoid losses and preserve their integrity</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies classification of documents based on DENR policies and applicable rules (e.g. DAO 97-24)</li> <li>2. Determines the authenticity of records/ documents as may be required</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, organizes and monitors the records management function of the entire DENR</li> <li>2. Maintains a continuing program for the management, preservation and eventual disposition of records</li> <li>3. Recommends retention period of documents/ records based on applicable policies</li> <li>4. Recommends policy revisions on Records Retention and Disposition Schedule (RDIS) for e-files</li> <li>5. Serves as resource person on this competency</li> </ol>

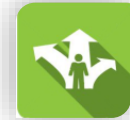
5. Uploads issuances and send thru webmail promptly			
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## RAS5 – COURIER, POSTAL AND MESSENGERIAL SERVICES

The ability to speedily dispatch, pick up and deliver official documents to the postal office, private couriers, government and private offices, and individuals



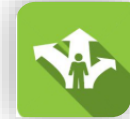
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs routine courier, postal and messengerial services	Performs more complex courier, postal and messengerial services	Leads the conduct of courier, postal and messengerial services	Oversees the conduct of courier, postal and messengerial services
<ol style="list-style-type: none"> <li>1. Knows how to read road map, both manual and electronic</li> <li>2. Knows how to operate a metered machine</li> <li>3. Is aware of the price changes in stamps</li> <li>4. Knows how to read the weighing scale and compute appropriate mailing charges</li> <li>5. Sorts and records materials and documents to be delivered systematically</li> <li>6. Delivers routine documents and materials promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains accurate records sent thru courier, postal office or messenger, including the costs for postage and courier services</li> <li>2. Adopts a systematic schedule and efficient way of delivery taking into consideration the urgency of the document</li> </ol>	<ol style="list-style-type: none"> <li>1. Responds proactively to circumstances arising from delivery problems</li> <li>2. Responds promptly to queries/complaints/ problems on status of documents with tact and diplomacy</li> <li>3. Maintains a mailing list with proper addresses, telephone and fax numbers, and directions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides options to act on critical messengerial requirements</li> <li>2. Demonstrates considerable expertise on this competency</li> </ol>



## RAS6 – CLERICAL/SECRETARIAL/EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- convey and receive the intended message while observing and practicing proper business etiquette and office decorum;
- operate various office equipment;
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose; and
- monitor and arrange with other units/offices and agencies programs and activities for specific end-users and purposes.



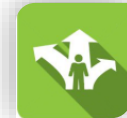
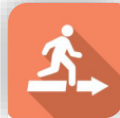
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Undertakes routine clerical and secretarial functions.	Undertakes clerical, secretarial and executive assistant functions.	Undertakes complex secretarial and executive assistant functions	Ensures the proper conduct of clerical, secretarial and executive assistant functions in the office of the executive
<ol style="list-style-type: none"> <li>1. Screens, classifies, prioritizes and reviews all incoming documents for action/signature of official concerned</li> <li>2. Gathers data and other information required by the official concerned in relation to his /her duties and assignments</li> <li>3. Assists in arranging meetings</li> <li>4. Creates, maintains and enters information into databases</li> <li>5. Operates office equipment such as fax/scanner/copying machines</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinates with different units/offices and agencies programs and activities for specific end-users and purposes</li> <li>2. Drafts routine business correspondence for review of superior</li> <li>3. Assists in meetings and prepares minutes of the meeting</li> <li>4. Reviews, verifies and maintains information into databases</li> <li>5. Researches the details in resolving issues, analyzes findings, prioritizes and categorizes alternatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar/holding filing method</li> <li>2. Composes all types of business correspondence (letters, memos, fax, and email) for review of the executive</li> <li>3. Sends and disseminates routine correspondence in the absence of the executive</li> <li>4. Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns of the executive/s</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes and enforces policies and procedures for managing data and information as a resource and information office</li> <li>2. Designs and integrates data and process flow to facilitate inter-office coordination</li> <li>3. Creates a system within the unit that supports the systematic transmission of correspondence</li> <li>4. Obtains decision maker approval</li> <li>5. Strictly observes communication procedures</li> </ol>

<p>6. Maintains scheduling and events calendar</p> <p>7. Knows and demonstrates telephone and other communication skills (i.e. clarifying, providing feedback)</p> <p>8. Assists in filing and record keeping of reports, memos and other communications as per ISO standards and principles of 5S</p>	<p>6. Implements record management processes for the executive/office.</p>	<p>5. Recommends alternatives on solving a problem based on well researched and analyzed data</p> <p>6. Maintains the effective implementation of records management process.</p>	<p>6. Prepares plans and programs for the improvement of office's records management</p> <p>7. Validates information into databases</p> <p>8. Prepares / reviews presentations for superiors.</p>
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## RAS7 – BUILDING MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop and implement an effective system of maintenance of DENR buildings and other facilities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic maintenance activities of buildings and other facilities.	Performs complex maintenance activities of buildings and other facilities	Monitors implementation of maintenance activities for buildings and other facilities	Prepares plans and programs and formulates or enhances policies on building maintenance
<ol style="list-style-type: none"> <li>Has basic knowledge on the proper care and maintenance of office building and its premises, equipment, furniture and fixtures</li> <li>Attends to employees call, complaints, concerns and documents on account of service request forms</li> <li>Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services</li> <li>Prepares vouchers for payment of office utility bills</li> <li>Prepares cost estimates of materials needed and maintenance cost</li> </ol>	<ol style="list-style-type: none"> <li>Maintains and updates the inventory of real property, buildings and other facilities, including statistics and information on land and floor areas, and other relevant information</li> <li>Monitors water and electricity consumption to ensure that cost reduction measures are observed</li> <li>Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> <li>Inspects building equipment, facilities and surrounding areas and determines and notes maintenance work needed</li> </ol>	<ol style="list-style-type: none"> <li>Monitors the status of equipment being maintained by the unit/office and implements preventive maintenance of each</li> <li>Trains others and identifies training needs to reinforce technical competencies of colleagues</li> <li>Implements programs and schedule of maintenance work</li> <li>Reviews and assesses works of maintenance service providers</li> </ol>	<ol style="list-style-type: none"> <li>Initiates and recommends programs and schedule of maintenance operations of office equipment, building fixture and utilities, such as changing of electric lights and other maintenance and housekeeping tasks</li> <li>Conducts periodic reviews and pushes for continuous / continual improvement</li> <li>Prepares periodic report on the regular maintenance works undertaken</li> </ol>



## RAS8 – REPAIR AND FABRICATION

The ability to:

- repair damaged portion of the buildings including equipment, electrical, plumbing and air-conditioning; and
- fabricate furniture and fixtures.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs minor repairs of equipment, electrical works, plumbing and airconditioning and simple fabrication of equipment, furniture and fixtures.	Performs more complex repairs and fabrication of damaged portion of buildings, furniture and fixtures.	Organizes the simple and complex repair of buildings, equipment, electrical works, plumbing and airconditioning and fabrication of equipment, furniture and fixtures	Plans for the repair of damaged portion of the buildings including equipment, electrical, plumbing and air conditioning and fabrication of furniture and fixtures
<ol style="list-style-type: none"> <li>Has the basic knowledge and ability to repair and fabricate damaged portion of the buildings, including furniture and fixtures, based on the following fields:               <ol style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning;</li> <li>painting;</li> <li>masonry; and</li> <li>carpentry</li> </ol> </li> <li>Is familiar with the use of basic tools and equipment for their respective work</li> <li>Estimates dimensions, specifications and other proportions of the project and selects the materials to be used.</li> </ol>	<ol style="list-style-type: none"> <li>Performs installation, repair and fabrication of furniture, fixtures, electrical equipment, masonry structures, commissioning of plumbing and sanitary equipment and facilities</li> <li>Has the knowledge and ability to use special tools, mechanical and/or electrical equipment (power tools)</li> <li>Maintains/updates regular records of electrical and mechanical equipment</li> <li>Identifies repair, maintenance and improvement requirements of structures, equipment and facilities within the office</li> </ol>	<ol style="list-style-type: none"> <li>Reads, interprets and implements electrical, architectural, sanitary and structural designs, sketches, diagrams and blue/white prints</li> <li>Inspects building equipment, facilities and surrounding areas and determines/assesses the extent of repair work needed</li> <li>Trains colleagues and identifies training needs to reinforce section's technical competencies</li> <li>Plans, assigns and directs workload among colleagues with respect to their fields of expertise</li> </ol>	<ol style="list-style-type: none"> <li>Has the expertise in installation, repair and fabrication on the following fields:               <ol style="list-style-type: none"> <li>electrical works;</li> <li>welding;</li> <li>plumbing;</li> <li>air-conditioning;</li> <li>painting;</li> <li>masonry; and</li> <li>carpentry</li> </ol> </li> <li>Conceptualizes designs and prepares estimates and Bill of Materials on various projects</li> <li>Recommends improvements, modifications and schedules of works</li> <li>Has familiarity on the provisions of the Building Code of the Philippines</li> </ol>

		<ul style="list-style-type: none"><li>5. Inspects equipment, facilities and facilities after repair to ensure high quality of work</li><li>6. Reviews and consolidates comments, suggestions and recommendations from clients</li></ul>	
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## RHR1 – RECRUITMENT, SELECTION AND PLACEMENT

The ability to recruit and promote qualified candidates pursuant to existing CSC rules and regulations and the DENR Merit Selection and Promotion Plan (MSPP).



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the recruitment, selection and placement processes	Implements recruitment, selection and placement processes	Leads the recruitment, selection and placement processes in the DENR	Plans programs and recommends policies on recruitment, selection and placement
<ol style="list-style-type: none"> <li>1. Knows the recruitment process: classification of applicants, qualification standards, assessment methodologies</li> <li>2. Knows how to determine the completeness of the applicant's documents</li> <li>3. Knows the procedure in screening applicants for the preparation of matrix</li> <li>4. Knows how to collate applicants' documents</li> <li>5. Conducts initial evaluation of applicant's documents based on job specifications</li> <li>6. Prepares the matrix of applicants for evaluation by the DENR Selection and Promotion Board (SPB)</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end-users</li> <li>2. Processes appointments and other documents in the placement of personnel</li> <li>3. Reviews and evaluates credentials/qualifications of the applicants, employees and officials for possible employment or promotion/ advancement</li> <li>4. Analyzes and computes ratings of applicants given by the PSB</li> <li>5. Prepares short list of qualified applicants for final selection of Head of Office</li> <li>6. Prepares the needed information / data of all applicants for promotion to be used</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates improvement in the DENR's recruitment, selection and promotion processes based on the merit and fitness principle</li> <li>2. Assists the Board in the review and evaluation of documents of all qualified applicants for employment/promotion</li> <li>3. Designs and conducts employee orientation for newly hired employees</li> <li>4. Interprets provisions of the DENR MSPP and CSC rules on appointment/ placement</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides key strategic advice and/or participates in decisions regarding recruitment, selection and placement of key management and technical people</li> <li>2. Designs an organization-wide recruitment, selection and placement system in accordance with pertinent DENR laws, rules and regulations</li> <li>3. Recommends improvement in the MSPP, system of ranking positions and other systems and procedures in implementing personnel actions</li> <li>4. Evaluates existing personnel selection processes/policies and recommends amendments/changes thereto which shall include criteria in the selection and other related policies on personnel.</li> </ol>

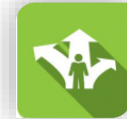
<p>7. Administers job knowledge assessment tools to applicants</p> <p>8. Documents and prepares minutes of meetings of the SPB</p> <p>9. Knows the DENR MSPP and relevant CSC rules on appointment</p>	<p>by the members of the Personnel Selection Board</p> <p>7. Identifies policies applicable to specific appointment / placement actions.</p>		
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## RHR2 – COMPENSATION, BENEFITS AND WELFARE ADMINISTRATION

The ability to administer compensation, benefits and welfare programs and systems in accordance with existing statutory (e.g. DBM, CSC, GSIS, PAGIBIG, PHILHEALTH) and DENR laws, rules and regulations.



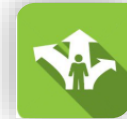
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in compensation, benefits and welfare administration	Implements compensation, benefits and welfare administration policies	Leads the implementation of compensation, benefits and welfare administration	Plans and programs and formulates or enhance policies on compensation, benefits and welfare administration
<ol style="list-style-type: none"> <li>1. Knows the national government's compensation policies as per Salary Standardization Law</li> <li>2. Knows the government salary/wage schedule</li> <li>3. Knows the different policies and other issuances of other concerned agencies like CSC, GSIS, PAG-IBIG, DBM, COA, PhilHealth, on employees' compensation and benefits, including step increment and salary adjustment</li> <li>4. Knows the statutory and DENR benefits program and its implementing guidelines</li> <li>5. Knows how to process leave applications including computation of earned leave credits</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits</li> <li>2. Computes salary adjustments and step increments</li> <li>3. Deals with different government agencies/ partners such as GSIS, PAG-IBIG, PHILHEALTH, and other institutions on loan applications, loan payments, and premium payments of personnel, etc.</li> <li>4. Facilitates the implementation of compensation decisions: salary increases/ adjustments and pay-out</li> <li>5. Prepares, generates, validates and maintains compensation information and</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval the availment of benefits according to prescribed policies, rules and regulations</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other personnel committees</li> <li>3. Conducts specific studies and assists in developing or enhancing compensation programs and practices to achieve better effectiveness &amp; efficiency in program delivery e.g., job analysis and job evaluation</li> <li>4. Communicates the philosophy, rationale, concept and guidelines governing the DENR's rewards and recognition mechanisms</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to RA 6713</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims</li> <li>3. Establishes an employee assistance program that will help identify issues and concerns that affect employee performance and productivity</li> </ol>

<p>6. Communicates the requirements for personnel benefits</p> <p>7. Evaluates requirements and other supporting documents</p> <p>8. Prepares reports on attendance of personnel relative to compensation</p>	<p>other related documents / statistics needed for management decision</p> <p>6. Identifies gaps and areas for improvement in the existing compensation programs and practices</p>	<p>5. Interprets benefits policies and defines implementing guidelines for exceptional cases</p> <p>6. Introduces improvements that will enhance and improve the delivery and effectiveness of the DENR's benefits and welfare program</p> <p>7. Possesses technical capability to conduct benefits studies (needs assessment, financial assessment, program design)</p> <p>8. Serves as a resource person on this competency</p>	
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## RHR3 – PROCESSING OF PERSONNEL ACTIONS

The ability to apply DENR, CSC, DBM, COA and CESB laws, rules and regulations in the preparation of various personnel actions.



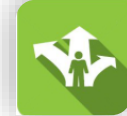
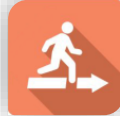
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in processing of personnel actions	Implements applicable DENR, CSC, DBM and CESB laws, rules and regulations in the processing of personnel actions	Leads in the processing of personnel actions	Plans and programs and formulates or enhance policies in the processing of personnel actions
<ol style="list-style-type: none"> <li>1. Knows the pertinent provisions of the DENR, CSC, DBM, COA and CESB laws, rules and regulations in the preparation of various personnel actions</li> <li>2. Knows how to prepare the necessary documentation of personnel actions</li> <li>3. Knows the systematic filing system/safe keeping of personnel records</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate DENR, CSC/ CESB, DBM principles, practices and policies in preparing actions on appointments, promotions, transfers, resignations, separations, reinstatements and other personnel actions</li> <li>2. Maintains complete and updated personnel records of all officials and employees</li> <li>3. Prepares, maintains and updates plantilla accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicates the implementing rules and regulations of DENR, COA, CSC, DBM and other issuances on personnel actions</li> <li>2. Prepares report of statistics on manpower strengths</li> <li>3. Creates and maintains database for all employees</li> <li>4. Prepares a report on personnel actions to the CSC</li> <li>5. Evaluates and recommends actions on personnel movement</li> <li>6. Provides advice to various units/offices on qualifications for recruitment, promotions and examinations and other personnel administration aspects</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and guidelines relative to qualification standards for appointments, position classification, personnel research, job audit, human resource surveys, etc.</li> <li>2. Plans, organizes and monitors the preparation and updating of plantilla</li> <li>3. Advises officials on personnel matters including those of contested appointments</li> <li>4. Facilitates and evaluates effectiveness of existing programs and recommends improvement to meet changing needs in human resources management</li> <li>5. Reviews implementation of the DENR's Strategic Performance Management System (SPMS) and its continued review and enhancement</li> </ol>

		7. Serves as a resource person on this competency	
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## RHR4 – GRIEVANCE HANDLING

The ability to handle and address the employee's grievance and to assist the grievance committees in handling employees' conflicts.

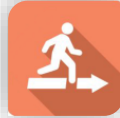


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in grievance handling and administrative discipline activities/cases	Implements grievance handling guidelines in resolving administrative cases	Leads the successful implementation of grievance handling guidelines and the administrative disciplinary process	Prepares plans and programs and formulates or enhances policies on grievance handling
<ol style="list-style-type: none"> <li>1. Understands the procedures in applying the grievance machinery program in the Department</li> <li>2. Knows the pertinent provisions of RA 6713, Revised Rules on Administrative Cases in the Civil Service, and other related CSC issuances</li> <li>3. Assists in resolving personnel issues and concerns such as complaints/grievances of employees on personnel matters such as policies/procedures on appointment, promotion, tenure, transfer, reassignment, separation and other personnel actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies knowledge of CSC/ CESB, DBM principles, practices and policies</li> <li>2. Monitors consistency in implementing DENR/CSC policies and guidelines on recruitment, compensation, performance management, and other personnel matters</li> <li>3. Conducts preliminary assessment of personnel issues</li> <li>4. Recommends possible actions/strategies/solutions to be taken by the Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and interprets CSC/CESB and DBM rules, laws and regulations; and provides management with advice on the best way to operate under these conditions</li> <li>2. Facilitates/leads in resolving personnel issues i.e., grievance dialogues</li> <li>3. Develops and implements personnel programs/ decisions to promote harmonious long-term relations between employees and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutionalizes grievance machinery to help build a good management-employee relation and to resolve issues and concerns immediately</li> <li>2. Recommends improvement in grievance procedures and other personnel related issues in the DENR</li> </ol>



## RHR5 – PERFORMANCE MANAGEMENT

The ability to administer performance, incentives and awards programs and systems in accordance with existing statutory (e.g., DBM, CSC) and DENR laws, rules and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Provides support/assists in performance, incentives and awards systems administration</p>	<p>Implements performance, incentives and awards policies</p>	<p>Leads the implementation of performance, incentives and awards policies</p>	<p>Plans and programs and formulates or enhance policies on performance, incentives and awards administration</p>
<ol style="list-style-type: none"> <li>1. Knows the national government's policies on performance, incentives and awards</li> <li>2. Safe keeps individual performance and commitment review (IPCR) forms and maintains database and or master list</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements national government policies on Performance, Incentives and Awards</li> <li>2. Evaluates the IPCR forms submitted by employees</li> <li>3. Collaborates with the HRS Division in terms of the grant of the incentives and awards</li> <li>4. Prepares necessary documents i.e. Certificate of Performance Ratings as needed for the grant of incentives and awards and as requirement for personnel actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Endorses incentives and awards recipients and the IPCRs to the PRAISE, PMT and other related committees</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other related committees</li> <li>3. Conducts specific studies and assists in developing or enhancing the policies on performance management, incentives and awards</li> <li>4. Interprets effectively and communicates the philosophy, rationale, concept and guidelines governing the DENR's rewards and recognition mechanisms</li> <li>5. Introduces improvements that will enhance and improve the delivery and effectiveness of the DENR's performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to R.A 6713</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims</li> <li>3. Establishes an Employee Assistance Program that will help identify issues and concerns that affect employee performance and productivity.</li> </ol>

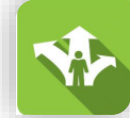
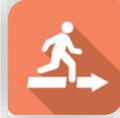
		management, incentives and awards program 6. Serves as a resource person on this competency	
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## RHR6 – LEARNING NEEDS ASSESSMENT (LNA)

The ability to:

- conduct LNA studies to identify the learning needs (gap between desired and actual job performance that results from the lack of appropriate knowledge, skills and attitudes of individuals in various positions in the organization that can be addressed by training; and
- identify and recommend learning and development interventions based on the LNA.



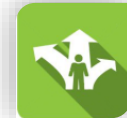
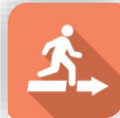
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of LNA activities	Implements LNA activities	Supervises the conduct of LNA activities	Plans, organizes and reviews conduct of LNA activities
<ol style="list-style-type: none"> <li>1. Knows the rationale for conducting LNA and the need to align it with the DENR's vision/mission/ core values and goals</li> <li>2. Identifies/outlines the steps in the LNA process</li> <li>3. Knows the different methods/techniques of LNA</li> <li>4. Knows the various data sources for organizational, groups and individual learning needs</li> <li>5. Identifies the task requirements of a job and KSA required for successful job performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines appropriateness of each LNA method by assessing the advantages and disadvantages of each e.g. problem-solving approach, task or competency-based</li> <li>2. Designs LNA instruments</li> <li>3. Administers LNA instruments</li> <li>4. Validates LNA data thru interviews, focus group discussion and observation</li> <li>5. Communicates with the unit heads on their specific learning needs</li> <li>6. Identifies capability needs that can be addressed through learning and other HRD interventions</li> <li>7. Prepares LNA report</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs gap analysis by identifying discrepancies, pinpointing their causes and then comparing actual with desired performance</li> <li>2. Analyzes LNA data and other organizational documents and responds to immediate performance gaps by identifying the causes related to lack of knowledge, skills and attitude</li> <li>3. Identifies and recommends learning and development interventions to address capability needs/gaps for a particular job or role</li> </ol>	<ol style="list-style-type: none"> <li>1. Presents LNA reports to management and recommends HRD policies and training priorities as a result of the LNA study</li> <li>2. Anticipates potential problems from recommendation/s and plans for contingent actions</li> <li>3. Serves/acts as a resource person on the subject</li> </ol>





## RHR7 – PREPARATION OF LEARNING DESIGN

The ability to craft and formulate a program or activity design to suit the organization's requirements.

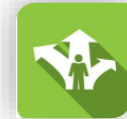


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of learning design	Prepares the learning design	Leads the preparation of learning design	Plans, organizes and reviews learning design
<ol style="list-style-type: none"> <li>1. Knows the basic concepts, phases and steps in learning design and development</li> <li>2. Knows the development thrust, trends and needs of the Department and their impact on the design of the learning program</li> <li>3. Knows the relevance of the vision, mission and program thrust on the learning design</li> <li>4. Gathers information regarding a topic/session to fit desired outcome</li> <li>5. Prepares schedule of activities that will effectively address the participants' needs</li> <li>6. Formulates learning objectives based from LNA result</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies approaches or instructional delivery methods as well as the materials needed to facilitate learning</li> <li>2. Prepares test items for measuring the level of knowledge gained</li> <li>3. Develops presentation materials based on end-user requirements</li> <li>4. Communicates with the stakeholders (internal and external) of the program to ensure attainment of program goals/objectives</li> <li>5. Prepares learning and development plans in line with program framework</li> <li>6. Prepares learning design based on the learning and development plan</li> <li>7. Prepares session guides by choosing and sequencing topics and content</li> </ol>	<ol style="list-style-type: none"> <li>1. Conceptualizes the adult learning process to be able to monitor the flow of learning in the actual conduct of learning</li> <li>2. Matches resource persons' qualifications with the learning program requirements and Department's standards on accreditation of learning service providers</li> <li>3. Provides technical assistance in the preparation of learning design and development</li> <li>4. Serves as a resource person on this competency</li> <li>5. Presents/justifies the learning design to top management/end-users</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates new trends and developments on subject matter/field</li> <li>2. Recommends approaches and strategies to implement learning program successfully</li> <li>3. Introduces ways on how to minimize program cost, e.g. cost sharing, networking, etc</li> <li>4. Advocates learning program at the system-wide level</li> </ol>



## RHR8 – LEARNING EVENT MANAGEMENT

The ability to successfully manage a learning event during all its phases from planning to implementation and post-implementation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of learning program management activities	Implements learning program management activities	Leads in the conduct of learning program management activities	Plans, organizes and reviews learning program management activities
<ol style="list-style-type: none"> <li>1. Knows the role of the learning event team as to training coordinator, administrative coordinator, facilitator, evaluator and documenter</li> <li>2. Knows the process of conducting a learning event</li> <li>3. Knows the logistical requirements in conducting a learning event</li> <li>4. Knows how to operate and to take care of basic audio-visual equipment</li> <li>5. Prepares a learning event checklist</li> <li>6. Knows how to coordinate venue arrangements effectively</li> </ol>	<ol style="list-style-type: none"> <li>1. Administers and explains pre/post evaluation questionnaires</li> <li>2. Prepares basic communication such as invitation letters, confirmation of learners and subject matter experts, office order, etc.</li> <li>3. Documents the highlights of learning event</li> <li>4. Develops operational plans, e.g. schedules, budget, participants and subject matter experts' directory, etc. in managing a learning event</li> <li>5. Responds successfully to crisis situations and unforeseen challenges during learning events</li> <li>6. Conducts post-learning evaluation</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements contingency plans to address critical situations during a learning event</li> <li>2. Employs the process documentation technique</li> <li>3. Prepares post-learning completion report</li> <li>4. Leads others in the successful management of a learning event</li> <li>5. Monitors the overall conduct and management of a learning event by organizing and utilizing the resources wisely</li> <li>6. Ensures, promotes and participates in effective problem-solving endeavors</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations and techniques in learning program management</li> <li>2. Formulates and recommends learning standards and policies for implementing learning programs</li> <li>3. Strategically plans contingencies and recommends accordingly</li> </ol>

	7. Conducts critiquing of the day's session among the members of the learning event management team		
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## RHR9 – LEARNING EVENT FACILITATION

The ability to facilitate learnings through exchange of information and ideas in an interactive session designed to meet defined objectives. It includes the ability to effectively use platform skills when presenting to an audience.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in facilitating learning events	Facilitates meetings, trainings seminars and small workshops	Facilitates symposium, conferences, focus group discussions and structured learning activities	Reviews and evaluates learning event facilitation activities
<ol style="list-style-type: none"> <li>1. Knows the key skills of a facilitator: use of non-verbal behavior, listening actively, paraphrasing content and feelings, summarizing, observing group behavior, questioning effectively, expressing ideas and feelings, directing group thought and feelings, and evoking new approaches or insights</li> <li>2. Knows the different facilitation techniques and learning methodology and what is appropriate for a particular type of learning</li> <li>3. Understands facilitation skills and its uses</li> <li>4. Knows how to use time management techniques in the conduct of training</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates workshop, training and other similar activities by observing the principles of adult learning</li> <li>2. Demonstrates effective key facilitation and presentation skills</li> <li>3. Guides an individual, group or team using facilitation techniques in meeting desired result or outcome</li> <li>4. Initiates discussion and directs group thought and feelings</li> <li>5. Drives consensus and team ownership of decisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitates symposium and conferences</li> <li>2. Moderates focus group discussions</li> <li>3. Facilitates conduct of SLEs (structured learning experiences) using the 4As in learning (activity, analysis, abstraction and application) to prepare the learning environment and to serve as priming for the topic</li> <li>4. Recaps, integrates learnings from different topics/modules based on learning objectives</li> <li>5. Provides linking/bridging statements to and from one session to the other</li> <li>6. Integrates with the program objective the issues and concerns arising from interactions/ discussions</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates facilitation methods in the learning events and recommends areas for improvement</li> <li>2. Reviews and evaluates facilitation skills of facilitators to ensure that they are responsive to the objectives of the learning event and at par with current trends and standards</li> <li>3. Trains and mentor others to equip them with facilitating skills</li> </ol>

5. Encourages active participation to elicit ideas/opinions regarding a topic/session to fit desired outcome

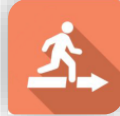
7. Synthesizes ideas in discussions to meet the desired outcome/group outputs

8. Guides the activity flow and proceedings in a group activity for consensus building and sound decision making in crafting a recommendation/ strategy



## RHR10 – NETWORK AND LINKAGING WITH HR PARTNERS

The ability to establish and utilize networking with external partners, provide technical assistance in building stakeholders/partners on capacity building and activities and capabilities in ENR management, develop proposals for possible external funding for HR activities, and serve as resource center for tools and materials on HR practices and training equipment.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Communicates and coordinates with stakeholders/partners	Maintains partnership and networks to deliver and enhance work outcomes	Leads in the conduct of networking and linking activities	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>Has basic knowledge on linking and networking</li> <li>Prepares invitations to <i>CESOs</i>, <i>CESEs</i>, 3<sup>rd</sup> and non-3<sup>rd</sup> level officials to participate in trainings and activities conducted by partner institutions</li> <li>Prepares invitations for rank-and-file employees to attend trainings and activities conducted by partner institutions</li> <li>Knows how to maintain and update database of partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>Provides information, guidance and assistance on the processes and requirements</li> <li>Arranges with partner institutions on course offerings</li> <li>Knows how to create and maintain a social media network</li> </ol>	<ol style="list-style-type: none"> <li>Utilizes his/her or office's network to seek and gain access to information and support from various sources to support the agency's objectives</li> <li>Broadens network of relationships to promote the image of DENR</li> <li>Evaluates the conduct of HR linking and networking activities.</li> <li>Identifies competencies and learning needs of external participants</li> <li>Prescribes specific learning intervention and programs offered by partner institutions</li> </ol>	<ol style="list-style-type: none"> <li>Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>Accepts and conforms to national protocol, etiquette and procedures</li> <li>Seeks opportunities for collaboration with local partners by participating in conventions/conferences/ gatherings</li> <li>Engages subject matter experts in enhancement and conduct of learning and development programs</li> <li>Offers assistances to national partners in the development of policies and programs</li> <li>Serves as subject matter expert on this competency</li> </ol>



## RHR11 – MONITORING AND EVALUATION (M&E) OF LEARNING AND DEVELOPMENT (L&D) PROGRAMS

The ability to regularly gather the L&D program accomplishment against measures of expected performance and assess the performance and the achievement of L&D program/project objectives, its effects and impact.

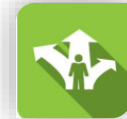


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists conduct of learning and development M&E activities	Implements learning and development M&E activities	Leads the conduct of learning and development M&E activities	Plans, organizes and reviews learning and development M&E activities
<ol style="list-style-type: none"> <li>1. Knows the concept of monitoring and the different levels of L&amp;D evaluation, e.g., reaction, learning, behavior and results</li> <li>2. Knows the application of various statistical tools needed in L&amp;D program evaluation</li> <li>3. Identifies L&amp;D program performance indicators and standards</li> <li>4. Prepares basic evaluation instruments to assess whether or not learners responded favorably to the implementation of the learning program</li> <li>5. Measures accurately physical progress of project against plans and work schedules</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors L&amp;D program performance and documents outcome</li> <li>2. Evaluates L&amp;D program on their ability to meet the program objectives</li> <li>3. Analyzes project issues and concerns that affect program's implementation</li> <li>4. Prepares a comprehensive L&amp;D program monitoring and evaluation report</li> </ol>	<ol style="list-style-type: none"> <li>1. Guides staff in monitoring and evaluation of program processes</li> <li>2. Guides all phases of program implementation in accordance with approved plans, specifications and timeframe</li> <li>3. Develops evaluation instruments to determine behavioral changes on job performance</li> <li>4. Conducts impact evaluation as to changes in behavior/outcome</li> <li>5. Makes recommendations to address any discrepancies/gaps in the program implementation</li> <li>6. Designs and implements M&amp;E tools to see to it that the objective/s of the learning activities are met</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces innovations or new techniques in L&amp;D program monitoring and evaluation</li> <li>2. Recommends new polices based on the results of the L&amp;D program monitoring and evaluation</li> <li>3. Develops evaluation instrument/s to determine the impact of the learners' behavioral changes on the organization (Level 4 Evaluation)</li> </ol>



## RHR12 – SCHOLARSHIP ADMINISTRATION

The ability to administer the DENR's local and foreign scholarships program in the Regional Office.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the implementation of scholarship administration activities	Implements scholarship administration activities	Leads the implementation of scholarship administration activities	Plans, organizes and reviews scholarship administration activities
<ol style="list-style-type: none"> <li>1. Explains clearly the DENR policies and procedures on its various scholarship programs</li> <li>2. Prepares list of DENR recipients and disseminates list of scholarship programs for availment</li> <li>3. Gathers and organizes relevant materials for purposes of networking for sourcing of funds and scholarship programs from local and foreign institutions</li> <li>4. Collates and submits to the DENR scholarship committee documents pertinent to scholarship program application</li> <li>5. Generates data of DENR scholars from local and foreign scholarship programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements DENR policies and decisions on scholarship programs</li> <li>2. Prepares requirements for establishing tie-ups/collaboration with DENR partners such as MOA, MOU, TOR, etc</li> <li>3. Conducts pre-screening of applicants for local and foreign scholarship programs</li> <li>4. Facilitates processing of travel authorities/ documents of fellowship/ scholarship grantees both local and abroad including allowances and other remunerations</li> <li>5. Processes applications for DENR Local scholarship program and facilitates payment of financial benefits</li> <li>6. Prepares materials in connection with appeals and committee meetings on scholarship programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets and implements policies, rules and regulations governing scholarship programs</li> <li>2. Reviews documents related to MOA, TOR, MOU and other pertinent documents</li> <li>3. Oversees the overall preparation of accessing funds and scholarship programs</li> <li>4. Reviews appeals and recommends action on meritorious cases to the DENR Scholarships Committee</li> <li>5. Plans, designs and prepares project proposals concerning scholarship programs</li> <li>6. Evaluates existing scholarship program effectiveness and prepares corresponding reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets and implements policies, rules and regulations governing scholarship programs</li> <li>2. Reviews documents related to MOA, TOR, MOU and other pertinent documents</li> <li>3. Oversees the overall preparation of accessing funds and scholarship programs</li> <li>4. Reviews appeals and recommends action on meritorious cases to the DENR Scholarships Committee</li> <li>5. Plans, designs and prepares project proposals concerning scholarship programs</li> <li>6. Evaluates existing scholarship program effectiveness and prepares corresponding reports</li> </ol>



	<p>7. Maintains an established network of contacts within the DENR, NGAs, NGOs, POs and international funding institutions relative to the DENR's scholarship programs implementation</p> <p>8. Coordinates with the different units/offices in the monitoring and evaluation of scholarship programs</p>		
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## RHR13 – HR PLANNING

The ability to determine long-term HR needs, assess current resources, identify areas of need including a plan to replace competence lost. It also includes the numbers and types of human resources that will be needed to achieve DENR's goals e.g., number of human resources, the required competencies and when the resources will be needed.



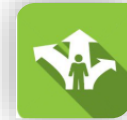
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in HR planning activities	Conducts HR planning activities	Leads the conduct of HR planning activities	Prepares plans and programs and formulates or enhances policies on HR planning
<ol style="list-style-type: none"> <li>1. Recognizes the composition of the organization's workforce and assists in planning for projected shortages and surpluses in specific occupations and skill sets</li> <li>2. Compiles gathered data on current human resources and the required competencies</li> <li>3. Prepares the documents needed in the conduct of research on HR Planning tools, templates and processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers data on current human resources and the required competencies</li> <li>2. Compares data correctly on current human resources against the required number of human resources in the organization</li> <li>3. Assesses the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization</li> <li>4. Identifies internal factors in the organization that may affect HR capacity to meet organizational goals</li> <li>5. Determines the most important environmental factors expected to affect</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes the conduct of HR planning activities</li> <li>2. Develops HR planning tools, templates and processes to incorporate DENR's competency-based standards</li> <li>3. Develops and implements targeted human resource strategies, plans and programs to address gaps (e.g., hiring/staffing; learning; career development; succession management; etc.) based on the organization's priorities, environmental scan, and HR performance related data</li> <li>4. Organizes the monitoring and improvement of processes, tools and systems to support HR planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans and policies that will support HR planning</li> <li>2. Gives key strategic advice and participates in decision-making regarding short term and long-term HR planning</li> </ol>

	<p>workforce capacity, given known operational and HR priorities and emerging issues</p> <p>6. Conducts workforce analysis and HR supply forecasting methods such as analysis of workforce turnover (wastage analysis: flow out, flow in and flow up), etc.</p>	<p>5. Trains/coaches managers and/or facilitates HR planning process</p>	
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## RHR14 – CAREER DEVELOPMENT

The ability to initiate and implement career development strategies based on individual and organizational needs and requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in career development activities	Conducts career development activities	Leads the conduct of career development activities	Prepares plans and programs and formulates or enhances policies on career development
<ol style="list-style-type: none"> <li>1. Recognizes a range of decision making and career development theories and models</li> <li>2. Defines career development and succession management</li> <li>3. Outlines the entire career development process</li> <li>4. Prepares the documents needed in the execution of the career development activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Carries out introductions on career development and succession management: what is it; why do we do it and how to do it</li> <li>2. Administers self-assessment or multi-source assessment to establish the current competency profile</li> <li>3. Conducts competency profile matching that compares employee competencies against targeted role/job requirements in order to identify the competency gaps</li> <li>4. Examines the competency gaps and formulates the L&amp;D interventions needed to address these gaps</li> <li>5. Establishes the career paths of employees based on the competency profile matching</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans and organizes the conduct of all the career development activities</li> <li>2. Reflects on the issues encountered during the conduct of career development activities and creates appropriate action plans to deal with these issues</li> <li>3. Develops strategic and operational plans for long-term career development</li> <li>4. Designs career assessment instruments and methods</li> <li>5. Carries out career counseling either individually or in groups</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans for long-term career development guidance as appropriate</li> <li>2. Proposes policies for career development system improvement</li> <li>3. Acts as subject matter expert on career development and succession management</li> </ol>

	<p>6. Devises career development plans of employees that include the L&amp;D interventions and timeframe they need to address their competency gaps</p> <p>7. Performs monitoring and evaluation to track the progress and validate that the employee has acquired the necessary competencies to be considered for targeted roles/ positions</p>		
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# COMPETENCY-BASED SYSTEM MANUAL



## TECHNICAL POSITIONS

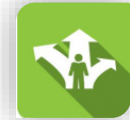
Regional Office

2021



## RO1 - CONCEPT AND APPLICATION OF INTEGRATED ECOSYSTEMS MANAGEMENT (IEM)

The ability to apply the concept of IEM vis-a-vis other related approaches to natural resources management (NRM). It includes the application of IEM in target sites – basin, watersheds, sub-watershed, protected areas, ancestral domains, mineral reservations, islands, others.

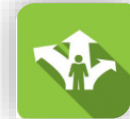
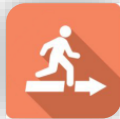


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the application of IEM and other related approaches to NRM	Applies IEM and other related approaches to NRM	Leads the application of IEM and other related approaches to NRM in basin, watersheds, sub-watershed, protected areas, ancestral domains, mineral reservations, islands, others	Formulates and recommends policies, guidelines, procedures and criteria on integrated ecosystem management
<ol style="list-style-type: none"> <li>1. Knows the fundamentals of ecology and the different types of ecosystems with respect to their structure, functions and dynamics</li> <li>2. Knows the interdependencies of different ecosystems and social systems and their dynamics with respect to improved management on one hand, or disturbance and alterations on the other</li> <li>3. Knows the likely effects of alterations and the methods to measure such impacts</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies IEM in target sites – basin, watersheds, sub-watershed, protected areas, ancestral domains, mineral reservations, islands, others</li> <li>2. Determines the benefits emanating from the application of IEM- on dependent communities and the ecosystems</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and evaluates threshold of environmental standards and socio-economic considerations in the implementation of IEM in basin, watersheds, sub-watershed, protected areas, ancestral domains, mineral reservations, islands, others</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends policies, guidelines, procedures and criteria on integrated ecosystem management e.g., characterization, survey, rehabilitation, improvement and protection of ecosystems</li> <li>2. Pushes for organizational and policy support to institutionalize IEM application</li> </ol>



## RO2 – IDENTIFICATION OF INTERVENTIONS AND INTEGRATING STRATEGIES ACROSS SECTORS (FORESTRY, COASTAL, AGRICULTURE, URBAN, AIR SPACE) AND ZONING FOR STRATEGIC MANAGEMENT

The ability to integrate sector strategies at the ecosystems, and local development plans by local government units (LGUs) e.g. forest land use plan (FLUP), protected area (PA) management plan, integrated coastal management (ICM) in the LGU and comprehensive land use plan (CLUPs) based on local and national policies and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the identification of interventions and integrating strategies across sectors	Identifies interventions and integrating strategies across sectors	Leads the identification of interventions and integrating strategies across sectors	Formulates and recommends strategies, policies, guidelines, procedures and criteria for identifying interventions and integrating strategies across and zoning of land and marine resources
<ol style="list-style-type: none"> <li>1. Knows how to identify, allocate and delineate land and marine resources based on their peculiar characteristics for optimum use and minimize risk.</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates sector strategies at the ecosystems, and local development plans by LGUs e.g. FLUP, PA management plan, ICM in the LGU CLUPs</li> <li>2. Conducts zoning of land and marine resources based on their peculiar characteristics for optimum use and minimized risk</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares work and financial plan to support implementation of integrated ecosystem management strategies</li> <li>2. Integrates the various resource management zones to LGU CLUPs and local development plans based on local and national policies and regulations</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for identifying interventions and integrating strategies across sectors; and criteria on zoning of land and marine resources for strategic ENR management.</li> </ol>





## RO3 - CHARACTERIZATION OF ECOSYSTEM AND USE OF PLANNING TOOLS AND PROCEDURES

The ability to plan and to undertake data gathering and to interpret such for situational analysis on a targeted clientele, assessment of ENR assets, governance and management of these assets, inter-connectedness, interdependence, issues and constraints and opportunities in managing the ecosystems. It includes conduct of resource assessment i.e.), geographic information system for hazards and vulnerability assessment

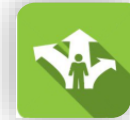


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the characterization of ecosystem and use of planning tools and procedures	Undertakes characterization of ecosystem and use of planning tools and procedures	Leads the characterization of ecosystem and use of planning tools and procedures	Formulates and recommends strategies, policies, guidelines, procedures and criteria for characterization of ecosystem and use of planning tools and procedures
<ol style="list-style-type: none"> <li>Has knowledge on the conduct of data gathering and interpret same for situational analysis on a targeted clientele</li> <li>Has knowledge on conduct of resource assessment valuation</li> </ol>	<ol style="list-style-type: none"> <li>Conducts resource assessment</li> <li>Undertakes analysis of different stakeholders and institutions to better understand their role and behavior and participation in the project</li> <li>Facilitates consensus building to surface vision, mission, goals (VMG) of the community for responsible resource management</li> </ol>	<ol style="list-style-type: none"> <li>Leads conduct of resource assessment</li> <li>Serves as resource person on this competency</li> </ol>	<ol style="list-style-type: none"> <li>Formulates and recommends policies, plans and programs on the assessment of ENR assets, governance and management of these assets, inter-connectedness, interdependence, issues and constraints and opportunities in managing the ecosystems.</li> </ol>



## RO4 - RESOURCE MANAGEMENT AND RESTORATION/ REHABILITATION OF DEGRADED ECOSYSTEMS

The ability to identify appropriate resource management and restoration strategies of various ecosystems – forests, coastal/marine, wetlands, rivers, mangroves, grasslands, others.

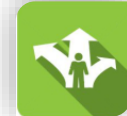


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in identifying appropriate resource management and restoration strategies of various ecosystems	Undertakes identification of appropriate resource management and restoration strategies of various ecosystems	Leads the identification of appropriate resource management and restoration strategies of various ecosystems	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the identification of appropriate resource management and restoration strategies of various ecosystems
<ol style="list-style-type: none"> <li>1. Knows the interdependencies of different ecosystems and their dynamics with respect to improved management vis-à-vis disturbance and alterations</li> <li>2. Knows the protocols and provisions of national and international laws and agreements on biodiversity</li> <li>3. Has familiarity with traditional and emerging methodologies on PBME and their application to the Philippines</li> <li>4. Knows the invasive plant and animal species in the Philippines</li> <li>5. Knows the international and national laws regulating the traffic of exotic and invasive species</li> </ol>	<ol style="list-style-type: none"> <li>1. Observes the specific precautions and steps to ensure protection and conservation of biodiversity in any ecosystem intervention (e.g. species site matching, no to invasive alien species)</li> <li>2. Determines impacts to biodiversity of proposed projects while promoting biodiversity protection and conservation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates biodiversity conservation in all ecosystem development and use</li> <li>2. Strengthens biodiversity component in the environmental impact assessment system</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends policies, guidelines, procedures and criteria on integrated ecosystem management e.g., characterization, survey, rehabilitation, improvement and protection of ecosystems.</li> </ol>



## RO5 - PREPARATION OF NATURAL RESOURCES MANAGEMENT (NRM) - RELATED PLANS (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM)

The ability to facilitate or provide technical assistance in the formulation and implementation of the following NRM Plans: FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM and to mainstream ENR plans to LGU Plans

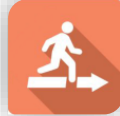


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of NRM- related Plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU Plans	Facilitates/ provides technical assistance in the formulation and implementation of NRM - related Plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU Plans	Leads the preparation of NRM- related Plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU Plans	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the preparation of NRM - related Plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU Plans
<ol style="list-style-type: none"> <li>1. Gathers secondary data and information on the physiographic, biological, ecological and socio-economic characteristics of an NRM area</li> <li>2. Knows how to operate appropriate mapping software</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates forest interventions e.g., tenurial instruments, area development, area rehabilitated and others on the map as part of the spatial information</li> <li>2. Analyzes socio-cultural characteristics, physiographic, biological, ecological and socio-economic characteristics of an NRM area.</li> <li>3. Provides technical assistance in the formulation and implementation of NRM-related plans</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends appropriate uses of an NRM area</li> <li>2. Leads the formulation and implementation of NRM- related plans</li> <li>3. Provides technical assistance in the preparation of comprehensive land-use plan</li> <li>4. Mainstreams ENR plans to LGU plans</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the preparation of NRM-related Plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU Plans</li> </ol>



## RO6 - ENVIRONMENT AND NATURAL RESOURCE ACCOUNTING (ENRA)

Knowledge of the concept of externalities in environmental economics and the ability to apply these concepts in IEM – assessment, formulating user fees and charges, enforcement, EIA/IEE evaluation, and formulating conditionalities. It includes skills in undertaking natural resource accounting (NRA) including its interpretation and application in NRM.

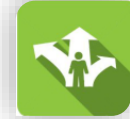


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in undertaking Environment and Natural Resource Accounting activities	Undertakes Environment and Natural Resource Accounting activities	Leads the implementation of Environment and Natural Resource Accounting activities	Formulates and recommends strategies, policies, guidelines, procedures and criteria for Environment and Natural Resource Accounting activities
<ol style="list-style-type: none"> <li>1. Knows the fundamentals of NRA</li> <li>2. Knows the tools, methods and processes for ENR Accounting e.g., physical and monetary accounting and ENR valuation methods</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies NRA such as assessment, formulating user fees and charges, enforcement, EIA/IEE evaluation, and formulating conditionalities in natural resources management</li> <li>2. Applies practical interpretation and use of ENR accounts and recommends measures to institutionalize its application in IEM</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads NRA activities such as assessment, formulating user fees and charges, enforcement, EIA/IEE evaluation, and formulating conditionalities in natural resources management</li> <li>2. Serves as resource person and guides and coaches other in this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the implementation ENRA activities</li> </ol>



## RO7 - STRATEGIES AND SCHEMES FOR FINANCING ENVIRONMENTAL PROJECTS

The ability to mobilize various sources of funds in support of IEM and resource management activities – DENR budgets, LGU IRA and non-IRA contributions, users/charges/contribution and PES schemes to IPAF, shares from public-private partnerships (PPP), preparing grants/donor proposals, leveraging NGO support, others. It includes knowledge of alternative financing schemes (PES and shares from PPP) for environmental rehabilitation projects- like user fees, public-private partnership, guarantee fund, etc.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in planning, initiating and operationalizing strategies and schemes for financing environmental projects	Plans, initiates and operationalizes strategies and schemes for financing environmental projects	Leads the planning, initiating and operationalizing strategies and schemes for financing environmental projects	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the planning, initiating and operationalizing strategies and schemes for financing environmental projects
<ol style="list-style-type: none"> <li>1. Knows the various sources of funds in support of NRM activities – DENR budgets, LGU IRA and non-IRA contributions, users/ charges/ contribution and PES schemes to IPAF, shares from public-private partnerships (PPP), preparing grants/donor proposals, leveraging NGO support, others</li> <li>2. Has knowledge of incentive schemes for environmental initiatives by POs, user groups, communities, and the private sector.</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows alternative financing schemes (PES and shares from PPP) for environmental rehabilitation projects- like user fees, public-private partnership, guarantee fund, etc.</li> <li>2. Plans, initiates and operationalizes user fees and charges and payment of environmental services</li> <li>3. Prepares grants/donor proposals for funding</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, initiates and operationalizes alternative financing schemes for the environment</li> <li>2. Serves as resource person and guides and coaches other in this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the planning, initiating and operationalizing strategies and schemes for financing environmental projects</li> </ol>



## RO8 - RESULTS-BASED MONITORING AND EVALUATION SYSTEM (RBME) AND ENVIRONMENTAL AUDIT FOR DIFFERENT ENRM SITES

The ability to identify, determine and facilitate joint adoption of key outputs and outcomes of NRM for watersheds, PAs, KBAs, islands, ancestral domains, islands, mineral reservations, others for the progress monitoring of biodiversity, forests and forest lands, environmental governance, ENR, sustainable financing, local sustainable development.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in RBME and environmental audit of activities for different ENRM sites	Implements RBME activities and environmental audit for different ENRM sites.	Leads the implementation of RBME activities and environmental audit for different ENRM sites	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the implementation of RBME and environmental audit activities for different ENRM sites
<ol style="list-style-type: none"> <li>1. Knows the protocols and provisions of national and international laws and agreements on biodiversity and how the output indicators are related to these especially in PAs and KBAs</li> <li>2. Is familiar with traditional and emerging methodologies on participatory biodiversity monitoring and evaluation (PBME) and their application to the Philippines</li> <li>3. Is familiar with Filipino indigenous cultural communities and the issues and problems they face</li> <li>4. Has knowledge of the indigenous knowledge systems and practices of</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines key outputs and their indicators for the progress monitoring of biodiversity, forests and forest lands, environmental governance, ENR, sustainable financing, and local sustainable development</li> <li>2. Observes the specific precautions and steps to ensure protection and conservation of biodiversity in any ecosystem intervention</li> <li>3. Undertakes PBME</li> <li>4. Prepares instrumentations and their operation to generate relevant data for M and E</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhances determination of impacts to biodiversity of proposed projects while promoting biodiversity protection and conservation</li> <li>2. Serves as resource person in this competency</li> <li>3. Leads the monitoring of compliance of concerned sectors to ENR standards/ agreements and permits</li> <li>4. Provides technical assistance on this competency to LGUs and other stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the implementation of RBME activities for different ENRM sites and environmental audit activities</li> </ol>

<p>Filipino ICC's and the link to their identity and survival</p> <p>5. Has knowledge in undertaking the M and E tools for the different sectors of the DENR</p>	<p>5. Monitors compliance of concerned sectors to ENR standards/agreements and permits</p>		
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## RO9 - ENVIRONMENTAL GOVERNANCE

Knowledge of the basic elements of good environmental governance that include transparency, accountability, participation, collaboration and functionality and the ability to apply/practice the elements of good environmental governance in improved resource management. It includes developing and maintaining partnerships and networking to implement ENR policies and programs and to apply existing ENR standards and development of standards as needed.



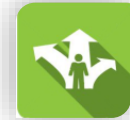
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental governance activities that include transparency, accountability, participation, collaboration and functionality	Undertakes environmental governance activities that include transparency, accountability, participation, collaboration and functionality	Leads environmental governance activities that include transparency, accountability, participation, collaboration and functionality	Formulates and recommends strategies, policies, guidelines, procedures and criteria for environmental governance activities
<ol style="list-style-type: none"> <li>Has knowledge of major ENR policies and their requirements for implementation at the central, regional, provincial, and local levels</li> <li>Knows the ordinance formulation scheme and procedure among LGUs and Management Council and Bodies</li> <li>Has knowledge for integrating RBME with the environmental governance improvement</li> <li>Knows institutional partnership and networking rules and regulations, and other issuances</li> </ol>	<ol style="list-style-type: none"> <li>Develops and maintains partnerships and networking to implement ENR policies and programs and to apply existing ENR standards and development of standards as needed</li> <li>Implements ENR policies and programs</li> <li>Applies existing ENR standards and development of standards as needed</li> </ol>	<ol style="list-style-type: none"> <li>Designs and implements training programs on IEM for DENR and LGUs for role and capacitation of DENR and LGUs in NRM</li> <li>Serves as resource person this competency</li> </ol>	<ol style="list-style-type: none"> <li>Develops and recommends strategies, policies, guidelines, procedures and criteria for effective environmental governance activities</li> <li>Champions the practice of good governance and serves as role model in the workplace</li> </ol>





## RO10 - CLIMATE CHANGE AND ENVIRONMENTAL MANAGEMENT

The ability to apply IEM to mitigating climate change and facilitating adaptation strategies for ecosystems for helping communities adapt their livelihoods and enterprises.

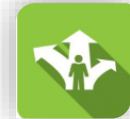


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in applying mitigating measures and adaptive solutions to climate change	Applies mitigating measures and adaptive solutions to climate change	Leads the application of mitigating measures and adaptive solutions to climate change	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the application of mitigating measure and adaptive solutions to climate change
<ol style="list-style-type: none"> <li>1. Has knowledge and understanding of the causes and effects of climate change</li> <li>2. Has knowledge on the mitigating measures and adaptive solutions to climate change</li> <li>3. Knows international conventions, protocols and agreements and national policies and laws to address climate change</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts risk assessment and disaster management</li> <li>2. Integrates IEM principles to address climate change issues in the LGU CLUPs</li> <li>3. Implements mitigating measures and adaptive solutions to climate change</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates climate change mitigation and adaptation strategies and Leads its implementation</li> <li>2. Provides technical assistance on this competency to LGUs and other stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the application of mitigative and adaptive solutions to climate change</li> <li>2. Undertakes institutional partnership, networking and public mobilization to address climate change</li> </ol>



## RO11 – INFORMATION, EDUCATION AND COMMUNICATION, SOCIAL MARKETING AND EXTENSION SUPPORT

The ability to develop a communication/advocacy/social marketing plan to target changes of behaviors among local and national policy makers, and users/on-site land and resource managers/stakeholders to improve ENRM. It includes documentation of best practices and how to use these to enhance social marketing for changing behaviors and policies.

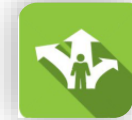


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in social marketing and extension support activities to improve ENRM	Undertakes social marketing and extension support activities to improve ENRM	Leads in social marketing and extension support activities to improve ENRM	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of social marketing and extension support activities to improve ENRM
<ol style="list-style-type: none"> <li>1. Identifies and understands the target audiences for marketing of IEM program</li> <li>2. Knows the concept and practice of social marketing and its application to IEM program implementation</li> <li>3. Undertakes social marketing initiative for IEM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertakes advocacy activities/ disseminates information and technologies for the adoption and practice of IEM</li> <li>2. Undertakes groundwork and preparations for implementation of the social marketing/ advocacy plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Designs social marketing and advocacy plan for an IEM/NRM Program</li> <li>2. Serves as resource person in this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the conduct of social marketing and extension support activities to improve ENRM</li> </ol>



## RO 12 - IMPACT ASSESSMENT ACROSS ECOSYSTEMS

Knowledge and skills and understanding of environmental externalities of investments and various land and resource uses across the landscapes, on- and off-sites, and upstream and downstream and in applying impacts in assessing and evaluating land and resource uses and EIA/IEE applications.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of impact assessment across ecosystems and in evaluating land and resource uses and EIA/IEE applications	Conducts impact assessment across ecosystems and evaluates land and resource uses and EIA/IEE applications	Supervises the conduct of impact assessment across ecosystems in evaluating land and resource uses and EIA/IEE applications	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of impact assessment across ecosystems in evaluating land and resource uses and EIA/IEE applications
<ol style="list-style-type: none"> <li>1. Knows the intra-ecosystem impact assessment methodologies</li> <li>2. Knows the documentation of best practices</li> </ol>	<ol style="list-style-type: none"> <li>1. Assesses on-site and off-site effects of projects and interventions</li> <li>2. Applies impacts in assessing and evaluating land and resource uses and EIA/IEE applications</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervises the conduct of impact assessment across ecosystems</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the conduct of impact assessment across ecosystems</li> </ol>



## RO13 - SOCIAL NEGOTIATION

The ability to analyze situational conflict(s) among stakeholders, facilitate appropriate negotiation strategy and process, and seal the agreement reached through a memorandum of agreement (MOA) or any formal/legal document.



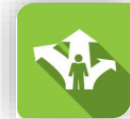
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in social negotiation activities	Conducts social negotiation activities	Leads conduct of social negotiation activities	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of social negotiation activities
<ol style="list-style-type: none"> <li>1. Knows the concepts and application of social negotiation in ENR management</li> <li>2. Knows the profile of stakeholders, the issues and problems they face, and the laws and institutions that protect their rights</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyze situational conflict(s) among stakeholders</li> <li>2. Facilitates appropriate negotiation strategy and process</li> <li>3. Seals agreement reached through a MOA or other formal/legal document</li> <li>4. Institutes measures to reduce societal/ intergenerational inequity in the context of integrated resource management</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads conduct of social negotiation activities from analyzing situational conflict(s) among stakeholders, facilitating appropriate negotiation strategy and process, and sealing the agreement reached through a MOA or other formal/legal document</li> <li>2. Serves as resource person in this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the conduct of social negotiation activities</li> </ol>



## RO14 - ENR LAW ENFORCEMENT

The ability to:

- enforce existing laws on protection and improved management of natural resources (forestry, wildlife, protected area, coastal, lands, cave, water resources, etc); organize, establish and operate multi-sectoral or inter-LGU NR Protection Council;
- identify policy gap; and
- develop, formulate policies for improved environmental management and to monitor compliance of existing tenurial instruments and permits.



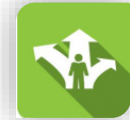
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in ENR law enforcement activities	Implements ENR law enforcement activities	Leads the implementation of ENR law enforcement activities	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the implementation of ENR law enforcement activities
<ol style="list-style-type: none"> <li>1. Knows existing ENR laws on protection and improved management of natural resources</li> <li>2. Has basic knowledge on surveillance, patrolling, LAWIN, BMS, forest fire/pest and diseases management, data gathering and preparation of spot report</li> <li>3. Knows how to use or operate gadget (GPS, hand-held radio, camera with geo-tagging capability, satellite phones, drone).</li> <li>4. Has knowledge on land surveying, scaling, timber inventory, wildlife identification and wood identification</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows the value and schemes for individual property right for natural resources</li> <li>2. Screens, provides and manages a system for individual property right</li> <li>3. Implements ENR law enforcement activities and operational plans with the assistance of concerned stakeholders</li> <li>4. Analyzes and processes intelligence report</li> <li>5. Conducts investigation, preparation of affidavits and complaints</li> </ol>	<ol style="list-style-type: none"> <li>1. Organizes, establishes and operates multi-sectoral (SDENRO, DENRO and WEO) or inter-LGU/OGA NR Protection Council (MFPC, RMFPC, RLECC, RAILTF, CLEAR)</li> <li>2. Leads ENR law enforcement activities</li> <li>3. Knows how to conduct administrative adjudication proceedings</li> <li>4. Undertakes policy gap analysis in support to policy formulation or improvement</li> <li>5. Prepares related ENR operational plans including learning designs for capacity building</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops new strategies on ENR operation and recommend policies for improvement of environmental protection/management (forest protection strategies i.e. denying the source, cutting of route and denying the market)</li> <li>2. Conducts training of field staff in the implementation of ENR rules and regulations</li> <li>3. Collaborates/networks and maintains linkages with institutions/ law enforcement agencies/ NGO/media and other concerned stakeholders</li> </ol>

<p>5. Knows how to disseminate effective Information, Education and Communication campaign</p> <p>6. Has knowledge on the monitoring and evaluation tools for the different tenurial instrument and permits</p> <p>7. Is familiar with the e-filing system anti-illegal logging and wildlife and database management</p>	<p>6. Knows methodology for policy impact assessment</p> <p>7. Knows how to monitor the compliance of the existing permittees and tenurial instrument holders</p> <p>8. Operates the e-filing system and database management</p>		<p>4. Conducts technical evaluation with recommendations of all ENR cases</p>
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## RO15 - GEOGRAPHIC INFORMATION SYSTEM (GIS)

The ability required to operate, update, access, maintain and secure GIS data software and hardware. It requires the ability for the generation, processing, management and dissemination of geographic data to interested users.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Knows basic knowledge in GIS and other related software	Implements GIS application and development for resource mapping	Leads implementation of GIS techniques for resource mapping	Prepares plans and programs and formulates policy recommendations for GIS resource mapping
<ol style="list-style-type: none"> <li>Has basic knowledge in creating maps using GIS software and related equipment</li> <li>Coordinates and gathers thematic map and other geospatial data from other divisions/ offices pertaining to GIS – supported projects</li> <li>Assists in the evaluation, integration and analysis of thematic maps and other geospatial data</li> <li>Assist in the preparation of metadata and other documentation requirements.</li> <li>Has basic knowledge on computer-aided design programs.</li> </ol>	<ol style="list-style-type: none"> <li>Compiles geographic data from a variety of sources (e.g. field observation, satellite imagery)</li> <li>Operates system hardware, software and other related equipment and maintains GIS</li> <li>Documents all project activities and prepares progress and other reports</li> <li>Assists in the implementation and development of basic GIS techniques/ applications</li> <li>Integrates and analyzes geospatial data</li> <li>Assists in the development and establishments of data bases for GIS supported projects</li> </ol>	<ol style="list-style-type: none"> <li>Prepares project proposals related to GIS supported project</li> <li>Leads implementation of GIS activities</li> <li>Develops and recommends new GIS applications, techniques and databases for GIS supported project</li> <li>Prepares technical reports on GIS supported projects</li> <li>Reviews GIS supported projects prior to submission and evaluation by management</li> </ol>	<ol style="list-style-type: none"> <li>Prepares plans and programs and formulates policy recommendation on GIS supported projects.</li> <li>Reviews/approves technical reports on GIS projects.</li> <li>Creates strategic alliances to ensure that goals and plans are aligned to the interests of other offices.</li> <li>Acts as resource person in GIS</li> </ol>

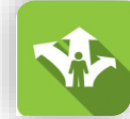
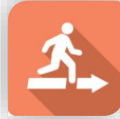
	7. Generates geographic data and statistics for incorporation into documents and reports		
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## RO 16 – SURVEYING

The ability to conduct measurement of the earth's surface primarily to establish geodetic control/project control points and boundaries of the political subdivision and individual land parcels by determining the coordinates/position of its corners, setting corner markers or monuments and obtaining the boundary technical description and area information and making there from the scaled representation of the area surveyed by means of plans or maps, for registration, legal or development purposes.



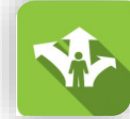
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land surveying activities	Conducts land surveying activities	Supervises land surveying activities	Formulates plans, programs and policies on land surveying activities
<ol style="list-style-type: none"> <li>Has basic knowledge in land surveying principles including its laws, rules and regulation</li> <li>Has basic knowledge in operating and proper handling of surveying instruments and equipment</li> <li>Has a basic knowledge in the different types of maps and plans and in map reading.</li> <li>Has basic knowledge in plotting of survey data</li> <li>Assists in the conduct of research of data for the execution of land surveys</li> </ol>	<ol style="list-style-type: none"> <li>Has advanced knowledge in map reading</li> <li>Conducts reconnaissance survey</li> <li>Operates appropriate surveying instruments and equipment</li> <li>Has knowledge of various horizontal and vertical coordinate systems and datum</li> <li>Perform computerized processing of survey field data</li> <li>Conducts land survey</li> <li>Has advance knowledge in plotting field survey data</li> </ol>	<ol style="list-style-type: none"> <li>Establish geodetic and project controls</li> <li>Conducts political boundary survey in coordination with the concerned local government units (LGU) and concerned stakeholders</li> <li>Supervises survey party/ survey projects</li> <li>Has basic knowledge in geographical information systems</li> <li>Prepares survey returns</li> <li>Conduct field investigation and prepare technical reports therein</li> <li>Leads a technical unit/section in the surveying office</li> </ol>	<ol style="list-style-type: none"> <li>Monitors and evaluates implementation of survey programs</li> <li>Formulates and recommends policy on surveying matters</li> <li>Reviews, evaluates and recommends approval or rejection of surveys</li> <li>Participates in the technical conferences and activities related to land survey with the other government agencies, LGU and other stakeholders</li> <li>Attends meetings and congressional hearing in connection with the survey matters</li> <li>Prepares plans and programs in relation to surveying activities</li> </ol>

<p>6. Assists in the conduct of reconnaissance surveys prior to the conduct of actual surveys</p> <p>7. Assists in the sketching and monumenting of the land parcels</p>		<p>8. Serves as resource person in technical training/workshop related to surveying</p> <p>9. Evaluates various supporting and legal documents in the conduct of land surveys</p> <p>10. Recommends the technical correctness of the technical survey and certifies survey plans for land registration</p>	<p>7. Reviews the technical correctness of the survey and certifies survey plans for land registration</p>
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## RO17 - SURVEY VERIFICATION

The ability to perform computations, apply calculating methods to determine the latitude, longitude, elevations, angles, areas, transformations from one projection system to another, and other information primarily for the purpose of determining distance, direction, area of polygon, or for the purpose of plotting and mapping, wherein the data, is either from field notes as observed by engineering survey party or from existing survey records on file, using reference tables or software and calculating machine or computer.

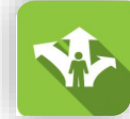


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in survey verification activities	Conducts survey verification activities	Supervises survey verification activities	Formulates plans, programs and policies on survey verification activities
<ol style="list-style-type: none"> <li>Has basic knowledge in trigonometry</li> <li>Has basic knowledge in applying formulas in determining the azimuth/ bearing, distance, area and position/coordinates</li> <li>Has basic knowledge in preparation of traverse computation sheets from field notes</li> <li>Has basic knowledge in preparation of lot data computation sheets from field notes</li> <li>Has basic knowledge in using scientific and programmable calculator</li> </ol>	<ol style="list-style-type: none"> <li>Computes traverse and lot data computations of survey returns</li> <li>Computes geographic positions</li> <li>Computes survey data using computer software application or scientific/programmable calculator</li> <li>Plots the survey plans on projection maps</li> <li>Has knowledge in geo-referencing</li> </ol>	<ol style="list-style-type: none"> <li>Verifies traverse and lot data computations of survey returns</li> <li>Analyzes and rectifies errors in the computations within allowable closure of error</li> <li>Manages projection and other survey verification units</li> <li>Prepares reports to management defining problem, evaluation and possible solution</li> <li>Evaluates survey returns with regards to land survey verification</li> <li>Has advanced knowledge in geographic information system</li> </ol>	<ol style="list-style-type: none"> <li>Develops, promotes, implements, monitors and evaluates plans and policies of survey verification units</li> <li>Recommends policies regarding land survey verification activities</li> <li>Manages technical sections on survey and mapping activities</li> <li>Acts as technical expert/ witness and testifies on subpoena ducestecum on cases pursuant to court order</li> </ol>



## RO18 - MAPPING

The ability to draw or plot data either manually or digitally, from actual survey or existing records in order to represent the whole parcel of land or a portion thereof, by means of signs and symbols or photographic imagery at some given scale or projection, to which lettering is added for identification, depicting the lengths and directions of boundaries of a parcel of lands as well as the relative horizontal positions of any existing structures therein or in its vicinity.



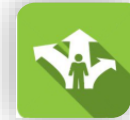
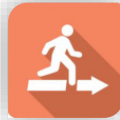
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land mapping activities	Conducts land mapping activities	Leads land mapping activities	Formulates plans, programs and policies on land mapping activities
<ol style="list-style-type: none"> <li>Has basic knowledge in the different types of maps and plans and in the preparation thereof</li> <li>Has basic knowledge in manual drafting and in using drafting instruments and equipment</li> <li>Has basic knowledge in identifying survey symbols in maps and plans</li> <li>Has basic knowledge in digitizing of survey maps and plans</li> </ol>	<ol style="list-style-type: none"> <li>Has knowledge on policies and standards related to mapping activities</li> <li>Has advanced knowledge in computerized plotting and mapping</li> <li>Prepares maps and plans from survey data</li> <li>Has advanced knowledge in cartography</li> <li>Has knowledge in the use of projection system</li> <li>Has basic knowledge in the preparation and construction of cadastral maps and other maps and plans</li> </ol>	<ol style="list-style-type: none"> <li>Leads and integrates compilation, reproduction and editing of mapping activities</li> <li>Leads the preparation and construction of consolidated cadastral map, cadastral index map and land information map</li> <li>Has advanced knowledge on the different types of map projections</li> <li>Has advanced knowledge in geo-referencing and digital projection</li> <li>Supervises a cartographic unit/ section</li> <li>Has knowledge in the evaluation/ validation of maps, plans and other survey data and prepare technical report therein</li> </ol>	<ol style="list-style-type: none"> <li>Reviews, evaluates and recommends for approval, correction or rejection of maps and plans</li> <li>Develops design concepts and the corresponding guidelines for the enhancement of maps and plans and recommends their adoption</li> <li>Recommends revisions on previously approved/issued maps and plans from survey and other technical data references</li> <li>Provides inputs in the formulation of policies on mapping procedures and standards</li> </ol>

		<p>7. Has advanced knowledge in geographic information system</p> <p>8. Serves as resource person in the technical training/workshop related to plotting and mapping</p>	
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## RO19 – LAND MANAGEMENT INFORMATION SYSTEM ADMINISTRATION

The ability to operate, update, access and maintain Land Administration Management System (LAMS) data software and hardware. It requires the ability for the generation, processing, management and dissemination of geographic data to interested users.

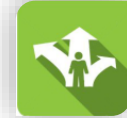


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge in LAMS and other related software	Implements LAMS application and development for resource mapping	Leads implementation of LAMS resource mapping	Prepares plans and programs and formulates policy recommendations for LAMS resource mapping
<ol style="list-style-type: none"> <li>Has basic knowledge on the operation of a database management system.</li> <li>Has knowledge on basic programming languages.</li> <li>Has basic knowledge on policies and standards on computerized land information system.</li> </ol>	<ol style="list-style-type: none"> <li>Knows the various land management information system software</li> <li>Designs basic system programs based on end-user's requirements</li> <li>Maintains and updates computerized recording, filing, retrieval and inventory system</li> <li>Maintains software library and periodically monitors memory management</li> <li>Undertakes cleansing of encoded/ scanned survey records</li> </ol>	<ol style="list-style-type: none"> <li>Leads an information technology unit</li> <li>Has advanced knowledge in various programming languages and their applications</li> <li>Acts as a resource person in system application</li> <li>Acts as system administrator</li> <li>Reviews and recommends system programs</li> <li>Has advanced knowledge on file and database organization (i.e. data organization, database management system, storage and analysis)</li> </ol>	<ol style="list-style-type: none"> <li>Reviews and leads data analysis and statistics on land database</li> <li>Formulates and recommends plans and policies on data security risk and disaster recovery.</li> <li>Provides directions strategy of data harmonization and synchronization with other land database of other agencies</li> <li>Recommends IT service standards on land transactions within organization</li> <li>Reviews and recommends Information System Strategic Plan of the organization</li> <li>Acts as resource person on matters pertaining to land management and information system</li> </ol>



## RO20 - LAND RECORDS MANAGEMENT

The ability to efficiently and effectively maintain an updated and orderly filing system of land records manually or thru the use of computers, to facilitate retrieval and maintenance of land records.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land records management activities	Maintains an updated and orderly filing system of land records	Leads in land records management activities	Formulates plans, programs and policies on land records management
<ol style="list-style-type: none"> <li>Has basic knowledge on the rules and regulations on land records management</li> <li>Has basic knowledge on grooming, scanning, filing, inventory, retrieval, maintenance and disposition of land records</li> <li>Has basic knowledge on land records pertaining to public land application records, survey plans and maps and other survey data</li> <li>Has basic knowledge and skills on computer operations (Manifold, AutoCAD, and other GIS software)</li> <li>Has basic knowledge in land records in order to respond to public inquiries</li> </ol>	<ol style="list-style-type: none"> <li>Identifies information on land records pertaining to public land application records, survey plans and maps and other survey data</li> <li>Maintains and updates the filing and retrieval system of land records</li> <li>Searches and retrieves land records from existing database to meet administrative, legal and or as a tool for policy decision making and other use</li> <li>Prepares certifications, letters and memoranda pertaining to status of land records</li> <li>Establishes storage and management of records either physical or in digital format</li> <li>Has knowledge in the legal restrictions and provisions of laws in the</li> </ol>	<ol style="list-style-type: none"> <li>Classifies information on land records pertaining to public land application records, survey plans and maps and other survey data</li> <li>Creates system on filing, inventory, retrieval and maintenance and disposition of land records</li> <li>Reviews certifications, letters and memoranda pertaining to status of land records</li> <li>Prepares plans and policies pertaining to land records management</li> <li>Leads activities on land records management</li> </ol>	<ol style="list-style-type: none"> <li>Administers all activities on land records management</li> <li>Acts as technical expert/ witness and testifies on subpoena ducestecum on cases pursuant to court order</li> <li>Establishes and maintains an active continuing program for the management, preservation and disposition of land records and confidential information</li> <li>Serves as a resource person on this competency</li> <li>Formulates and recommends actions, plans and programs on land records management including modernization of land records management system</li> <li>Provides management in relevant data and statistics as inputs to decision making</li> </ol>

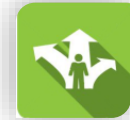
<p>6. Has basic knowledge on the operation and maintenance of the scanning and printing equipment.</p>	<p>management and maintenance of records</p> <p>7. Has knowledge on the categories and classification of land records</p>		<p>7. Certifies documents/survey plans or maps for registration, legal or development purposes</p>
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## PO1 - PROTECTED AREA MANAGEMENT

The ability required in the planning, implementation and monitoring of programs and activities for the protection and sustainable use of biodiversity resources including ecosystem services and functions within protected areas and other conservation areas.



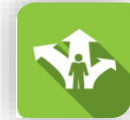
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the analysis of results of biodiversity and socio-economic assessments and threats in the conservation areas</p>	<p>Reviews, analyzes and recommends zoning and management strategies, plans and programs for each of the zones identified</p>	<p>Develops standards for zoning and recommends management programs, strategies and activities of conservation areas</p>	<p>Organizes implementation of policies, plans and programs on the management of protected areas</p>
<ol style="list-style-type: none"> <li>1. Gathers and compiles pertinent information on cases referred on PA management and conducts preliminary analysis of results of inventory/ assessment of biodiversity, socio-economic situation, land-use patterns, and threats in protected areas.</li> <li>2. Has basic knowledge on concepts and principles of biodiversity conservation and protected area management</li> <li>3. Provides relevant information and recommends policies needed for the implementation of PA management programs, activities and projects</li> <li>4. Gathers and consolidates accomplishment reports on protected area management</li> </ol>	<ol style="list-style-type: none"> <li>1. Has sufficient knowledge on protected area management strategies, policies, plans and programs</li> <li>2. Evaluates the delineation of the management zones/subzones and proposes strategies and allowable activities for the effective management of each zone.</li> <li>3. Provides technical assistance in the implementation of prescriptions and standards on the management of conservation areas</li> <li>4. Validates and provides preliminary analysis on the monitoring and evaluation reports on protected area management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops systems and standards to monitor the implementation of strategies, plans and programs.</li> <li>2. Provides technical assistance on the implementation of prescriptions and standards on protected area management.</li> <li>3. Develops business plans to support the operations of protected areas.</li> <li>4. Reviews and provides comments and recommendations/technical guidance on protected area management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrates and/or harmonizes protected area management plans into wider land and seascape plans.</li> <li>2. Establishes a collaborative effort with various stakeholders i.e. LGUs, other OGAs/institutions, academe, funding institutions, NGOs in the management of protected areas.</li> <li>3. Documents and reports adaptive management strategies as implemented.</li> <li>4. Prepares report on the state of protected area.</li> <li>5. Guides and coach others on this competency.</li> </ol>

5. Assists in the validation and provides inputs on the monitoring reports on protected area management			
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## PO2 - MANAGEMENT OF SOCIO - ECONOMICS AND CULTURAL CONCERNS

The ability to deal with socio-cultural and economic aspects of conservation area management to address issues on sustainable production and consumption of resources.



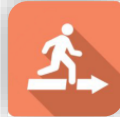
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Gathers and organizes relevant information and applicable policies needed for the development of guidelines to manage socio economic and cultural concerns to address sustainable production and consumption of resources in protected areas.	Analyzes relevant information and prepares initial draft recommendation on the management of socio-economic and cultural concerns to address sustainable production and consumption of resources in protected areas	Formulates and drafts recommendations in the management of socio-economic and cultural concerns to address sustainable production and consumption of resources in protected areas	Evaluates and recommends the approval of the management of socio-economic and cultural concerns to address sustainable production and consumption of resources in protected areas
<ol style="list-style-type: none"> <li>Has basic knowledge on socio-economic and cultural concepts and principles in relation to biodiversity conservation and sustainable development in protected areas.</li> <li>Gathers relevant information and recommends applicable policies needed to address socio-economic and cultural concerns in protected areas and managed conservation areas</li> <li>Gathers and consolidates accomplishment reports on socio-economic and cultural concerns in protected area management and managed conservation areas</li> </ol>	<ol style="list-style-type: none"> <li>Provides preliminary analysis and prepares initial draft recommendations on applicable policies needed to address socio-economic and cultural concerns in protected areas and managed conservation areas</li> <li>Organizes and provides preliminary analysis on socio-economic and cultural concerns in protected area management and managed conservation areas</li> <li>Validates and provides preliminary analysis on the monitoring reports on socio-economic and cultural concerns in protected area management and managed conservation areas</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates and refines initial draft recommendations on applicable policies needed to address socio-economic and cultural concerns in protected areas and other managed conservation areas</li> <li>Reviews and provides comments and recommendations/technical guidance on socio-economic and cultural concerns in protected area management</li> <li>Evaluates and replicates the documented good practices and cultural concerns in other areas within his AOR and acts as Resource Person on this competency.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates draft and provides final recommendations on applicable policies needed to address socio-economic and cultural concerns highlighting indigenous knowledge system (IKS) in protected areas and other managed conservation areas.</li> <li>Reviews and provides final recommendations/ technical guidance on socio-economic and cultural concerns in protected area management</li> </ol>

4. Assists in the validation and provides inputs on the monitoring reports on socio-economic and cultural concerns in protected area management.	4. Documents good practices and cultural concerns in relation to protected area management		
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## PO3 - CONSERVATION AND MANAGEMENT OF WILDLIFE SPECIES AND THEIR HABITATS

The ability required in the development and implementation of policies, plans, projects and programs for the conservation and protection of wildlife, specially threatened species including their habitats, as well as strengthening enforcement of wildlife laws, rules and regulations to promote sustainable use of wildlife resources and prevent species extinction.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers and organizes, relevant scientific information/data, standards, relevant policies on wildlife conservation and management in support of developing wildlife conservation policies, plans, and programs and other interventions.</p>	<p>Analyzes and translates relevant scientific information/data, standards into draft policies, plans and programs, other measures on wildlife protection and conservation; provides initial recommendations on management interventions to address emerging issues and threats to wildlife species (e.g. Human-wildlife conflict and zoonotic diseases, etc), and to enhance strategies on sustainable use of wildlife resources.</p>	<p>Evaluates and/or initiates development of policies, guidelines, plans and programs, and other measures on wildlife protection and conservation, and sustainable use, as well as recommend science-based and legally sound management interventions to address emerging issues and threats to wildlife species (e.g. Human-wildlife conflict, zoonotic diseases, etc), and to enhance strategies on sustainable use of wildlife resources and wildlife law enforcement.</p>	<p>Provides overall guidance in the development and implementation of science-based and legally sound policies, plans and programs on wildlife protection and conservation, including other management interventions/measures to address emerging issues and threats to wildlife species, and to enhance sustainable use of wildlife resources and wildlife law enforcement.</p>
<ol style="list-style-type: none"> <li>Gathers and organizes wildlife/biodiversity data/information needed in drafting policies, plans and programs;</li> <li>Identifies species of flora and fauna and knowledgeable of their biology and ecology;</li> <li>Is knowledgeable on the application of wildlife field research, survey and monitoring techniques, including</li> </ol>	<ol style="list-style-type: none"> <li>Analyses data/information, identifies and translates issues and concerns into draft policies, guidelines, programs, and projects on wildlife conservation;</li> <li>Assists in the assessment of conservation status of species of flora and fauna based on set criteria;</li> <li>Provides technical assistance in the conduct of wildlife field surveys, monitoring and biodiversity assessment,</li> </ol>	<ol style="list-style-type: none"> <li>Leads the drafting of policies, guidelines, plans, projects, and programs on the protection and sustainable use of wildlife resources taking in to account relevant laws, national development plans and directives, and international guidelines and frameworks under various Multilateral Environmental Agreements;</li> <li>Assesses conservation status of flora and fauna based on national and international criteria, initiates peer review with scientific experts and draft</li> </ol>	<ol style="list-style-type: none"> <li>Finalizes and endorses proposed policies, plans, programs, and recommends new strategies and interventions to strengthen conservation, protection, and sustainable use of wildlife resources taking in to account relevant laws, national development plans, directives, and international guidelines and frameworks under various Multilateral Environmental Agreements;</li> <li>Recommends the adoption of national list of threatened species;</li> </ol>

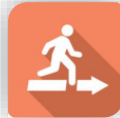
<p>measurement of biodiversity indices, handling and capture of wildlife;</p> <ol style="list-style-type: none"> <li>4. Has basic knowledge on wildlife laws and other biodiversity related policies, including basic understanding on international frameworks related to biodiversity conservation;</li> <li>5. Maintains and update database on flora and fauna</li> <li>6. Communicates/ liaises with government agencies and stakeholders;</li> <li>7. Assist in organizing meetings and workshops, etc.</li> <li>8. Assists in monitoring the implementation of plans, projects and programs;</li> <li>9. Prepares simple and routine letters, memoranda, and CSW;</li> <li>10. Assists in the preparation of educational materials, publications, technical papers on wildlife conservation;</li> </ol>	<p>conservation partners and office clients, including regulatory advice;</p> <ol style="list-style-type: none"> <li>4. Assists in the development of national species conservation plans (population and habitat restoration/rehabilitation and population recovery), and other relevant action plans and strategies (management of critical habitats on threatened species);</li> <li>5. Organizes the maintenance of flora and fauna database and facilitates proper dissemination to stakeholders and the public as well as ensure accessibility of such database through appropriate platforms</li> <li>6. Initiates networking and partnership with stakeholders and prepares necessary supporting documents such as partnership agreements and the like;</li> <li>7. Organizes meetings, workshops and similar activities in accordance with acceptable standards and existing procurement rules and regulations;</li> <li>8. Monitors and evaluates implementation of plans, projects and programs, and strategies, including management of protected area and provides recommendations to enhance their implementation;</li> <li>9. Prepares complex communications, CSW and the like;</li> </ol>	<p>corresponding policy on the national list of threatened species;</p> <ol style="list-style-type: none"> <li>3. Carries out capacity building programs on the implementation of policies, plans, programs, strategies on wildlife conservation including enforcement of wildlife laws, rules and regulations, and related Environment and Natural Resource;</li> <li>4. Facilitates the implementation of species conservation plans (population and habitat restoration/rehabilitation and population recovery), and other relevant action plans and strategies (management of critical habitats on threatened species);</li> <li>5. Facilitates the enhancement of flora and fauna database and its accessibility to the public;</li> <li>6. Assists in the local networking to mobilize resources and enhance multi-sectoral participation and support in the conservation of wildlife resources;</li> <li>7. Facilitates/serves as resource person during meetings, workshops and similar activities</li> <li>8. Facilitates M &amp; E on the implementation of plans, projects and programs, and strategies, including management of critical habitats;</li> <li>9. Leads the preparation of Section/Division work and financial plan</li> </ol>	<ol style="list-style-type: none"> <li>3. Provides direction and mobilizes resources in the development and implementation of capacity building programs on the implementation of policies, plans, programs and strategies on the conservation of wildlife resources, including enforcement of wildlife laws, rules and regulations;</li> <li>4. Reviews and recommends for adoption species action plans;</li> <li>5. Provides directions and recommend measures to enhance wildlife related databases;</li> <li>6. Initiates national and international networking to mobilize resources and enhance multisectoral participation and support in the conservation of wildlife resources;</li> <li>7. Initiates/recommends convening of meetings/ workshops as part of development process of division outputs to discuss issues or resolve conflicts, etc.</li> <li>8. Reviews and finalizes M &amp; E on the implementation of plans, projects and programs, and strategies on wildlife conservation and protection, including management of critical habitats and wildlife enforcement;</li> <li>9. Finalizes and endorses for approval wildlife permits that are compliant to procedures and requirements;</li> </ol>
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	<p>10. Prepares technical papers, information materials, publications on wildlife conservation;</p> <p>11. Assists in the preparation of work and financial plan to</p>		<p>10. Participates in high level negotiations on the development of policies affecting wildlife and biodiversity management, including international negotiations on the development of global wildlife and biodiversity frameworks and guidelines under multilateral Environmental Agreements;</p> <p>11. Recommends division level approved Work and Financial Plan</p>
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## PO4 - ECOTOURISM DEVELOPMENT AND MANAGEMENT

The ability required for the planning and management of ecotourism activities and infrastructure in protected areas and other conservation areas, including specific techniques in site assessment, visitor site planning, sustainable infrastructure, visitor management, monitoring and evaluation, and addressing ecotourism impacts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Gathers and compiles relevant information and applicable policies and standards needed in ecotourism planning which includes assessment of potential ecotourism sites and products/enterprises, and in the formulation of ecotourism development plan.	Organizes information and prepares initial draft recommendations on ecotourism development activities including the management of visitors and resources in specific ecotourism sites, and the infrastructure and products/enterprises development based on ecotourism standards.	Evaluates and reviews initial draft recommendations on ecotourism development activities including the management of visitors and resources, infrastructure and products/enterprises development, and impacts in specific ecotourism sites.	Evaluates and reviews draft and provides final recommendations on appropriate ecotourism development activities, infrastructure and products/enterprises development and impacts in specific ecotourism sites.
<ol style="list-style-type: none"> <li>1. Understands the concept of ecotourism based on policies and accepted concepts.</li> <li>2. Has knowledge on government policies on ecotourism and other relevant studies on ecotourism and enterprise development.</li> <li>3. Prepares initial draft on cases referred on ecotourism development and management</li> <li>4. Gathers relevant information on ecotourism development and management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates ecotourism planning and management including assessment tools, management strategies, and carrying capacity.</li> <li>2. Organizes information and prepares recommendations on the planning and management of ecotourism sites based on existing government policies and relevant studies.</li> <li>3. Organizes inputs on cases referred on ecotourism development and management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends and initiates drafting of policies on ecotourism development and management, including carrying capacity, and the tools on ecotourism impact assessment</li> <li>2. Evaluates and reviews recommendations on planning and management of ecotourism sites based on existing government policies and relevant studies</li> <li>3. Evaluates and reviews initial draft on ecotourism development and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes recommended actions in resolving challenges on ecotourism development consistent with laws, policies, and standards</li> <li>2. Provides final recommendations and guidance on policies and standards on ecotourism development activities, infrastructure and products/enterprises development and impacts in specific ecotourism sites.</li> <li>3. Evaluates and provides final recommendations on cases referred on ecotourism development and management</li> </ol>



	<p>4. Organizes information and prepares initial draft recommendations based on applicable policies for ecotourism development and management.</p> <p>5. Organizes and provides preliminary analysis on accomplishment reports on ecotourism development and management.</p> <p>6. Validates and provides preliminary analysis on the monitoring reports on ecotourism development and management</p>	<p>4. Evaluates and reviews initial draft recommendations based on applicable policies for ecotourism development and management</p> <p>5. Provides comments and recommendations/technical guidance on ecotourism development and management</p> <p>6. Provides recommendations on the monitoring reports on ecotourism development and management</p> <p>7. Provides technical assistance on ecotourism development and management</p>	<p>4. Evaluates and reviews draft and provides final recommendations based on applicable policies on ecotourism development and management</p> <p>5. Reviews and provides final recommendations /technical guidance on ecotourism development and management</p> <p>6. Reviews and provides final recommendations /technical guidance on ecotourism development and management</p> <p>7. Reviews final recommendations on the monitoring reports on ecotourism development and management</p>
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## PO5 - NATURAL RESOURCES ASSESSMENT – BIOLOGICAL & PHYSICAL

The ability to undertake to inventory and assessment of biological and physical resources whether in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.



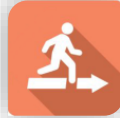
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Conducts preliminary thematic review and analysis of reports on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>	<p>Collates and consolidates the preliminary thematic reviews; provides analysis and initial recommendations regarding the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>	<p>Evaluates the consolidated review report including the recommendations and comes up with policy recommendations on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves;</p>	<p>Provides overall guidance; Reviews the result of the analysis and finalizes the policy recommendations on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the identification of species and different ecosystem types of flora and fauna and their conservation status.</li> <li>2. Has basic knowledge on the conduct of inventory and assessment of biological and physical resources including ecosystems services</li> <li>3. Assists in the analysis of biophysical resources inventory/assessment</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and provides preliminary analysis of the submitted list of species of flora and fauna (results of inventory and assessment) and their conservation status, including the unique characteristics and ecological services of ecosystems types/ habitats</li> <li>2. Consolidates and provides initial review on the results of assessment on biodiversity, vulnerability and threats</li> <li>3. Drafts/updates the biophysical resources inventory/assessment tools and techniques on Protected Areas based on the compiled/ consolidated reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Validates and analyzes the submitted list of flora and fauna, and their conservation status, including the unique characteristics and ecological services of ecosystems types/ habitats and prepares initial recommendations.</li> <li>2. Reviews and analyzes the results of assessment on biodiversity, vulnerability and threats</li> <li>3. Reviews the draft biophysical resources inventory/assessment tools and techniques on Protected Areas based on the compiled/ consolidated reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalizes the proposed management interventions for species conservation/ habitat management</li> <li>2. Reviews and provides final recommendations based on the results of assessment on biodiversity, vulnerability and threats</li> <li>3. Finalizes the draft biophysical resources inventory/assessment tools and techniques on Protected Areas based on the compiled/ consolidated reports)</li> <li>4. Reviews and provides final recommendations /technical guidance</li> </ol>

	4. Applies logical and organizational skills in the consolidation of results of analysis of resource assessment.	4. Reviews the results of evaluation of inventory and assessment reports, as well as the recommendations	on biophysical resources inventory/assessment
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## PO6 - PROTECTED AREA/CRITICAL HABITAT POLICY, PLANNING AND MANAGEMENT

The ability required to assess biological resources and unique physical and cultural diversities including their associated threats and potentials; develop, implement and monitor plans, policies and programs for their sustainable use and protection in partnership with the local stakeholders. It also covers the higher-level specific skills required for modern protected area and critical habitat management.

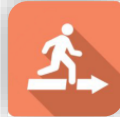


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the development, implementation and monitoring of PA/critical habitat management activities	Implements PA planning and management activities	Supervises the development, implementation and monitoring of PA/critical habitat management plans, policies and programs	Formulates, recommends and monitors PA and critical habitat management plans, policies and programs for their sustainable use and protection in partnership with the local stakeholders
1. Understands biodiversity conservation and relevant legislations and policies.	1. Implements, monitors and updates on PA planning.	1. Coordinates design of protected areas zoning system to meet conservation and development objectives. 2. Manages the process of PA boundaries formalization and management zoning. 3. Negotiates local agreements and encourage local participation in community-based protection to support management of the PA and critical habitat. 4. Implements General Management Plan Strategy (GMPS).	1. Formulates and recommends national and international policies for biodiversity conservation and protected area management. 2. Develops and implements alternative protected area management systems.



## PO7– IMPLEMENTATION OF PROTECTED AREA POLICIES

The ability to formulate plans and policies on resources and unique physical and cultural diversities including their associated threats and potentials; develop, implement and monitor plans, policies and programs for their sustainable use and protection. It also covers the higher-level specific skills required for modern protected area and critical habitat management.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in policy development, implementation and monitoring of PA/critical habitat management activities	Provides inputs and recommendations to PA/critical habitat policy, planning and management activities	Leads the planning, development, implementation and monitoring of PA/critical habitat management plans, policies and programs	Formulates, recommends and monitors PA and critical habitat management plans, policies and programs for their sustainable use and protection in partnership with the local stakeholders
<ol style="list-style-type: none"> <li>1. Understands biodiversity conservation and relevant legislations and policies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands the role/planning process and provides inputs in the preparation of the management plan.</li> <li>2. Knows the importance and use of specific data for policy and planning.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides recommendations on PA management plans including the management zone to meet conservation and development objectives.</li> <li>2. Formulates policy recommendations based on the analysis of current situation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and recommends national and international policies for biodiversity conservation and protected area management.</li> <li>2. Develops and implements alternative protected area management systems.</li> </ol>



## PO8 - PROTECTED AREA, CRITICAL HABITAT, CAVES, AND WILDLIFE LAW ENFORCEMENT

The ability to undertake inventory and assessment of biological and physical resources whether in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Conducts preliminary thematic review and analysis of reports on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>	<p>Collates and consolidates the preliminary thematic reviews; provides analysis and initial recommendations regarding the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>	<p>Evaluates the consolidated review report including the recommendations and comes up with policy recommendations on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves;</p>	<p>Provides overall guidance; Reviews the result of the analysis and finalizes the policy recommendations on the inventory and assessment of biological and physical resources in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</p>
<ol style="list-style-type: none"> <li>1. Has keen attention to distinguish differences between species and varieties of flora and fauna and the unique characteristics of ecosystem types.</li> <li>2. Has general knowledge on the conduct of inventory and assessment of biological and physical resources whether in terrestrial or aquatic ecosystems including wetlands and marine ecosystems, and caves.</li> <li>3. Possesses adequate technical knowledge on law enforcement policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies species of flora and fauna and their conservation status, and the type of the local ecosystem.</li> <li>2. Has good knowledge in the conduct of RBI, BMS, BAMS, and PASA.</li> <li>3. Has good logical and organizational skills needed in the consolidation of comments and recommendations on PA/CH and caves, wetlands and other ecosystems and wildlife law enforcement</li> <li>4. Organizes information and prepares initial draft recommendations on cases referred on PA management</li> </ol>	<ol style="list-style-type: none"> <li>1. Cross-checks and verifies the submitted list of flora and fauna to come up with appropriate recommendations</li> <li>2. Leads the conduct of RBI, BMS, BAMS, and PASA.</li> <li>3. Has expertise in reviewing the results of evaluation of PA/CH and caves, wetlands and other ecosystems and wildlife law enforcement</li> <li>4. Evaluates and reviews initial draft recommendations on cases referred on PA management</li> </ol>	<ol style="list-style-type: none"> <li>1. Confirms the submitted list of flora and fauna, and finalizes the recommendations.</li> <li>2. Leads and provides guidance in the conduct of BMS, BAMS, RBI and PASA</li> <li>3. Has wider expertise on the implications of information PA/CH and caves, wetlands and other ecosystems and wildlife law enforcement.</li> <li>4. Evaluates and reviews draft and provides final recommendations on cases referred on PA management</li> </ol>

<p>4. Gathers and compiles pertinent information on cases referred on PA management</p> <p>5. Possesses adequate technical knowledge needed in the analysis of law enforcement in protected areas, CH and Caves</p> <p>6. Gathers and consolidates accomplishment reports on law enforcement in protected areas, CH and Caves</p> <p>7. Assists in the validation and provides inputs on the monitoring reports on law enforcement in protected areas, CH and Caves</p>	<p>5. Has good logical and organizational skills needed</p> <p>6. Organizes and provides preliminary analysis on law enforcement in protected areas, CH and Caves</p> <p>7. Validates and provides preliminary analysis on the monitoring reports on law enforcement in protected areas, CH and Caves</p>	<p>5. Reviews the results of law enforcement in protected areas, CH and Caves, as well as the recommendations.</p> <p>6. Reviews and provides comments and recommendations/technical guidance on law enforcement in protected areas, CH and Caves</p> <p>7. Reviews and provides recommendations on the monitoring reports on law enforcement in protected areas, CH and Caves</p>	<p>5. Takes charge of the analysis and reviews implications of law enforcement in protected areas, CH and Caves.</p> <p>6. Reviews and provides final recommendations /technical guidance on law enforcement in protected areas, CH and Caves</p> <p>7. Reviews and provides final recommendations on the monitoring reports on law enforcement in protected areas, CH and Caves</p>
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**CORE COMPETENCIES**

**DISCIPLINE**

**EXCELLENCE**

**NOBILITY**

**RESPONSIBILITY**

**CARING FOR THE ENVIRONMENT AND  
NATURAL RESOURCES**



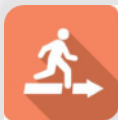




## CC1 - DISCIPLINE

The ability to:

- uphold the values and principles of Ethical Standards for Government Employees (RA 6713) taking in to account the social and environmental impact of one's actions and decisions;
- exemplify high standards of professional behavior as DENR employees, adhering to ethical as well as moral principles, values and standards of the Agency;
- be motivated by organizational rather than personal concerns;
- utilize time efficiently and productively to attain desired results;
- show fulfillment in work and achievements;
- exercise persistence when faced with difficult problems and challenges; and
- communicate/observe DENR mission, quality policy, values, rules and regulations in the discharge of one's functions.



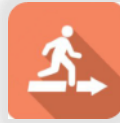
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices ethical and professional behaviors	Upholds the values of DENR in every action and decision	Serves as a good role model on DENR values and ethics to staff/peers	Sponsors/Initiates development of proactive programs promoting DENR values and ethics
<ol style="list-style-type: none"> <li>1. Abides by Ethical Standards for Government Employees (RA 6713) by practicing ethical and professional behaviors</li> <li>2. Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures, and honoring one's commitment to others or the organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintains a professional image and can be depended upon</li> <li>2. Respects and supports management in its decision and is able to guard and build the Agency's reputation and image</li> <li>3. Acts with a sense of urgency and responsibility to meet the organization's needs and prioritizes tasks to attain results</li> </ol>	<ol style="list-style-type: none"> <li>1. Inspires confidence and respect from peers/ staff</li> <li>2. Serves as a good role model on professionalism to staff/ peers by coming to work on time and producing outputs before the deadline</li> <li>3. Engages consultation with peers, subordinates, partners, and stakeholders in decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences confidence and trust in the discharge of one's duties through personal example and DENR policies, procedures, products and services that deserve such appreciation, confidence and trust</li> <li>2. Demonstrates accountability, responsibility, ethical practice and conformity to the principles of natural justice in decision making</li> </ol>

<ul style="list-style-type: none"> <li>3. Plans and organizes tasks and produces results</li> <li>4. Comes to work on time and attends meetings on time</li> <li>5. Projects a positive outlook and attitude toward work</li> <li>6. Is knowledgeable about DENR goals and directions, services, culture, history, structure, basic systems and processes and key personnel</li> </ul>	<ul style="list-style-type: none"> <li>4. Undertakes personal actions and behaviors congruent to that of the values and goals of the organization</li> <li>5. Makes personal sacrifices to meet organizational needs</li> <li>6. Maintains confidentiality and protects the privacy of employees, customers, and other stakeholders of DENR</li> </ul>	<ul style="list-style-type: none"> <li>4. Shows moral courage by doing the right thing or by expressing dissent on actions or pending decisions which would violate organizational values, laws, and regulations</li> <li>5. Aligns organizational and personal values and guides others on DENR/office goals and directions, services and culture</li> </ul>	<ul style="list-style-type: none"> <li>3. Calls attention of peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others</li> <li>4. Contributes to the development of the Agency's values and professionalism/ethical standards and programs</li> </ul>
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## CC2 - EXCELLENCE

The ability to provide proactive, responsive, accessible, courteous and effective public service to attain the highest level of customer satisfaction.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Complies with DENR's standards of service deliver	Delivers and adds value to customers' expectations and requirements	Anticipates, identifies and manages stakeholders' standards and requirements towards excellent customer service through improving sense of responsibility and competence	Builds and shapes DENR service culture and strategy and provides leadership in service delivery through highest degree of responsibility and competence
<ol style="list-style-type: none"> <li>1. Complies with DENR's standards of service delivery</li> <li>2. Explains DENR's service standards and basic DENR rules and policies</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides relevant information to supervisor on matters referred for actions</li> <li>5. Shows sense of urgency in attending to customers' needs and requests</li> <li>6. Acts on simple queries/ concerns</li> </ol>	<ol style="list-style-type: none"> <li>1. Explains DENR's structure, processes, and time involved in the delivery of services to customers</li> <li>2. Articulates the vision, mission, programs, core values, and priority directions of the DENR</li> <li>3. Provides correct, adequate and prompt information to customers as may be necessary</li> <li>4. Provides advice and guidance to subordinates with regard to concerns elevated to their level</li> <li>5. Takes the extra mile in customer service by consistently exceeding expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Anticipates and identifies stakeholders need and value based on programs and policies and analyzes based on the parameters and condition of customer service satisfaction</li> <li>2. Mentors and coach subordinates and peers on how to provide correct, adequate and prompt information to customers as may be necessary</li> <li>3. Anticipates and analyses stakeholders' needs and provides appropriate and immediate response</li> <li>4. Proactively comes up with solutions to manage stakeholders' expectations</li> <li>5. Initiates improvements in service delivery based on stakeholder feedback</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistently exceeds stakeholders' needs and expectations by keeping abreast with local and global best practices in managing bureaucracy necessary to implement a successful change strategy</li> <li>2. Designs mechanisms in the provision of correct, adequate and prompt information to customers as may be necessary</li> <li>3. Directs the organization towards the achievement of the service excellence platform in the entire bureaucracy</li> <li>4. Recommends to DENR management mechanisms for the institutionalization of a service culture</li> </ol>

	<p>6. Initiates/recommends process improvements based on customers' feedback</p>	<p>6. Influence changes in system, practices or policies to attend to a customer's unusual or outside-of-scope needs, cognizant that the requirement does not impact the bureaucracy or organization processes adversely</p> <p>7. Seeks ways to improve one's knowledge and skills to perform requirements of present and future role in DENR</p> <p>8. Models excellence in assuming responsibility for dealing with problems, crises or issues. Does not blame others for mistakes and learns from them</p>	<p>5. Ensures compliance with established parameters of authority within DENR and empowers subordinates to manage DENR's culture of service excellence</p> <p>6. Formulates/Designs strategies in the scaling-up of service delivery as a result of analysis, appreciation and understanding of the customer's needs and concerns</p> <p>7. Promotes a culture of continuous learning to strengthen competency of people to raise the bar toward high quality service delivery</p> <p>8. Serves as champion in the sharing and applying new knowledge, skills and responsibility learned in one's field to stakeholders both internally and externally</p> <p>9. Gathers and analyzes feedbacks from subordinates and respond effectively to address concerns</p>
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## CC3 - NOBILITY

The ability to exemplify the quality of being noble in character and mind by displaying virtue, goodness, honor, justice and decency. It also includes traits of purity, selflessness and worthiness as well as concern for justice, peace and genuine respect for people.



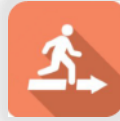
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Demonstrates virtue, goodness, honor, justness and decency at all times	Demonstrates virtue, goodness, honor, justness and decency even in difficult situations	Influences others to observe virtue, goodness, honor, justness and decency in all situations	Inspires others to act at the highest level of virtue, goodness, honor, justness and decency
<ol style="list-style-type: none"> <li>1. Demonstrates trustworthiness and selfless concern for the well-being of others</li> <li>2. Manifests objectivity, impartiality and fairness in handling situations at work</li> <li>3. Adheres to right standard of conduct in dealing with stakeholders</li> <li>4. Shows respect for others</li> <li>5. Fulfills an obligation or keeps an agreement</li> <li>6. Demonstrates honesty and compassion in all situations</li> </ol>	<ol style="list-style-type: none"> <li>1. Manifests equal treatment to people regardless of status</li> <li>2. Shows respect, sensitivity and diplomacy to people in the attainment of common objectives</li> <li>3. Is respected and regarded by superiors and peers</li> <li>4. Takes an objective and independent stance in handling difficult issues and situations</li> <li>5. Exhibits high level of discipline and self-control in keeping personal and sensitive information</li> </ol>	<ol style="list-style-type: none"> <li>1. Influences high level of trustworthiness and determination to resist temptation of corruption</li> <li>2. Ensures accountability in handling Agency funds and complies with agency's internal financial controls and policies and COA regulations</li> <li>3. Discourages and reports to proper authorities any potential acts of dishonesty, misappropriation, malversation, connivance, or defrauding</li> <li>4. Upholds and promotes the highest standards of moral values, practices, and ethics at all times</li> <li>5. Complies with the disclosure policy of the agency</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotes the culture of virtue, goodness, honor, justness and decency in the organization and manifests high level of purity, selflessness, and worthiness in every situation towards the achievement of common goals</li> <li>2. Pursues goals relentlessly and with dedication, towards achieving ambitious and excellent results and demonstrates persistence and strength of character when confronted with difficulties or challenges</li> <li>3. Remains calm and level-headed even in the most stressful situations.</li> <li>4. Sets an example in demonstrating tact and diplomacy in handling difficult situations and people, accepts constructive criticism and uses it to improve performance</li> </ol>



## CC4 - RESPONSIBILITY

The ability to:

- take full responsibility in delivering what has been agreed;
- take care of entrusted human, material resources and information;
- disclose all transactions and welcome reviews, audits, assessments, comments and monitoring of one's actions; and
- avoid wasteful and personal use of agency's resources.



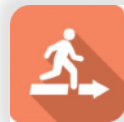
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Observes the principle of transparency and accountability in the workplace with supervision and guidance	Practices the principle of transparency and accountability in the workplace	Leads in the observance of the principle of transparency and accountability in the workplace	Champions the principle of transparency and accountability in the agency
<ol style="list-style-type: none"> <li>1. Understands the principle of transparency and accountability in organizations</li> <li>2. Implements the required tasks and produces the deliverables</li> <li>3. Makes information available in a manner appropriate to different stakeholders as instructed</li> <li>4. Observes proper use of office resources and applies the 5Rs in wastes segregation</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the value of transparency and prudence in disclosing accurate material information in a timely manner</li> <li>2. Takes full responsibility for all business decisions, actions/inactions, and conduct</li> <li>3. Makes information available to permit timely analysis, and evaluation by relevant stakeholders</li> <li>4. Shows concern and serve excellently to the agency and its stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Manages information so that it is timely, accurate, and complete</li> <li>2. Coaches, mentors, and monitors to ensure others deliver their responsibilities as expected</li> <li>3. Models the behavior expected of the employees and the criteria by which they will be assessed</li> <li>4. Ensures that there is a process in which employees' issues and concerns are heard and deliberated</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews employees/ unit's accountabilities and provides guidance to ensure attainment of targets</li> <li>2. Takes corrective action to address office problems in a timely and consultative manner</li> <li>3. Empowers employees to hold themselves accountable and responsible of their decisions</li> <li>4. Sets up systems and processes to ensure that the agency's stakeholders are served with transparency and accountability</li> </ol>



## CC5 – CARING FOR THE ENVIRONMENT AND NATURAL RESOURCES

The ability to demonstrate its concern for the preservation and conservation of the natural environment (not just as a job) but more as a way of life. It includes (but not limited to) the following behavioral manifestations:

- takes care of the environment by throwing their garbage in the proper place and turns off light, air conditioners, computers and other electrical appliances when not in use;
- uses less of the earth's resources and uses carefully those that they have to use;
- reuses stuff - bags, containers, etc. and recycles materials as much as possible; and
- plants/replants trees and joins/advocates environment related activities.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge of concepts and application of preservation and conservation of the environment	Applies knowledge and understanding of the environment to further the aims of sustainability	Serves as a good role model in conserving and preserving the environment to peers and staffs	Sponsors development of proactive programs promoting the preservation and conservation of the environment
<ol style="list-style-type: none"> <li>1. Understands the wider environmental context/ importance of preserving and conserving the environment</li> <li>2. Complies with relevant agency codes of conduct and practices on preserving and conserving the environment without being told</li> <li>3. Demonstrates personal commitment to DENR mission and mandate, recognizing his/her obligations to society/ community</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrates a critical awareness of current environmental problems and anticipates the impact of future environmental trends</li> <li>2. Addresses and resolves problems arising from questionable environmental practice</li> <li>3. Demonstrates self-direction and originality in tackling and addressing problems</li> </ol>	<ol style="list-style-type: none"> <li>4. Influences others to promote behavioral and cultural changes to secure environmental improvements beyond Agency compliance</li> <li>5. Encourages others to promote and advance a sustainable and resilient approach by understanding their responsibility for environmental damage and improvement</li> <li>6. Critically evaluate actions, methods and results and their short and long-term implications e.g. the impact and role of ecology and biodiversity in relation to new development/ construction</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops good practices, by actively learning from results to improve future environmental solutions and approaches</li> <li>2. Advocates sustainability concerns and environmental issues, encourages others to actively contribute to environmental protection and sustainability</li> <li>3. Demonstrates self-direction and originality in developing strategies for sustainable development and environmental improvement</li> <li>4. Analyzes and evaluates problems from an environmental perspective, develops practical sustainable solutions and</li> </ol>

		7. Actively learns from results to improve environmental solutions and approaches, and build best practice	anticipates environmental trends to develop practical solutions
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**ORGANIZATIONAL COMPETENCIES**

**WRITING EFFECTIVELY**

**SPEAKING EFFECTIVELY**

**TECHNOLOGY LITERACY AND  
MANAGING INFORMATION**

**PROJECT MANAGEMENT**

**COMPLETED STAFF WORK (CSW)**





## OC1 – WRITING EFFECTIVELY

The ability to write in a clear, concise and coherent manner using different tools to convey information or express ideas effectively.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Refers to and/or uses existing communication materials or templates to produce own written work	Edits existing or customizes available communication materials to produce an appropriate written work	Produces written work from scratch with some guidance while complying to agreed or prescribed standards of communicating within the bureaucracy	Designs and/or sets standards for a written material used within the bureaucracy while demonstrating independence producing written work
<ol style="list-style-type: none"> <li>1. Knows and uses basic business writing rules such as sentence structure, rules in grammar and techniques in word use and spelling</li> <li>2. Seeks, identifies and is able to distinguish the appropriate template or reference material that will be used as basis for one's written document</li> <li>3. Writes simple pro-forma communications such as acknowledgment, transmittal letters and forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate vocabulary, formats, correct order in sentence formation to achieve cohesion in the composition of sentences</li> <li>2. Understands the advantages and limitations of email and designs written work to capitalize on such advantages and mitigate the limitations</li> <li>3. Solicits feedback from those able to judge the appropriateness of the written material for a given audience</li> <li>4. Replies to queries and prepares Memoranda, presentations, position papers, talking points and reports using templates, references and research tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows and uses appropriate content, clarity, logic and presentation of written communications</li> <li>2. Recognizes the legal and regulatory requirements in written communications, and tailors written work for the intended purpose and audience</li> <li>3. Drafts resolutions, pleadings, terminal reports, and speeches in compliance with agreed or prescribed communication standards</li> <li>4. Utilizes variety of visual elements such as graphs, charts and illustrations to enhance understanding of the written content</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands and uses current trends in business writing styles and written marketing collaterals</li> <li>2. Identifies benchmark examples of effective written communication that can be used by the organization, and applies these best practices in developing communication standards for the organization</li> <li>3. Undertakes in-depth research to develop policy guidelines for written work and related protocols</li> <li>4. Keeps people informed about the changes and developments in organizational goals, strategies and performance through written documentation</li> </ol>



## OC2 – SPEAKING EFFECTIVELY

The ability to actively listen, understand and respond appropriately when interacting with individuals and groups.



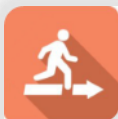
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Effectively delivers messages that simply focus on data, facts or information and requires minimal preparation or can be supported by available communication materials. Focus of communication is to relay information and/or data.	Effectively delivers messages that require some planning for the Method used and the possible reception to the message (audience may be a controlled group, i.e., team/s, divisions) Focus of communication is to relay information and to build motivation.	Effectively delivers messages that require careful planning for the method used and the possible impact of the message (audience may be a large group, i.e., office, organization) Focus of communication is to relay information and to build motivation.	Facilitates and influences target audience such as the Heads of the Agency and External Partners/Clients. Focus of communication is to relay information, to build motivation and call for action.
<ol style="list-style-type: none"> <li>1. Effectively listens to and understands instructions and can understand the information needs of self and others</li> <li>2. Actively participates in discussions and is appropriately assertive in expressing own ideas</li> <li>3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarifies as well as summarizes discussions, providing insights on underlying issues not readily obvious to the audience</li> <li>2. Adjusts communication style according to the needs of the audience and/or situation</li> <li>3. Takes in to account others' point of view, listening actively and asking questions to check for understanding of others' inputs, acting appropriately to nonverbal cues</li> <li>4. Disseminates information accurately, sharing information and using</li> </ol>	<ol style="list-style-type: none"> <li>1. Understands common conventions of language and grammar appropriate to professional settings and audience</li> <li>2. Chooses and uses the appropriate medium for the message and adapts spoken language to that medium</li> <li>3. Presents and discusses suggestions and proposals in English to superiors for the improvement of processes and procedures fluently</li> <li>4. Anticipates possible questions, objections from the audience and prepares materials or means to address or attend to such</li> </ol>	<ol style="list-style-type: none"> <li>1. States complex technical concepts in an understandable manner and uses appropriate supporting materials</li> <li>2. Advocates DENR goals effectively and operationalizes broad objectives into accessible and understandable language to help people identify their contribution in the organization</li> <li>3. Promotes an open line and on-going communication to address issues and align efforts to organizational goals</li> <li>4. Presents to the Heads of Agency programs, projects and issues relative to their areas of responsibility for decision/resolution</li> </ol>

	<p>established methods or channels to keep appropriate parties informed</p>	<p>5. Disseminates policy guidelines and resolutions to subordinates</p> <p>6. Confidently explains DENR laws, rules and programs to external partners/client</p> <p>7. Devises improvements to communication systems and practices within and across teams/ units/ offices in order to improve clarity and reception of messages</p>	<p>5. Responds appropriately, accurately, and with composure to challenging questions or comments</p>
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## OC3 – TECHNOLOGY LITERACY AND MANAGING INFORMATION

Makes effective use of technology to contribute to the improvement of the system’s performance. The ability to organize, process, distribute and manage information in order to support or facilitate the learning and data requirements of DENR.



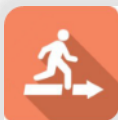
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Applies basic technology (office software and equipment) in the performance of the assigned tasks.</p> <p>Collects, organizes and maintains data</p>	<p>Demonstrates the use of available equipment and software/s and application/s that can be utilized in the performance of the assigned tasks.</p> <p>Works with data to generate relevant information</p>	<p>Analyzes appropriateness of office software and equipment in the performance of assigned tasks.</p> <p>Develops information assets to achieve organizational goals</p>	<p>Maximizes the use of equipment and office software/s and applications in the performance of the assigned tasks.</p> <p>Strategizes the method and use of information that adds value to the organization and the public sector</p>
<ol style="list-style-type: none"> <li>1. Uses basic technology with supervision in performing tasks</li> <li>2. Understands and complies with the set standards, policies and guidelines on the information management processes of the organization</li> <li>3. Describes and distinguishes data or information that is relevant to the job and the value this brings to one’s functional role, group or the organization</li> <li>4. Uses information channels and sources relevant to the job in order to identify data and transactions that need to be captured or recorded</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies advanced technology tools in performing tasks</li> <li>2. Knows and can articulate the importance of having accurate, readily available, timely and relevant information</li> <li>3. Analyzes and corrects discrepancies and assesses the accuracy, validity, and integrity of the information</li> <li>4. Evaluates information of distortions, personal bias or conflicts of interests using effective information management processes, tools and standards</li> <li>5. Provides information on a timely basis and in a usable form ensuring the</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeps abreast of technological changes to develop new skills and knowledge required to perform tasks</li> <li>2. Identifies and implements improvements to information management processes and techniques through observation of information management competence of others</li> <li>3. Facilitates the design, development or acquisition of information management tools based on the analyzed needs and gaps of an individual, group or the organization</li> <li>4. Ensures that resources are available and effectively deployed to sustain service</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies gaps and recommends enhancement of office software/s and applications in performing tasks</li> <li>2. Fosters the development of appropriate information assets and protocol to effectively manage and capitalize on information</li> <li>3. Identifies, develops and articulates information management strategies and ensures that these are embedded within key organizational processes</li> <li>4. Ensures information management activities are coordinated across the organization</li> </ol>

<p>5. Uses available tools such as notebooks or computers to document, manage, retrieve and/or distribute data or information to appropriate individuals, groups or parties</p>	<p>availability and accessibility of organizational information resources</p>	<p>delivery and to address information needs of an individual, group or the organization</p>	<p>5. Drives value and constantly reviews the impact of information management strategies and policies into the organization and the public sector, in general</p>
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## OC4 – PROJECT MANAGEMENT

The ability to plan, organize, implement, direct, monitor and assess projects/ work plans, outputs, effects and impacts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in project management activities	Conducts project management activities	Leads in project management activities	Formulates plans, programs and policies on improvement of project management activities
<ol style="list-style-type: none"> <li>1. Applies the basic knowledge in gathering /collecting relevant data/materials under supervision</li> <li>2. Has basic knowledge in the preparation of research/project proposal</li> <li>3. Has basic knowledge in the monitoring and evaluation process</li> <li>4. Knows simple statistical tools needed in program evaluation</li> <li>5. Has basic knowledge in the technical standard and specifications</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and packages research/project proposal</li> <li>2. Organizes staff assignments given the requirements of the special project</li> <li>3. Identifies priorities of the project and the outputs given specific time period in consultation with superior/s</li> <li>4. Devises a monitoring chart to track project activities</li> <li>5. Assists in the conduct of project monitoring and evaluation using prescribed instrument</li> <li>6. Develops and prepares project/research briefing presentation materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops feasibility studies</li> <li>2. Develops plans and proposals and negotiates for resources and support</li> <li>3. Develops collaborative partnership plans and programs with other agencies in relation to project implementation</li> <li>4. Identifies and analyzes project issues and concerns that affect project's implementation</li> <li>5. Formulates performance indicators and standards</li> <li>6. Develops monitoring and evaluation tools and instruments to assess the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends approaches and strategies to address gaps for the improvement of project</li> <li>2. Formulates and recommends policies based on the results and impacts of the project</li> <li>3. Supervises overall activities of the project</li> </ol>

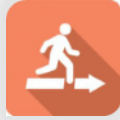
		<ol style="list-style-type: none"><li>7. Monitors and evaluates the development and progress of the project and prepares corresponding report</li><li>8. Provides technical assistance in project management to stakeholders</li><li>9. Guides others in monitoring and evaluation of program processes</li><li>10. Prepares project terminal report</li></ol>	
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## OC5 – COMPLETED STAFF WORK (CSW)

The ability to provide comprehensive, accurate, factual, and timely information to ensure well-informed decisions.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Practices basic knowledge of CSW to generate complete, accurate, relevant and timely output	Demonstrates advanced knowledge in CSW by applying appropriate tools and techniques	Leads the practice of CSW in his/her office/unit	Institutionalizes and sustains the practice of CSW in the organization
<ol style="list-style-type: none"> <li>1. Provides the appropriate data needed for the action to be taken</li> <li>2. Strives to achieve job objectives and to meet targets based on CSW standard</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes validated data through the use of appropriate statistical tools and other techniques</li> <li>2. Determines the reliability, dependability and integrity of data and/or information gathered</li> <li>3. Explores effective processes and methods in generating action plans from a complex source</li> <li>4. Prepares reports containing the necessary and relevant information in CSW format</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the best source of action or proposal in the context of CSW</li> <li>2. Defines metrics in the effective use of processes and methods in the context of CSW</li> <li>3. Coaches and mentor subordinates and peers on CSW process</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops strategies and mechanisms to enhance the application of CSW</li> <li>2. Provides avenue to generate feedbacks to identify challenges affecting the application of CSW and corresponding solutions to address the issues</li> </ol>

**LEADERSHIP COMPETENCIES**

**STRATEGIC LEADERSHIP  
(THINKING STRATEGICALLY AND CREATIVELY)**

**LEADING CHANGE**

**PEOPLE DEVELOPMENT  
(CREATING AND NURTURING A HIGH**

**PEOPLE PERFORMANCE MANAGEMENT  
(MANAGING PERFORMANCE AND COACHING**

**PARTNERSHIP AND NETWORKING  
(BUILDING COLLABORATIVE AND INCLUSIVE**





## LC1 - STRATEGIC LEADERSHIP (THINKING STRATEGICALLY AND CREATIVELY)

The ability to “see the big picture”, think multi-dimensionally, craft innovative strategies/solutions; and envision a preferred future for one’s unit/office and functions in the context of the DENR’s Vision and Mission. It includes skills needed to establish and to communicate organizational objectives and to monitor progress toward accomplishment of such objectives; to initiate action; and to provide structure and systems to achieve goals and ensure long-term success.



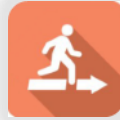
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Develops office/service’s strategies and plans based on the DENR’s mission/vision.	Ensures that others support the DENR’s mission, goals, agenda, climate, and policy.	Ensures that the DENR’s strategy is able to address the needs of different stakeholders.	Exemplifies to and leads others to support the DENR’s vision, mission, values, goals and objectives.
<ol style="list-style-type: none"> <li>1. Understands the role of his/her office in achieving organizational goals and aligns day-to-day actions and resources with the team’s organizational issues and opportunities</li> <li>2. Develops and articulates concise, comprehensive office strategies that incorporate a System/ organization-wide perspective</li> <li>3. Motivates staff into action to support the DENR’s strategies</li> <li>4. Ensures that others support leader’s mission, goals, agenda, climate, and policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates or defines goals and initiatives based on how one can support, extend or align to the goals of one’s department or functional area.</li> <li>2. Establishes and implements long-term objectives, goals, or projects that support the strategy.</li> <li>3. Considers the alignment of present assets, processes, and methods with the DENR’s strategy and identifies actions and changes needed to meet the strategy.</li> <li>4. Develops and contributes to the creation of the DENR’s strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the agency and secures the proper implementation of these strategies.</li> <li>2. Redesigns processes or services to better meet the DENR’s long-term goals.</li> <li>3. Develops Contingency Strategy and Plans Based on DENR Strategies.</li> <li>4. Strategically prepares, modifies and reviews contingency strategy; anticipates obstacles that could arise.</li> <li>5. Examines radical strategic options and dramatic alternatives that drive the DENR’s culture and results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Interprets the complex and volatile nature of the environment to the agency and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future.</li> <li>2. Communicates a clear vision that generates enthusiasm, passion and commitment to the organization mission.</li> <li>3. Influences and persuades through effective will power.</li> <li>4. Takes on a pivotal role in promoting the development of an inspiring, relevant vision for the organization and influences others to share ownership of office goals.</li> </ol>

		<p>6. Pushes oneself and strongly influences/ encourages others to “think outside the box” in setting the future direction of the DENR.</p> <p>7. Coaches/guides other officers on how the DENR’s vision/mission /goals could be achieved</p>	<p>5. Takes initiative to collaborate with leadership team and other line agencies to shape the strategic direction of DENR</p>
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## LC2 – LEADING CHANGE

The ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes the ability to encourage others to seek opportunities for different and innovative approaches in addressing challenges and opportunities, and to advance and sustain change within the organization.



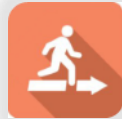
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Influences and guides team in understanding, accepting and supporting any change efforts/programs of the DENR	Ensures the effective implementation of any change initiatives/programs of the DENR by guiding the team in the transition process	Addresses the interests and objections of all the stakeholders involved in the change process	Formulates a change management framework and change management implementation plan to guide all the stakeholders involved in the change process
<ol style="list-style-type: none"> <li>1. Recognizes and communicates the change that is introduced in the unit/organization and its effect to DENR</li> <li>2. Communicates the work cooperatively with others to produce innovative solutions</li> <li>3. Supports various change management activities; e.g. communications, education, team development, coaching</li> <li>4. Prepares team/unit for the change by defining management strategy and preparing change management team</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements plans or activities related to a change initiative affecting one's functional area or expertise and motivates division members' commitment to accept the change</li> <li>2. Forwards personal, professional and work unit needs and interests in an issue</li> <li>3. Develops change management plans and take actions and implements plans</li> <li>4. Diagnoses gaps and manages resistance in any change efforts effectively</li> <li>5. Recognizes right away the effect of a certain change in the organization and if</li> </ol>	<ol style="list-style-type: none"> <li>1. Constructs a change management plan in which one or more office systems and/or processes are affected either by a change intervention conducted internally or by an external consultant</li> <li>2. Guides groups or teams through the transition process leading to the development and implementation of new approaches, systems, structures and methods</li> <li>3. Helps employees to develop a clear understanding of what they will need to do differently, as result of changes in the organization</li> <li>4. Challenges the status quo by comparing it to an ideal or a vision for change</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, defines and exhibits buy-in and full support for the change management plan to succeed organization-wide to improve organizational effectiveness</li> <li>2. Develops change management sponsorship model</li> <li>3. Establishes structures and processes to plan and manage the orderly implementation of change that will be beneficial to the DENR</li> <li>4. Reinforces the change effort in a dynamic manner</li> <li>5. Provides strategic insight on change management</li> </ol>

	<p>such change can be beneficial to the DENR</p> <p>6. Implements corrective actions and recognizes team/unit success</p>	<p>5. Builds broad based support for ideas, initiatives and directives</p>	<p>6. Acts as mentor/coach to change management teams and provides guidance</p> <p>7. Leads in setting new organization's directions, partnerships, policies and procedures</p>
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## LC3 – PEOPLE DEVELOPMENT (CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION)

The ability to develop subordinates' competencies and enhance their performance by planning effective development activities related to current and future jobs. It includes the ability to create a high performing organizational culture that is purpose driven, results based, client focused and team oriented. It also includes the ability to develop and nurture effective relationships with colleagues and team members and to deal constructively with conflicts.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Applies the basic principles of motivating and coaching people in the workplace	Motivates, trains, coaches and mentor people towards achieving quality results	Creates a work environment that encourages individuals to strive and reach their full potential	Ensures that work processes, procedures and resources provide for on-going growth
<ol style="list-style-type: none"> <li>1. Knows the basic principles of motivating and coaching people</li> <li>2. Gives directions or demonstrations for the purpose of a training strategy (i.e., volunteers additional resources, tools, information, expert advice, etc.)</li> <li>3. Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions</li> <li>4. Gives specific feedback for developmental purposes</li> <li>5. Facilitates workforce effectiveness through motivating and developing people within a work environment that promotes mutual trust and respect</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds a shared sense of destiny among individuals with seemingly disparate views, concerns and aspirations; creates team cohesion and improves individual and team performance</li> <li>2. Motivates people towards achieving quality results</li> <li>3. Actively participates in the long-term learning or development of staff with an appropriate level of needs analysis and other relevant approaches</li> <li>4. Creates new programs or materials to meet identified training needs.</li> <li>5. Involves staff in project tasks, resources and responsibilities and provides opportunities for them to clarify aspects</li> </ol>	<ol style="list-style-type: none"> <li>1. Creates a culture where team work and interdependence is nurtured by facilitating collaboration across organizations</li> <li>2. Creates a work environment that encourages individuals to seek challenges and to strive in reaching their full potential</li> <li>3. Recognizes individuals' needs and wants and where possible incorporates it into work assignments consistent with their personal strengths</li> <li>4. Does long-term coaching or training by arranging appropriate and helpful assignments, formal training, or other experiences for the purpose of</li> </ol>	<ol style="list-style-type: none"> <li>1. Fosters and cultivates a shared sense or commitment between and/or among groups, departments and clients despite differences and/or complexities of relationships and leads the organization towards a learning culture committed to continuous improvement and talent development</li> <li>2. Cultivates a learning environment by structuring interactive experiences such as looking for future opportunities that are in support of achieving an individual's career goals to gain their full potential</li> <li>3. Improves the skills and effectiveness of individuals through employing a range of development strategies</li> </ol>

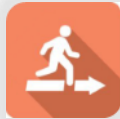
<ul style="list-style-type: none"> <li>6. Provides staff with opportunities to attend training sessions which cater to their professional development needs</li> <li>7. Reassures others after a setback</li> <li>8. Gives negative feedback in behavioral rather than personal terms, and expresses positive expectations for future performance and/or gives suggestions for improvement</li> <li>9. Establishes and maintains effective one-on-one relations with a variety of people, customers, individuals, and institutions</li> </ul>	<ul style="list-style-type: none"> <li>of particular tasks or seek further directions</li> <li>6. Explores opportunities to mentor/coach individual members of the workforce.</li> <li>7. Encourages staff to participate in development opportunities (for example cross posting, accepting higher duties) to enhance career opportunities</li> <li>8. Encourages team members to discuss concerns and conflicts openly rather than covering them up or overlooking them.</li> <li>9. Takes appropriate action to achieve resolution after assessing the issue.</li> </ul>	<ul style="list-style-type: none"> <li>supporting a person's learning and development</li> <li>5. Moves people to work out answers to issues themselves so they really know how, rather than simply giving them the answer</li> <li>6. Empowers staff to improve their work performance through reflecting and acting on workplace experiences</li> <li>7. Manifests an in-depth understanding of the ongoing reasons for a person's behavior or responses</li> </ul>	<ul style="list-style-type: none"> <li>4. Establishes systems and implements it to ensure that regular constructive feedback is given to each staff member through both formal and informal situations</li> <li>5. Promotes and rewards achievements in a way which openly acknowledges the contribution of individuals</li> </ul>
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## LC4 – PEOPLE PERFORMANCE MANAGEMENT (MANAGING PERFORMANCE AND COACHING FOR RESULTS)

The ability to create an enabling environment which will nurture and sustain a performance based coaching culture. It includes the ability to take responsibility for employees' performance, by setting clear goals and expectations, tracking progress against goals, ensuring feedback and addressing performance problems and issues promptly. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting value of continuous learning and improvement.



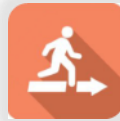
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Explains performance management process and principles	Monitors employee performance regularly to help employee improve his/her performance	Guides others on the performance management system process and coach staff on their performance problems	Introduces changes to improve the DENR's performance management system
<ol style="list-style-type: none"> <li>1. Sets performance standards and measures progress of employees.</li> <li>2. Describes the job in terms of outputs and how it contributes to the organizational objectives.</li> <li>3. States performance expectations clearly and ensures that they are understood.</li> <li>4. Sets agreement with the staff / employees on standards and measures of performance including the needed support, resources and skills.</li> <li>5. Checks understanding and commitment.</li> <li>6. Evaluates performance against clear standards or expectations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors employee performance regularly to help employee improve his/her performance</li> <li>2. Addresses performance problems in a timely way by assessing performance against standards and acting in a way to change performance for the better</li> <li>3. Provides feedback or conducts performance assessment, discussion and action planning</li> <li>4. Creates tools and/or applies new methods in correcting and improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching to enable them to self-initiate solutions for their growth and development</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors the strategic imperatives of the organization and orchestrates teams, work and organizational culture around this, through advanced skills in coaching to achieve performance standard</li> <li>2. Acts to ensure others perform in accordance with clear expectations and goals</li> <li>3. Administers corrective discipline or performance improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Leads the organization by example and through coaching towards a performance-based culture and the achievement of public service performance standards</li> <li>2. Makes specific changes in the performance management system or in own work methods to improve performance (e.g. does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale, revenues)</li> </ol>

	5. Coaches employees about their performance problems		
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## LC5 – PARTNERSHIP AND NETWORKING (BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIPS)

The ability to build, and maintain a network of reciprocal, high trust, synergistic working relationships within the organization and across government and relevant sectors. This involves the ability to successfully leverage and maximize opportunities for strategic influencing within the organization and with external stakeholders. It also seeks to develop and utilize collaborative relationships with local and international partners to facilitate the accomplishment of Agency goals through mobilization of resources and as aid in policy formulation.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Maintains existing local partnership and networks and capitalizes on these to deliver or enhance work outcomes	Builds and develops local partnerships and networks and identifies to deliver or enhance work outcomes	Strengthens local partnership and networks to deliver or enhance work outcomes	Builds and then leverages on international partnerships and networks to deliver or enhance work outcomes
<ol style="list-style-type: none"> <li>1. Understands and articulates the nature of businesses, systems, and vision, mission and core values of partners or networks to facilitate collaboration</li> <li>2. Shows and encourages mutual respect in one's dealings with partners/ networks, providing assistances (e.g. sharing of information or resources) to maintain good working relationships with people whose cooperation and support are important</li> <li>3. Maintains contacts with people in different organizations who can be useful sources of information or resources and capitalizes on these to deliver or enhance work outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds partnerships and networks to deliver or enhance work outcomes.</li> <li>2. Identifies opportunities for collaboration by building productive and supportive relationships with partners/network to maintain existing relationships and establish new ones</li> <li>3. Listens to the contributions of partners, irrespective of difference of opinion and recognizes areas of common interest to plan and carry out joint initiatives</li> <li>4. Establishes trust by participating fully on joint initiatives and assuming responsibility on commitments</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthens and deepens partnerships and networks to deliver or enhance work outcomes</li> <li>2. Recognizes ways to reinforce and expand successful partnerships.</li> <li>3. Practices win-win approach in resolving differences</li> <li>4. Resolves conflict by anticipating concerns, constraints, or resistance from partners/network</li> <li>5. Stays alert and informed of political, cultural and religious issues in order to anticipate and respond appropriately to potential problems affecting the partnership</li> </ol>	<ol style="list-style-type: none"> <li>1. Builds and then leverages on collaborative partnerships and networks to deliver or enhance work outcomes</li> <li>2. Identifies, develops and leverages relationships with a diverse group of people across sectors, culture and race</li> <li>3. Forges agreements/ understandings (MOA/MOU) with private and public sector partners to achieve common goals</li> <li>4. Seeks opportunities for collaboration with local and foreign partners by participating in international conventions/ conferences/gathering.</li> </ol>

<p>4. Monitors and acts on partnership arrangements to ensure that the objectives of the partnership remain on target</p>	<p>5. Facilitates dialogue regarding common concerns and opinions; makes decisions through consensus; and proposes potential actions</p> <p>6. Gathers and responds to feedback to resolve specific problem</p> <p>7. Conforms to local and international protocol, etiquette and procedures</p>	<p>6. Establishes relationships with a broad range of individuals and groups, in various organizations and cultures</p> <p>7. Guides others build and maintain positive interpersonal relationships and networks</p>	<p>5. Renders technical assistance to local and international partners in the development of policies and programs</p> <p>6. Participates in effective joint problem-solving endeavours with local and international partners</p> <p>7. Represents agency in international organizations to work together in meeting mutual goals</p>
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# POSITIONS PROFILE

**OFFICE OF THE REGIONAL DIRECTOR**

POSITION TITLE	FUNCTIONAL								CORE					ORGANIZATIONAL					LEADERSHIP				
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
POSu V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
POSu IV	S	S	S	S	S	S	S	S	A	A	A	A	A	A	A	A	A	A	I	I	I	I	I
POSu III	S	S	S	S	S	S	S	S	A	A	A	A	A	A	A	A	A	A	I	I	I	I	I
POSu II	S	S	S	S	S	S	S	S	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I

**SUPPORT**

**Strategic Communications and Initiatives**

POSITION TITLE	FUNCTIONAL							CORE					ORGANIZATIONAL					LEADERSHIP				
	RSCI 1	RSCI 2	RSCI 3	RSCI 4	RSCI 5	RSCI 6	RSCI 7	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
SR CDO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
CDO II	I	I	I	I	I	I	I	A	A	A	A	A	A	A	A	A	A					
CDO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
IO II	I	I	I	I	I	I	I	A	A	A	A	A	A	A	A	A	A					
IO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS III	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II (ARTIST/ ILLUSTRATOR)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA IV	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

Planning and Management

POSITION TITLE	FUNCTIONAL										CORE					ORGANIZATIONAL					LEADERSHIP				
	RP 1	RP 2	RP 3	RP 4	RIS 1	RIS 2	RIS 3	RIS 4	RIS 5	RIS 6	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
PO/PEO/DMO V	S	S			S						S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
PO/PEO/DMO IV	A	A			A						A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PO/PEO/DMO III	A	A			A						A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PO/PEO/DMO II	I	I			I						I	I	I	I	I	I	I	I	I	I					
PO/PEO/DMO I	I	I			I						I	I	I	I	I	I	I	I	I	I					
ISA III			A			A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ISA II			I			I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
STAT II					I						I	I	I	I	I	I	I	I	I	I					
STAT I					I						I	I	I	I	I	I	I	I	I	I					
AO IV				I							I	I	I	I	I	I	I	I	I	I					
ADAS III (COMP OPERATOR III)	B	B	B	B						B	B	B	B	B	B	B	B	B	B	B					
ADAS I	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

Finance

POSITION TITLE	FUNCTIONAL					CORE				ORGANIZATIONAL					LEADERSHIP					
	RFM 1	RFM 2	RFM 3	RFM 4	RFM 5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG AO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO V (BO III)	B	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV (BO II)	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO II (BO I)	B	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ACCT III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ACCT II	A	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ACCT I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ACCT ANAL	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS III (Senior Bookkeeper)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II (Bookkeeper)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II (BUDGETING ASST)	B	B	B	B		B	B	B	B	B	B	B	B	B	B					
ADAS I (Computer Operator I)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS I	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					



Legal Affairs

POSITION TITLE	FUNCTIONAL									CORE					ORGANIZATIONAL					LEADERSHIP				
	RLA 1	RLA 2	RLA 3	RLA 4	RLA 5	RS1	RS2	RS3	RS4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ATTY V	S	S	S	S	S					S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ATTY IV	A	A	A	A	A					A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY III	A	A	A	A	A					A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY II	A	A	A	A	A					A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ATTY I	A	A	A	A	A					I	I	I	I	I	I	I	I	I	I					
LEGAL ASST II						I	I	I	I	B	B	B	B	B	B	B	B	B	B					
ADAS I (COMPUTER OPERATOR I)						B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI						B	B	B	B	B	B	B	B	B	B	B	B	B	B					

Administrative

OFFICE OF THE CHIEF																			
POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	RAS1	RAS3	RAS4	RAS6	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ADAS I (COM OP I)	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

POSITION TITLE	FUNCTIONAL																											
	RAS 1	RAS 2	RAS 3	RAS 4	RAS 5	RAS 6	RAS 7	RAS 8	RFM 1	RFM 2	RFM 3	RFM 4	RFM 5	RHR 1	RHR 2	RHR 3	RHR 4	RHR 5	RHR 6	RHR 7	RHR 8	RHR 9	RHR 10	RHR 11	RHR 12	RHR 13	RHR 14	
CAO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
SAO	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A

POSITION TITLE	CORE					ORGANIZATIONAL					LEADERSHIP				
	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CAO	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SAO	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ADAS I (COMP OP I)	B	B	B	B	B	B	B	B	B	B					

GENERAL SERVICE SECTION																							
POSITION TITLE	FUNCTIONAL								CORE					ORGANIZATIONAL					LEADERSHIP				
	RAS 1	RAS 2	RAS 3	RAS 4	RAS 5	RAS 6	RAS 7	RAS 8	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
AO V			A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV																							
AO III																							
AO III (RO II)																							
AO II																							
AO I																							
AO I (RO I)																							
ADAS III			B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II			B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS I			B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS I (COMPUTER OPERATOR I)			B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
PROCUREMENT SECTION																							
AO V	A	A							A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV																							
AO III (SO II)																							

CASH SECTION																							
POSITION TITLE	FUNCTIONAL					CORE					ORGANIZATIONAL					LEADERSHIP							
	RFM1	RFM2	RFM3	RFM4	RFM5	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5			
AO IV (CASHIER III)	B	B	B	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B			
AO III (CASHIER II)	B	B	B																				
AO I (CASHIER I)	B	B	B																				
CREDIT OFFICER I	B	B	B	B		B	B	B	B	B	B	B	B	B	B								
ADAS II (CASH CLERK III)					B	B	B	B	B	B	B	B	B	B	B								

**PERSONNEL SECTION**

POSITION TITLE	FUNCTIONAL														CORE					ORGANIZATIONAL					LEADERSHIP				
	RHR 1	RHR 2	RHR 3	RHR 4	RHR 5	RHR 6	RHR 7	RHR 8	RHR 9	RHR 10	RHR 11	RHR 12	RHR 13	RHR 14	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
AO V (HRM)	A	A	A	A	A										A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV (HRM)	I	I	I	I	I										I	I	I	I	I	I	I	I	I	I					
AO III (HRM)	I	I	I	I	I										I	I	I	I	I	I	I	I	I	I					
AO II (HRM)	I	I	I	I	I										I	I	I	I	I	I	I	I	I	I					
AO I (HRM)	I	I	I	I	I										I	I	I	I	I	I	I	I	I	I					
ADAS III (COMPUTER OPERATOR II)	B	B	B	B	B										B	B	B	B	B	B	B	B	B	B					
ADAS III	B	B	B	B	B										B	B	B	B	B	B	B	B	B	B					
ADAS II (HRM ASST)	B	B	B	B	B										B	B	B	B	B	B	B	B	B	B					
ADAS II	B	B	B	B	B										B	B	B	B	B	B	B	B	B	B					
ADAS I	B	B	B	B	B										B	B	B	B	B	B	B	B	B	B					

**HRD SECTION**

AO V (HRD)						A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV (HRD)						I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO III (HRD)						I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO II (HRD)						I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO I (HRD)						I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS III						B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS III (COMPUTER OPERATOR II)						B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II (HRM ASST)						B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II						B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

## II. TECHNICAL

### A. Conservation and Development

POSITION TITLE	FUNCTIONAL													CORE					ORGANIZATIONAL					LEADERSHIP				
	RO 1	RO 2	RO 3	RO 4	RO 5	RO 6	RO 7	RO 8	RO 9	RO 10	RO 11	RO 12	RO 13	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
DMO V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I	
DMO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
DMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
DMO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
DMO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SUPVG EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
EMS III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
EMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
FOR IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
FOR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
FOR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
FOR I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
CHIEF FMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I	
SUPVG FMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
SR FMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	
FMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
FMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SRAN												I		I	I	I	I	I	I	I	I	I						
SRASST	B		B	B	B			B	B	B	B			B	B	B	B	B	B	B	B	B						
EMR	B	B	B	B	B					B	B	B	B	B	B	B	B	B	B	B	B	B						
CDA II	B		B	B	B			B	B	B	B			B	B	B	B	B	B	B	B	B						
LMO III														I	I	I	I	I	I	I	I	I						
LMO II														I	I	I	I	I	I	I	I	I						
COM PRO I	I	I	I		I				I	I				I	I	I	I	I	I	I	I	I						
CARTO III	I			I	I				I	I				I	I	I	I	I	I	I	I	I						
CARTO II	B			B	B				B	B				B	B	B	B	B	B	B	B	B						

POSITION TITLE	FUNCTIONAL													CORE					ORGANIZATIONAL					LEADERSHIP				
	RO 1	RO 2	RO 3	RO 4	RO 5	RO 6	RO 7	RO 8	RO 9	RO 10	RO 11	RO 12	RO 13	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC 1	LC 2	LC 3	LC 4	LC 5
CARTO I	B			B	B				B	B				B	B	B	B	B	B	B	B	B						
BIO I				I					I		I			I	I	I	I	I	I	I	I	I						
SOC I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
ECON I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SII	I				I	I		I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
RECREATION AND WELFARE SERVICES OFFICER	B	B	B	B	B									B	B	B	B	B	B	B	B	B						
DRAFT II	I			I	I				I	I				B	B	B	B	B	B	B	B	B						
DRAFT I	B			B	B				B	B				B	B	B	B	B	B	B	B	B						
FARM SVR	B				B	B			B	B	B	B	B	B	B	B	B	B	B	B	B	B						
ADAS II														B	B	B	B	B	B	B	B	B						
ADAS I (COMPUTER OPERATOR I)	B	B	B		B				B	B				B	B	B	B	B	B	B	B	B						
ADAS I														B	B	B	B	B	B	B	B	B						
ADA VI														B	B	B	B	B	B	B	B	B						
ADA IV														B	B	B	B	B	B	B	B	B						
FOR TECH II	B	B	B	B	B	B	B	B	B	B		B	B	B	B	B	B	B	B	B	B	B						
FOR TECH I	B	B	B	B	B	B	B	B	B	B		B	B	B	B	B	B	B	B	B	B	B						
ZOO TECH	B		B	B					B	B			B	B	B	B	B	B	B	B	B	B						
FARM FOR	B		B	B	B			B	B	B	B			B	B	B	B	B	B	B	B	B						
FARM WORK	B	B	B	B	B				B	B				B	B	B	B	B	B	B	B	B						
FOR RANGER (PARK RANGER)	B	B	B	B				B	B	B		B	B	B	B	B	B	B	B	B	B	B						
FOREST RANGER	B			B		B			B	B	B			B	B	B	B	B	B	B	B	B						
TRACER	B			B					B	B	B			B	B	B	B	B	B	B	B	B						

A. Enforcement

POSITION TITLE	FUNCTIONAL		CORE					ORGANIZATIONAL					LEADERSHIP				
	RO9	RO14	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF EMS	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
SUPVG EMS	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
SR FMS	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO V	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	I	I	I	I	I	I	I	I	I	I	I	I					
DMO I	I	I	I	I	I	I	I	I	I	I	I	I					
EMS III	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS II	I	I	I	I	I	I	I	I	I	I	I	I					
EMS I	I	I	I	I	I	I	I	I	I	I	I	I					
FOR III	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
FOR II	I	I	I	I	I	I	I	I	I	I	I	I					
FOR I	I	I	I	I	I	I	I	I	I	I	I	I					
FMS II	I	I	I	I	I	I	I	I	I	I	I	I					
FMS I	I	I	I	I	I	I	I	I	I	I	I	I					
SI II	I	I	I	I	I	I	I	I	I	I	I	I					
SI I	I	I	I	I	I	I	I	I	I	I	I	I					
LEGAL ASST II	I	I	I	I	I	I	I	I	I	I	I	I					
COMPRO I	I	I	I	I	I	I	I	I	I	I	I	I					
ADA VI	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS I	B	B	B	B	B	B	B	B	B	B	B	B					
FOR TECH II	B	B	B	B	B	B	B	B	B	B	B	B					
FOR TECH I	B	B	B	B	B	B	B	B	B	B	B	B					
FOR RANGER	B	B	B	B	B	B	B	B	B	B	B	B					

C. Survey and Mapping

POSITION TITLE	FUNCTIONAL						CORE					ORGANIZATIONAL					LEADERSHIP				
	RO 15	RO 16	RO 17	RO 18	RO 19	RO 20	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ENGR V (GE)	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ENGR IV (GE)	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III (GE)	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II (GE)	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ENGR I (GE)	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ENGR V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ENGR IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ENGR I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
DMO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SR FMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
FMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
FOR IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
FOR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
FOR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
EMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
LMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
LMO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
LMO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
CARTO IV	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
CARTO III	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
CARTO II	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
CARTO I	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
COMPRO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
COMPRO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SI I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO V	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO III	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO III (RO II)	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					



POSITION TITLE	FUNCTIONAL						CORE					ORGANIZATIONAL					LEADERSHIP				
	RO 15	RO 16	RO 17	RO 18	RO 19	RO 20	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
AO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO I (RO I)	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
STAT I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS III (COMP OPERATOR II)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS I (COMP OPERATOR I)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA IV	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
MATH I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
MATH AIDE II	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
MATH AIDE I	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
PREC INSTRUMENT TECH II	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
PREC INSTRUMENT TECH I	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
SURVEY	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
DRAFT I	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
LMI	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ENGR AIDE	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
TRACER	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B					

D. License, Patents and Deeds

POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	RO 21	RO 22	RO 23	RO 24	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
DMO V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
DMO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
EMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ENGR III (GE)	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ENGR I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
FOR IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
FOR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
FOR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
FOR I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
FMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
FMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
LMO V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
LMO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
LMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
LMO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
LMO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
LME	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
CARTO II	B	B			B	B	B	B	B	B	B	B	B	B					
CARTO I	B	B			B	B	B	B	B	B	B	B	B	B					
DRAFT II	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADA VI	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
COMPRO II	I	I	B	B	I	I	I	I	I	I	I	I	I	I					
COMPRO I	I	I	B	B	I	I	I	I	I	I	I	I	I	I					
ENGR AIDE	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
PROP APP I	I	B	B	B	I	I	I	I	I	I	I	I	I	I					

POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	RO 21	RO 22	RO 23	RO 24	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
SI II	I	B	B	B	I	I	I	I	I	I	I	I	I	I					
SI I	I	B	B	B	I	I	I	I	I	I	I	I	I	I					
ECON I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
STAT I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
SRA	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
AO III	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
AO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I					
ADAS III	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS II	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS I	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
FOR TECH II	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
FOR TECH I	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
LMI	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ADAS I (COMPUTER OPERATOR I)	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
MATH AIDE I	B	B	B	B	B	B	B	B	B	B	B	B	B	B					
ZOO TECH		B	B		B	B	B	B	B	B	B	B	B	B					
FOR RANGER		B	B	B	B	B	B	B	B	B	B	B	B	B					
TRACER	B	B	B	B	B	B	B	B	B	B	B	B	B	B					



Produced by:  
**Human Resources Development Service**  
December 2021



Department of Environment and Natural Resources

# COMPETENCY-BASED MANUAL

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The DENR Competency-Based System Manual, which was adopted in 18 January 2018 through DENR Memorandum Circular No. 2018-01 entitled Adoption of the Competency-Based System Manual for Support and Technical Positions in the Central Office, Regional Offices and Bureaus signed by Secretary Roy A. Cimatu, is considered a living document. It includes the list of functional, core, organizational and leadership competency clusters; competency indicators per proficiency level (Basic, Intermediate, Advanced and Superior); and position profiles. It also covers all Offices of the DENR at the Central and Regional, and Bureaus for 1st and 2nd level positions.

Since its adoption, the Manual has been used Department-wide as a tool in the implementation of various HR systems: recruitment, selection and placement; learning and development; performance management; rewards and recognition; career development; and succession planning. In support to its continuous improvement and to ensure responsiveness to the needs of the organization, it was revisited this year.

For the Provincial and Community Environment and Natural Resources Offices (P/CENROs), the enhancement is as follows:

1. Addition of functional competencies for Engineer III, II, I and Engineering Aide positions

CODE	COMPETENCY TITLE
PCO14	Land Disposition and Management
PCO15	Forest, Water and Wildlife Resources Regulation
PCO16	Tenure and Rights Assessment
PCO17	Tenorial Instruments and Permits for Improved Resource Management
PCO18	Geographic Information System (GIS)
PCO19	Surveying

CODE	COMPETENCY TITLE
PCO20	Survey Verification
PCO21	Mapping
PCO22	Land Management Information System Administration
PCO23	Land Records Management

2. Other Positions

COMPETENCY CODE AND TITLE	POSITION/S / OFFICE
RAS7 - Building Maintenance System Administration	Laborers
RAS8 - Repair and Fabrication	

COMPETENCY CODE AND TITLE	POSITION/S / OFFICE
RAS14 - Establishment and Maintenance of Forest Nurseries	Laborers
RAS7 - Building Maintenance System Administration	Utility Worker
RAS8 - Repair and Fabrication	
RAS12 - Forest Resource Inventory and Assessment	Tree marker
RAS13 - Scaling, Grading and Assessment of Forest Products	Scaler

These enhancements used the “borrow and modify” approach, and underwent a series of review, validation by the position holders and subject matter experts, and approval of office heads, following the competency profiling process.

## I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>PCP1</b>	Planning and Programming	<b>1</b>	<b>PCAS3</b>	Records Management	<b>20</b>
<b>PCP2</b>	Monitoring and Evaluation	<b>3</b>	<b>PCAS4</b>	Clerical/ Secretarial/ Executive Assistance Skills	<b>22</b>
<b>PCP3</b>	Statistical Coordination and Data Research	<b>4</b>	<b>PCAS5</b>	Infrastructure Maintenance System Administration	<b>24</b>
<b>PCIS1</b>	Web Development	<b>6</b>	<b>PCAS6</b>	Vehicle Repair and Maintenance	<b>26</b>
<b>PCIS2</b>	Network Systems Management	<b>8</b>	<b>PCAS7</b>	EMS, Wellness, Security, Safety and Emergency Preparedness	<b>27</b>
<b>PCIS3</b>	Information and Communication Technologies (ICT) Resource Management	<b>9</b>	<b>PCAS8</b>	Customer Assistance and Request Handling	<b>29</b>
<b>PCFM1</b>	General Accounting	<b>10</b>	<b>PCAS9</b>	Repair and Fabrication	<b>30</b>
<b>PCFM2</b>	Budget Preparation	<b>12</b>	<b>PCAS10</b>	Establishment and Maintenance of Forest Nurseries	<b>32</b>
<b>PCFM3</b>	Budget Administration and Control	<b>13</b>	<b>PCHR1</b>	Recruitment, Selection and Placement	<b>33</b>
<b>PCFM4</b>	Cash Management	<b>15</b>	<b>PCHR2</b>	Compensation, Benefits and Welfare Administration	<b>35</b>
<b>PCAS1</b>	Procurement Management	<b>16</b>	<b>PCHR3</b>	Processing of Personnel Actions	<b>37</b>
<b>PCAS2</b>	Property Management (Property Inventory and Disposal Management)	<b>18</b>			



## I. FUNCTIONAL COMPETENCIES FOR SUPPORT POSITIONS

<b>PCHR4</b>	Grievance Handling	<b>38</b>
<b>PCHR5</b>	Performance Management	<b>39</b>
<b>PCHR6</b>	Learning Needs Assessment	<b>41</b>
<b>PCHR8</b>	Career Development	<b>42</b>

## II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS

<b>PCO1</b>	Concept and Application of Integrated Ecosystems Management (IEM)	<b>44</b> <b>45</b>
<b>PCO2</b>	Identification of Interventions and Integrating Strategies Across Sectors (Forestry, Agriculture, Urban, Air Space) and Zoning for Strategic Management	
<b>PCO3</b>	Characterization of Ecosystems and Use of Planning Tools and Procedures	<b>46</b>
<b>PCO4</b>	Resource Management and Restoration/ rehabilitation of Degraded Ecosystems	<b>47</b>

<b>PCO5</b>	Preparation of Natural Resources Management (NRM)-Related Plans (FLUP, CRMP, ISWMP, IRBM, IWRM)	<b>48</b>
<b>PCO6</b>	Environment and Natural Resource (ENR) Accounting	<b>49</b>
<b>PCO7</b>	Strategies and Schemes for Financing Environmental Projects	<b>50</b>
<b>PCO8</b>	Results-Based Monitoring and Evaluation System (RBME) and Environmental Audit for Different ENRM Sites	<b>51</b>
<b>PCO9</b>	Environmental Governance	<b>53</b>
<b>PCO10</b>	Climate Change and Environmental Management	<b>54</b>
<b>PCO11</b>	Information, Education and Communication, Social Marketing and Extension Support	<b>55</b>
<b>PCO12</b>	Social Negotiation	<b>56</b>
<b>PCO13</b>	ENR Law Enforcement	<b>57</b>
<b>PCO14</b>	Land Disposition and Management	<b>59</b>

## II. FUNCTIONAL COMPETENCIES FOR TECHNICAL POSITIONS

<b>PCO15</b>	Forest, Water and Wildfire Resources Regulation	<b>60</b>
<b>PCO16</b>	Tenure and Rights Assessment	<b>61</b>
<b>PCO17</b>	Tenurial Instruments and Permits for Improved Resource Management	<b>62</b>
<b>PCO18</b>	Geographic Information System (GIS)	<b>63</b>
<b>PCO19</b>	Surveying	<b>65</b>
<b>PCO20</b>	Survey Verification	<b>67</b>
<b>PCO21</b>	Mapping	<b>68</b>
<b>PCO22</b>	Land Management Information System Administration	<b>70</b>
<b>PCO23</b>	Land Records Management	<b>71</b>
<b>PCO24</b>	Forest Resource Inventory and Assessment	<b>73</b>
<b>PCO25</b>	Scaling, Grading and Assessment of Forest Products	

## III. CORE COMPETENCIES

<b>CC1</b>	Discipline	<b>75</b>
<b>CC2</b>	Excellence	<b>77</b>

<b>CC3</b>	Nobility	<b>79</b>
<b>CC4</b>	Responsibility	<b>80</b>
<b>CC5</b>	Caring for the Environment and Natural Resources	<b>81</b>

## IV. ORGANIZATIONAL COMPETENCIES

<b>OC1</b>	Writing Effectively	<b>83</b>
<b>OC2</b>	Speaking Effectively	<b>84</b>
<b>OC3</b>	Technology Literacy and Managing Information	<b>86</b>
<b>OC4</b>	Project Management	<b>88</b>
<b>OC5</b>	Completed Staff Work (CSW)	<b>90</b>

## V. LEADERSHIP COMPETENCIES

<b>LC1</b>	Strategic Leadership (Thinking Strategically and Creatively)	<b>91</b>
<b>LC2</b>	Leading Change	<b>93</b>
<b>LC3</b>	People Development (Creating and Nurturing a High Performing Organization)	<b>95</b>

# TABLE OF CONTENTS

## IV. LEADERSHIP COMPETENCIES

<b>LC4</b>	People Performance Management (Managing Performance and Coaching for Results)	<b>97</b>
<b>LC5</b>	Partnership and Networking (Building Collaborative and Inclusive Working Relationships)	<b>99</b>

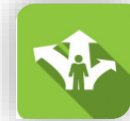
<b>V. POSITION PROFILE</b>	<b>101</b>
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## PCP1 – PLANNING AND PROGRAMMING

The ability required to:

- determine/scheme/strategy to come up with specific projects/activities that will be implemented in a given period in accordance with the Department’s thrust priorities, and budget appropriation.
- evaluate the operations activities using output/outcome indicators towards achieving the mandate of the DENR.
- formulate criteria for determining priorities for proposed projects and selects the appropriate programs/projects/activities for funding and execution.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the conduct of planning and programming activities in the PENRO</p> <ol style="list-style-type: none"> <li>1. Knowledge on the President’s thrusts and priorities, including DENR and regional thrusts and priorities</li> <li>2. Has the knowledge on DENR’s mandate, vision, mission, functions and specific PPAs of each unit/office based on Major Final Outputs (MFOs)</li> <li>3. Knows basic planning concepts and processes in making operational plans for a work group e.g., scheduling, budgeting; project plans or plans for a function/ department.</li> </ol>	<p>Consolidates and reviews the PENRO Work and Financial Plans (WFPs)</p> <ol style="list-style-type: none"> <li>1. Prepares Work and Financial Plan in support of the DENR PENRO thrusts and priorities in accordance with approved/existing guidelines</li> <li>2. Reviews and consolidates the work and financial plan of the PENRO and CENROs and recommends necessary revisions</li> <li>3. Prepares PENRO budget proposal in accordance with the budget call</li> <li>4. Arranges with the CENROs operating units regarding queries and conveys complex instructions or information accurately</li> </ol>	<p>Organizes the preparation of the PENRO operational plans</p> <ol style="list-style-type: none"> <li>1. Implements/adopts programming/ reprogramming guidelines for WFP preparation</li> <li>2. Adopts necessary formats and templates for a more effective way in the review and consolidation of reports as provided by the Regional Office</li> <li>3. Makes presentations to Regional Office on proposed budget of the PENRO and other plans and projects</li> <li>4. Identifies opportunities and problems in the medium term and the resources and activities to deal with them</li> </ol>	<p>Leads the preparation of PENRO strategic and operational plans.</p> <ol style="list-style-type: none"> <li>1. Develops new ideas, approaches in planning, responsive to the changing needs of the DENR and its stakeholders</li> <li>2. Serves as resource person in dealing with planning issues</li> <li>3. Recommends appropriate interventions in the use of resources to meet strategic goals</li> </ol>

	<p>5. Identifies priority programs of the DENR</p>	<p>5. Prepares Provincial Development/ Investment Plan – ENR component in line with National Agenda and NEDA's Guidelines</p> <p>6. Facilitates the preparation and review of WFP/Budget Proposal in line with MFOs and priority thrusts</p> <p>Provides technical assistance to provincial operations in initiating different activities to achieve desired output/outcome</p>	
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## PCP2 –MONITORING AND EVALUATION

The ability to coordinate with different CENROs and other operating units of the province on the progress of ENR programs and projects in accordance with approved priority areas; to formulate and implement standards and criteria for program/project identification, prioritization and implementation; to evaluate and assess periodically performance reports and project implications; and to prepare periodically monitoring and evaluation reports of the ENR programs and projects

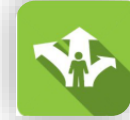


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of monitoring and evaluation of DENR-PENRO programs and projects	Conducts monitoring and evaluation of all DENR-PENRO programs and projects	Leads the preparation of monitoring and evaluation reports of all DENR-PENRO programs and projects	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the development and implementation of the monitoring and evaluation of all DENR-PENRO programs and projects
<ol style="list-style-type: none"> <li>1. Has basic knowledge of ENR priority areas, programs and projects, MFOs</li> <li>2. Has basic understanding of M&amp;E principles and processes</li> <li>3. Consolidates/prepares monitoring/performance reports of ENR programs and projects</li> <li>4. Coordinates with different CENROs regarding the progress of ENR programs and projects</li> <li>5. Updates and maintains provincial database on ENR programs and activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares comprehensive reports on the implementation of DENR programs and projects based on requirements of DENR units/offices and other appropriate government agencies</li> <li>2. Identifies problems encountered in field implementation</li> <li>3. Assists in the conduct of Regional Annual Performance Assessment</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and edits assessment reports on the implementation of DENR programs and projects vis-à-vis financial utilization</li> <li>2. Prepares monitoring and evaluation design on selected ENR programs and projects</li> <li>3. Reviews and finalizes the draft monitoring and evaluation design on selected ENR programs and projects</li> <li>4. Conducts impact studies of selected ENR programs and projects</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs and oversees the monitoring and evaluation of all the ENR projects and programs</li> <li>2. Provides inputs in the preparation of policy papers on monitoring and evaluation</li> <li>3. Recommends measures that will effectively address the performance gaps identified</li> </ol>



## PCP3 – STATISTICAL COORDINATION AND DATA RESEARCH

The ability to collect, analyze, and disseminate quality and timely Environment and Natural Resources (ENR) data/information to internal and external clients and maintain such for efficient and effective development planning, policy formulation and decision-making purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of statistical coordination and data research activities	Conducts statistical coordination and data research activities	Leads the conduct of statistical coordination and data research activities	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of statistical coordination and data research activities
<ol style="list-style-type: none"> <li>1. Knows fundamentals of Basic Statistics (e.g. measures of central value; projection and forecasting, techniques)</li> <li>2. Organizes ENR data/statistics and present them in statistical tables, graphs, charts and statistical maps</li> <li>3. Entertains queries on ENR statistics to internal and external clients</li> <li>4. Updates and consolidates CENROs data and information necessary in the implementation of ENR programs/projects and activities</li> <li>5. Arranges with statistical coordinators of the different CENROs on statistical concerns (e.g. plans and programs, activities, statistical reports etc)</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides technical assistance to internal and external clients on ENR statistical matters</li> <li>2. Prepares the corresponding materials/documents statistical assessment workshops and meetings</li> <li>3. Monitors and controls schedules on statistical procedures in the collection, processing and analysis of ENR data</li> <li>4. Maintains and updates ENR statistical database system and other statistical software as basis for evaluation and assessment on the rating of timeliness and completeness of statistical reports</li> <li>5. Applies the appropriate statistical tools and techniques, interpret and analyze</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies appropriate statistical program/project/activities to be undertaken in line with the Department's priority thrusts</li> <li>2. Prepares project proposals on ENR statistics for funding and implementation of project activities</li> <li>3. Reviews and assesses integrated statistical development plans and programs submitted by the different CENROs</li> <li>4. Organizes the preparation, packaging and dissemination of DENR statistical profiles, reports to various clientele and Calendar of Events for regular submission to Regional Office</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs, supervises and coordinates statistical activities and other statistical concerns of DENR</li> <li>2. Initiates and recommends statistical trainings to enhance statistical manpower capability</li> <li>3. Serves as resource person on this competency</li> </ol>

	<p>ENR data in aid of planning and policy formulation</p> <p>6. Identifies problem areas and recommend procedures for the effective and efficient collection, compilation and presentation of required data</p>	<p>5. Reviews consolidated ENR data/information for publication and report</p> <p>6. Guides and coach others on this competency</p>	
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## PCIS1 – WEB DEVELOPMENT

The ability to undertake web development, design, installation and maintenance.



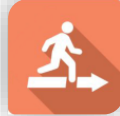
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in web development, design, installation and maintenance activities	Conducts activities in web development, design, installation and maintenance	Leads the conduct of web development, design, installation and maintenance activities	Validates and approves results of web development, design, installation and maintenance activities
<ol style="list-style-type: none"> <li>1. Is familiar in basic concepts of web development, troubleshooting and maintenance</li> <li>2. Knows the complete life cycle methodology for web development: planning, analysis, design, implementation, promotion, and innovation</li> <li>3. Knows computer graphic designs</li> <li>4. Monitors and updates DENR websites with supervision.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies the complete life cycle methodology for web development: planning, analysis, design, implementation, promotion, and innovation</li> <li>2. Monitors effectively and efficiently PENRO website</li> <li>3. Conceptualizes, designs and produces art and copy layouts for materials to be presented by visual communication media through web</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs web design and development, professional web applications and e-commerce solutions development for the organization</li> <li>2. Handles web project of any complexity and duration</li> <li>3. Enhances corporate website by designing templates for website features and prepare sketches or images, drawing samples or creates screen layout using Dreamweaver, PDF Adobe Reader, Swish, Flash (Advance), HTML (code) and Adobe Photoshop through web according to project needs</li> <li>4. Prepares codes for web page without digging through the source, debugs problems in web pages quickly, and experiment with Dream weaver without editing the actual page</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and maintenance of DENR website</li> </ol>

		<ol style="list-style-type: none"><li>5. Conceptualizes and builds the DENR's intranet through drafts, design revision, template-making; and by coordinating with point persons for corrections and updates to ensure a corporate-looking, informative and user-friendly interface</li><li>6. Acts as a resource person on web design, development and maintenance</li><li>7. Guides and teaches others in web development</li></ol>	
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## PCIS2 – NETWORK SYSTEMS MANAGEMENT

The ability to install, maintain, and modify operating systems, database management systems, utilities, and related software. It includes ensuring the availability, integrity and reliability of assigned systems; primarily responsible for large-scale operating systems and database management systems that typically serve the entire organization.

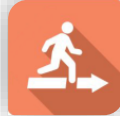


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support to/ assists in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software	Conducts activities in installing, maintaining, and modifying operating systems, database management systems, utilities, and related software	Leads the conduct of and reviews/ verifies results of systems management activities	Validates and approves results of systems management activities
<ol style="list-style-type: none"> <li>1. Knows the basic concepts of server and storage hardware configuration, management and maintenance</li> <li>2. Assists in the maintenance and administration servers and storage</li> <li>3. Conducts basic training to users in server and storage operations and responds to routine user questions</li> <li>4. Closes out trouble tickets assigned and follows up to ensure user satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Institutes, implements and monitors compliance with ICT network security guidelines and procedures</li> <li>2. Administers, secures and maintains application systems including its software and web-based electronic services</li> <li>3. Sets-up and maintains system access privileges and security</li> <li>4. Maintains the DENR's intranet</li> <li>5. Undertakes systems management, troubleshooting and maintenance</li> <li>6. Monitors and evaluates network infrastructure hardware and software compatibility and interoperability</li> </ol>	<ol style="list-style-type: none"> <li>1. Is responsible for the management, planning and operations of servers/ storage</li> <li>2. Is responsible for the setup, maintenance, and administration of connectivity and ensures they meet Service Level Agreement (SLA) performance and uptime standards</li> <li>3. Assists in planning for future growth, expansion and development of systems infrastructure</li> <li>4. Performs periodic disaster recovery testing and planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops/innovates policies and procedures regarding performance and usage of the Information System Infrastructure of the organization</li> </ol>



## PCIS3 – INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) RESOURCE MANAGEMENT

The ability to formulate, recommend and monitor the implementation of ICT and Information Management (IM) policies, strategies and standards

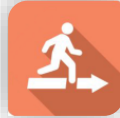


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Performs basic computer HW, SW and NW configuration and maintenance	Monitors and maintains the condition of HW, SW, NW and peripherals	Leads in planning, design, installation and maintenance of ICT resources; and leads support to ICT research and development	Plans, organizes and reviews ICT resources, projects and activities
<ol style="list-style-type: none"> <li>1. Knows the basic IT policies, standards and strategies for improved ICT management</li> <li>2. Reviews and evaluates proposals on ICT-related projects and programs of PENRO and CENROs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts relevant research studies to improve the information and technology management of the PENRO</li> <li>2. Rationalizes the procurement and distribution of ICT resources</li> <li>3. Conducts computer literacy and ICT retooling programs</li> <li>4. Conducts ICT information campaign, promotion and advocacy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and evaluates proposals on ICT-related projects and programs of PENRO and CENROs</li> <li>2. Formulates and recommends human resource management strategy to acquire, develop, retool and retain ICT skills and capabilities</li> <li>3. Monitors, evaluates and audits implementation of major ICT programs, projects and significant activities, in coordination with concerned offices</li> <li>4. Ensures the integration of information management in all operations of the Department towards the development of a culture that embraces ICT and IM within DENR</li> </ol>	<ol style="list-style-type: none"> <li>1. Sets standards, policies and procedures relating to ICT and IM</li> <li>2. Conducts system audits to ensure compliance with latest ICT standards</li> <li>3. Conducts periodic review and promotes ICT policies and standards.</li> </ol>



## PCFM1 – GENERAL ACCOUNTING

The ability to record classify and summarize agency's financial transactions; and interpret the results thereof through various reports and analysis which serves as a basic tool for management in making decisions toward achieving the agency's goals and objectives.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Records, classifies and summarizes DENR's financial transactions	Analyzes and interprets DENR's financial transactions	Reviews schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports	Evaluates DENR's financial reports as well as accounting procedures and methods
<ol style="list-style-type: none"> <li>Processes disbursement vouchers, payrolls and other claims to verify accuracy, completeness and validity of claims</li> <li>Records, classifies and summarizes financial transactions and events in accordance with generally accepted accounting principles</li> <li>Prepares subsidiary ledger and schedule of accounts per trial balance</li> <li>Applies a working knowledge of applicable laws and regulations</li> <li>Prepares remittances to other concerned offices</li> <li>Uses various accounting software applications</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates and analyze all transactions in the books of Accounts as per eNGAS accurately</li> <li>Evaluates, verifies and analyzes account balances</li> <li>Maintains inter-agency accounts, reconciles and makes necessary adjustments</li> <li>Verifies documents/ reports for completeness in compliance with government and various oversight agencies</li> <li>Reconciles sub-ledgers to the general ledger and resolves differences</li> <li>Adjusts reconciling items promptly</li> </ol>	<ol style="list-style-type: none"> <li>Leads the review of schedules, plans, work procedures and organizes processes in gathering financial information needed for the completion of the reports</li> <li>Administers the maintenance of eNGAS</li> <li>Evaluates the compilation, preparation and presentation of annual financial reports</li> <li>Designs, updates and maintains accounting reports on financial system and operations</li> <li>Monitors and confirms the accomplishment of financial reports</li> </ol>	<ol style="list-style-type: none"> <li>Works with technical team of accounting systems in designing and implementing changes in the system and reports</li> <li>Analyzes financial transactions/statements as inputs for management policy formulation and decision making</li> <li>Evaluates accounting procedures and methods and recommends changes in internal procedures as needed</li> <li>Communicates with other government agencies and banking institutions regarding financial matters</li> <li>Reviews and analyze the compliance and justification on AOM and AAR</li> </ol>

<p>7. Prepares bank reconciliation statements</p> <p>8. Prepares schedule of accounts per trial balance</p>	<p>7. Prepares financial reports to Regional Office, Central Office, DBM and COA</p> <p>8. Prepares reports on income, disbursement reports and PBB requirements to Regional Office, Central Office, DBM and COA</p>	<p>6. Prepares compliance and justification on audit observation memorandum (AOM) and annual audit report (AAR)</p>	
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## PCFM2 – BUDGET PREPARATION

The ability to determine the financial requirement to implement programs and projects of the Department.

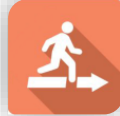


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in budget preparation activities to determine the DENR's financial requirement	Prepares/consolidates the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations	Leads in the preparation/ consolidation of the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations	Facilitates the preparation/ consolidation of the budget of all the offices/divisions in DENR in accordance with existing DBM and agency rules and regulations
<ol style="list-style-type: none"> <li>1. Prepares financial plan for budget and budget proposals based on the formulated guidelines</li> <li>2. Prepares and computes special budget request covering terminal leave benefits and other personnel benefits accurately</li> <li>3. Prepares budget reports to Regional Office and DBM</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and consolidates budget proposals submitted by Divisions and CENRO</li> <li>2. Reviews and consolidate the data contained in the budgetary forms</li> <li>3. Conducts comparative analysis of current budget proposals vis-à-vis prior years' budget</li> <li>4. Understands the guidelines and provides information on budgetary forms related to plans and programs of the agency</li> <li>5. Addresses basic questions/ clarifications regarding budget preparation guidelines and procedures to the concerned offices/ divisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes budget proposals over and above the budget ceiling</li> <li>2. Evaluates and justify increase and/or decrease on the budget proposals vis-à-vis prior years' budget</li> <li>3. Evaluates /refines justifications for budget proposals</li> <li>4. Implements needed budget revisions</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides strategic directions, factors and considerations in the preparation of the budget plan in line with the major thrust of the Administration</li> <li>2. Facilitates the preparation of the budget proposals of the entire agency and other concerned offices / divisions</li> </ol>



## PCFM3 – BUDGET ADMINISTRATION AND CONTROL

The ability to allocate government funds by program/project/activities. It presents the plan of the agency's financial operations for a period and through records and summaries, provides comparisons of actual operations with the predetermined plan/targets. It is a combination of planning and controlling the financial aspect of the agency's operations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of budget allocation of departments/divisions	Performs budget administration and control activities	Leads in the conduct of budget administration and control activities	Prepares plans and programs and formulates policy recommendations for budget administration and control activities of DENR's operations
<ol style="list-style-type: none"> <li>Processes documents for obligation in accordance with the work and financial plans (WFP)</li> <li>Identifies budget allocations based on the WFP</li> <li>Knows basic operations of the offices/projects handled as it relates to their budget allocations</li> <li>Records and control allotment for PENRO and CENROs</li> </ol>	<ol style="list-style-type: none"> <li>Checks claims for adherence to checklist/s on budgetary requirements and completeness of supporting documents promptly</li> <li>Identifies appropriate allotment charging of claims</li> <li>Gives advice to the office concerned relative to budgetary control</li> <li>Prepares obligation and balances based on allotment</li> <li>Reconciles monthly statement of allotment, obligation and balances with concerned office</li> <li>Prepares financial report of operations for submission to various agencies</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates and identifies cost efficiency of various units' budget utilization</li> <li>Applies and monitors budgetary impositions on the DENR's budget</li> <li>Communicates balances and charges with the offices/ projects handled regularly</li> <li>Evaluates the completeness of supporting documents of claims as to compliance with budgeting, accounting and auditing rules and regulations</li> <li>Evaluates the impact in the operations if overspending occurred and recommends possible interventions</li> </ol>	<ol style="list-style-type: none"> <li>Analyzes financial performance with physical performance in accordance with the approved Work and Financial Plan</li> <li>Discusses with the counterpart comptroller of the office concerned re findings in the control system</li> <li>Evaluates statement of allotment, obligation and balances for decision making</li> <li>Manages budgetary expenditures of the PENRO and CENROs</li> <li>Analyzes Summary of Financial Report of Operations for submission to various agencies</li> </ol>

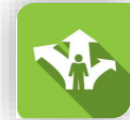
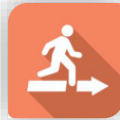


		<p>6. Evaluates /analyzes and transmits to DBM requests for special budget</p>	<p>6. Advises offices concerned on policies and procedures in the disbursement of allotment</p> <p>7. Evaluates and analyzes Financial Report of Operations related to cash utilizations and approved annual cash program for submission to various agencies</p> <p>8. Oversees “performance” of the full time Delivery Units that will ensure implementation of programs and projects in accordance with the set timelines or targets and improve capacity to utilize budget</p> <p>9. Adopts the implementation of structural reforms (Public Financial Management) for a harmonized budget and accurate reporting, monitoring and evaluation of agency performance vs, plans and targets as basis for sound policy decision through:</p> <ul style="list-style-type: none"> <li>• GAA as Release Document</li> <li>• Unified Account Code Structure (UACS)</li> <li>• Integration of Performance-Informed Budget Structure in GAA</li> <li>• Adoption of Philippine Public Sector Accounting Standards (PPSAS)</li> <li>• PREXC – Program Expenditure Classification Approach</li> </ul>
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## PCFM4 – CASH MANAGEMENT

The ability to ensure proper safekeeping, receipt and disbursement of money. It includes counting of cash and keeping of financial records of cash transactions for accounting and auditing purposes.

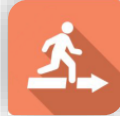


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the discharge of cash management activities	Performs cash management activities	Leads in the discharge of cash management activities.	Prepares plans and programs and formulates recommendations on cash management.
<ol style="list-style-type: none"> <li>1. Collects payments from employees and clients and prepares daily Collection Reports</li> <li>2. Releases and issues cheques to employees, suppliers and creditors, and prepares daily Disbursement Reports</li> <li>3. Facilitates routing of checks to signatories for all transactions</li> <li>4. Records and maintains cash and check registry book</li> <li>5. Informs/Answers suppliers' and employees' queries and follow-ups regarding checks</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares, processes and ensures accuracy and propriety of checks for issuance</li> <li>2. Maintains and records cash control.</li> <li>3. Posts and Indexes all office's payments</li> <li>4. Maintains cash on hand ledger and petty cash and other cash advances.</li> <li>5. Prepares liquidation reports of all cash advances</li> <li>6. Handles cash advances and petty cash fund.</li> <li>7. Prepares monthly collection report</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews records and maintains cash registry book from all types of collection</li> <li>2. Reviews collection and disbursement report.</li> <li>3. Reviews liquidation report accurately as per approved cycle time</li> <li>4. Reviews and maintain cash registry book from all types of collection</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors, reviews and assesses monthly collection and disbursement reports and recommends, if needed, appropriate actions</li> <li>2. Transacts with banks re agency accounts</li> <li>3. Proposes recommendations to improve cash management activities.</li> </ol>



## PCAS1 – PROCUREMENT MANAGEMENT

The ability to procure goods and services in accordance with specification/s and delivery schedule.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has basic skills / knowledge/ understanding on RA 9184 (Procurement Act) and e-procurement (PhilGEPS); and requires assistance to apply technical skills; and displays limited knowledge of technologies.	Has Intermediate Skill/ Working Knowledge on RA 9184 and e-procurement; and applies limited technical skills and demonstrates limited knowledge of emerging technology (e.g. IT, processes, methodologies, etc.) on procurement management related activities.	Has Advanced Skills/ Extensive knowledge on RA 9184 and e-procurement; and consistently applies technical skills and adapts to emerging technology on procurement management related activities.	Has Subject matter breadth/ depth/ expertise on RA 9184 and e-procurement; and consistently applies and synthesizes technical skills in authentic situations and extends skills to emerging technologies and problems on procurement management related activities.
<ol style="list-style-type: none"> <li>1. Understand/knows the provisions of RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>2. Prepares Project Procurement Management Plan (PPMP) &amp; prepare with supervision</li> <li>3. Identifies technical specifications of goods and services required by end user</li> <li>4. Reviews purchase requisitions as to completeness of supporting documents</li> <li>5. Canvasses/requests quotations from suppliers diligently.</li> </ol>	<ol style="list-style-type: none"> <li>1. Consolidates PPMP, prepares APP</li> <li>2. Posts bid opportunities in the PhilGEPS and agency website accurately</li> <li>3. Prepares procurement documents in accordance with existing rules and policies</li> <li>4. Conducts market/supplier follow ups</li> <li>5. Receives and issues supplies promptly and conducts physical count of inventory of semi-expendable items accurately</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluates and review procurement process made in accordance with the approved APP</li> <li>2. Conducts market study/analysis of goods and services required</li> <li>3. Presides over or provides inputs in BAC Meetings; arranges meetings with stakeholders</li> <li>4. Evaluates and reviews cost/price analysis and applies accounting and auditing rules and regulations on procurement</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies, policies and procedures on procurement management-related activities</li> <li>2. Plans and implement cost cutting and internal control measures on the general principles and standards of procurement management</li> <li>3. Monitors /audits implementation of programs and projects on procurement as part of asset management and recommends appropriate action based on the inventory reports submitted</li> <li>4. Establishes a comprehensive system of procurement management for the DENR</li> </ol>

	<ul style="list-style-type: none"> <li>6. Posts awards and contract documents in the PhilGEPS and agency website accurately</li> <li>7. Prepares contract of services such as janitorial/security services and other “pakyaw” services accurately and undertakes performance evaluation</li> <li>8. Recommends/proposes to end user ways to reduce cost (i.e. alternative vendor/products) and obtain better quality and services</li> <li>9. Generates and evaluate data on various aspects of procurement management</li> <li>10. Prepares annual Agency Procurement Compliance and Performance Indicator (APCPI) and PPE Inventory Report regularly</li> <li>11. Prepares report on supplies materials issued promptly</li> </ul>	<ul style="list-style-type: none"> <li>5. Evaluates submitted APP of the PENRO in conformance with existing standards and policies</li> <li>6. Guides subordinates in the application of principles, methods and procedures in procurement of goods and services under RA 9184 (Procurement Law) and e-procurement (PhilGEPS)</li> <li>7. Identifies trends and developments in procurement management and recommends enhancement of current procedures, processes and policies</li> <li>8. Reviews external provider’s performance evaluation and communicates result</li> </ul>	<ul style="list-style-type: none"> <li>5. Drivesfor continuous productivity improvement on procurement management related activities</li> </ul>
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## PCAS2 – PROPERTY MANAGEMENT (PROPERTY INVENTORY AND DISPOSAL MANAGEMENT)

The ability to account, secure, manage inventories of supplies, materials and dispose as mandated by law.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of property management activities	Conducts property warehousing, storage and inventory of the property, plant and equipment of the office	Conducts property inventory management and property disposal management activities	Prepares policies and programs related to property management activities
<ol style="list-style-type: none"> <li>1. Accepts and counterchecks deliveries of supplies/ materials/ equipment thoroughly</li> <li>2. Prepares receiving report and updates inventory monitoring system promptly</li> <li>3. Stocks and store goods based on warehousing principles</li> <li>4. Issues or delivers goods to end users promptly or on time</li> <li>5. Updates monitoring tools diligently</li> <li>6. Implements physical inventory and cycle count regularly and maintains availability of supply and replacement parts</li> <li>7. Understands and implements various measures to ensure inventory accuracy and eliminate pilferage</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements the following storage activities accurately to ensure adherence to procedures, processes and policies in the performance of activities on property management: <ul style="list-style-type: none"> <li>• receiving – the actual receiving of goods and counter checking against delivery receipts in accordance with specification</li> <li>• storing – the safekeeping of goods and updating warehousing records</li> <li>• issuance– the withdrawal of goods from warehouse and updating its record</li> <li>• physical inventory taking – the checking of actual inventory versus records</li> </ul> </li> <li>2. Performs inventory reconciliation and identifies root causes of inventory variances</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares an inventory variance analysis</li> <li>2. Makes use of storage reports and triggers improvements in terms of inventory turns and inventory level</li> <li>3. Reviews documents necessary for disposal of properties</li> <li>4. Plans and maintains 5-S Kaizen scorecards within the PENR and CENR Offices</li> <li>5. Implements office productivity improvements through rational use of office resources and EMS</li> </ol>	<ol style="list-style-type: none"> <li>1. Formulates and champions strategies and policies on property management</li> <li>2. Develops and reviews existing storage procedures to eliminate variances</li> <li>3. Formulates policies and procedures on property inventory and disposal management</li> <li>4. Recommends new programs on how storage processes can be improved, e.g. use of software, etc</li> <li>5. Implements all necessary measures to ensure accuracy of inventory report</li> <li>6. Reviews inventory turns performance and drives for continuous productivity improvement</li> </ol>

<p>8. Assists in inspection and disposal of unserviceable properties</p> <p>9. Sets and reviews schedule of property registration and renewal of insurance</p> <p>10. Undertakes 5-S Kaizen or the principles of good housekeeping</p>	<p>3. Prepares and analyzes storage reports and provides necessary recommendation</p> <p>4. Recognizes serviceability of materials and equipment</p> <p>5. Handles contract and evaluates performance of external providers such as contracts for preventive maintenance of vehicles and infrastructure and other recurring/repetitive works</p> <p>6. Prepares inspection and appraisal of unserviceable properties for disposition</p> <p>7. Prepares and submit Inventory and Inspection Report of Unserviceable Property</p> <p>8. Arranges the implementation of 5-S Kaizen Good Housekeeping within the stockroom or work station</p>		
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## PCAS3 – RECORDS MANAGEMENT

The ability to:

- effectively maintain an updated and orderly filing system to facilitate retrieval & ensure that confidential and/or personal files and records are properly secured and maintained; and
- maintain/ implement record schedule of disposal.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in records management activities	Implements records management activities	Leads the implementation of records management activities	Prepares plans and programs and formulates or enhances policies on records management
<ol style="list-style-type: none"> <li>Understands the DENR recording system</li> <li>Maintains systematic filing and safekeeping of records of the department for easy reference and retrieval</li> <li>Understands the basic procedure of records maintenance and disposal in accordance with the Records Retention and Disposition Schedule</li> <li>Observes/ Follows the Functional Subject-Alphabetic Classification System (FSACS) in filing of records</li> <li>Conducts regular inventory of records for proper retention and disposition</li> </ol>	<ol style="list-style-type: none"> <li>Proposes improvement on records keeping to eliminate unnecessary storage and to save on space</li> <li>Designs the flow of work and places materials/ equipment based on frequency of use</li> <li>Maintains record of compliance of each service/division to the Record Plan for retention/disposal of records</li> <li>Maintains an electronic file of records/documents received</li> <li>Communicates the rules and procedures for the limited access to records room or building to all personnel and maintain vigilance against unauthorized</li> </ol>	<ol style="list-style-type: none"> <li>Reviews the classification of documents and determines what should be filed/kept or not and which are confidential in nature</li> <li>Drafts policies and guidelines on the maintenance and disposition of records and documents</li> <li>Determines compliance to accessibility limits to records room and/or building, security and unauthorized reproduction of copies of documents</li> <li>Undertakes internal quality audit for control documents</li> </ol>	<ol style="list-style-type: none"> <li>Establishes and maintains an active continuing program for the management, preservation and disposition of records and confidential information as well as to end paper build – up</li> <li>Determines request for official copy of record/s as those permissible under Freedom of Information (FOI)</li> </ol>

<p>6. Enforces accessibility limits to records room or building by unauthorized personnel and maintain vigilance against unauthorized reproduction</p> <p>7. Undertakes 5-S Kaizen</p> <p>8. Assesses request for copy or authentication of official records or documents</p> <p>9. Sends out registered mails to patentees</p>	<p>reproduction or access to classified documents</p> <p>6. Implements document control procedure</p> <p>7. Handles 5-S Kaizen Good Housekeeping within the record room or building</p> <p>8. Effects and executes the measures provided to secure public documents and records under the Public Service Continuity Plan in case of emergency</p> <p>9. Conducts regular physical inspection of record room or building to determine existence of harmful and destructive agents</p> <p>10. Verifies authenticity of official copy of records or document</p>	<p>5. Reviews report/ recommendation for preventive maintenance of records room/building</p> <p>6. Represents the PENRO/CENRO in the presentation of official records required by Court and other quasi-judicial bodies</p>	
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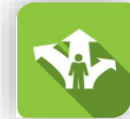




## PCAS4 – CLERICAL/SECRETARIAL/EXECUTIVE ASSISTANCE SKILLS

The ability required to:

- effectively convey and receive the intended message, observing and practicing proper business etiquette and office decorum. It also includes the knowledge and ability to operate various office equipment; and
- gather, disseminate and safe keep information and other confidential data and organize information into specific need and purpose. It includes monitoring and coordinating with other units/offices and agencies programs and activities for specific end-users and purposes.



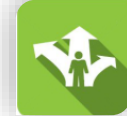
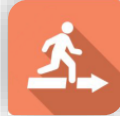
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in discharging complete staff work	Implements complete staff work and enhances personal security measures	Organizes complete staff work with persuasive skill	Ensures proper implementation of complete staff work
<ol style="list-style-type: none"> <li>Screens, classifies, prioritizes and reviews all incoming documents for action/signature of official concerned</li> <li>Gathers data and other information required by the official concerned in relation to his /her duties and assignments</li> <li>Assists in arranging meetings and media visits</li> <li>Operates office equipment such as fax/scanner/copying machines</li> <li>Maintains scheduling and events calendar</li> </ol>	<ol style="list-style-type: none"> <li>Coordinates with different units/offices and agencies programs and activities for specific end-users and purposes</li> <li>Prioritizes and arrange meetings and documents for action of the PENRO/CENRO</li> <li>Documents meetings and prepares minutes/reports of the meeting</li> <li>Reviews, verifies and maintains information into databases</li> <li>Implements record management processes for the executive/office</li> <li>Knows and operates office equipment such as telefax, video recorders, digital</li> </ol>	<ol style="list-style-type: none"> <li>Keeps track of complex, deferred and referred activities with the use of some system e.g., calendar/holding filing method</li> <li>Sends and disseminates routine correspondence in the absence of the executive</li> <li>Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns of the executive/s</li> <li>Recommends alternatives on solving a problem based on well researched and analyzed data</li> </ol>	<ol style="list-style-type: none"> <li>Screens, classifies, prioritizes and reviews all incoming documents for action/signature of official concerned</li> <li>Gathers data and other information required by the official concerned in relation to his /her duties and assignments</li> <li>Assists in arranging meetings and media visits</li> <li>Operates office equipment such as fax/scanner/copying machines</li> <li>Maintains scheduling and events calendar</li> </ol>

<p>6. Assist in filing and record keeping of reports, memos and other communications as per ISO standards and principles of 5S</p>	<p>teleconferencing, handheld radios, and demonstrate desirable communication skills (i.e. clarifying, providing feedback)</p> <p>7. Is able to discern and detect hostile individuals or group office callers and to institute preventive and safety measures to secure the PENRO or CENRO and other officials</p>	<p>5. Maintains records creation and maintenance activities</p> <p>6. Communicates, persuades and/or appeases hostile/aggressive individuals or groups inside the office to protect the PENRO/CENRO and other staff</p> <p>7. Maintains confidentiality of sensitive and classified documents or actions of the PENRO/CENRO</p>	<p>6. Assist in filing and record keeping of reports, memos and other communications as per ISO standards and principles of 5S</p>
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## PCAS5 – INFRASTRUCTURE MAINTENANCE SYSTEM ADMINISTRATION

The ability to design, develop and implement an effective system of maintenance of DENR buildings and other facilities.



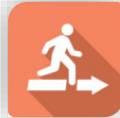
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs basic maintenance activities or guides outsourced services for the maintenance and repair of buildings, equipment and other facilities</p>	<p>Implements building maintenance activities or supervises outsourced services for the maintenance and repair of buildings, equipment and other facilities</p>	<p>Leads the implementation of maintenance activities or manages contract of external service provider for the maintenance and repair of buildings, equipment and other facilities</p>	<p>Prepares plans and programs and formulates or enhances policies on building maintenance</p>
<ol style="list-style-type: none"> <li>Maintains and takes care of office building and its premises, equipment, furniture and fixtures</li> <li>Conducts regular infrastructure (building, equipment, electrical, water, drainage, parking, etc) inspection for damaged, worn out and near-fail parts or portions thereof and recommends repair or replacement</li> <li>Ensures cleanliness of office premises by regularly monitoring quality of provision of housekeeping services</li> <li>Identifies risks and hazards within the building premises and eliminates their causes if manageable</li> </ol>	<ol style="list-style-type: none"> <li>Maintains and updates the inventory of real property, buildings and other facilities, including statistics and information on land and floor areas, and other relevant information</li> <li>Monitors water and electricity consumption to ensure that cost reduction measures are observed</li> <li>Identifies and determines maintenance and improvement requirements of structures, equipment and facilities within the office</li> <li>Supervises the inspection of infrastructure and surrounding areas and prepares scope of work, cost estimates, purchase request and draft</li> </ol>	<ol style="list-style-type: none"> <li>Manages, controls and monitors the status of contract of external service provider/s for the maintenance and/or repair of infrastructure and evaluates its performance</li> <li>Implements programs and schedule of maintenance work</li> <li>Recommends innovations for maintaining and promoting safety, security and convenience in the use of office infrastructure (building, equipment, electrical, water, drainage, parking, etc).</li> </ol>	<ol style="list-style-type: none"> <li>Initiates and recommends programs and schedule of maintenance operations of office equipment, building fixture and utilities, such as changing of electric lights and other maintenance and housekeeping tasks</li> <li>Conducts periodic reviews and pushes for continuous / continual improvement</li> <li>Prepares periodic report on the regular maintenance works undertaken</li> <li>Reviews and initiates implementation of recommended innovation/s and document its efficiency and efficacy.</li> </ol>

<p>5. Guides the external service provider under contract on the actual object of repair or replacement.</p>	<p>contract for procurement of needed work</p> <p>5. Supervises or controls external service providers in the conduct of maintenance, repair or replacement works</p>		
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## PCAS6 – VEHICLE REPAIR AND MAINTENANCE

The ability needed to perform (limited) repairs and maintenance work on all DENR motor vehicles.

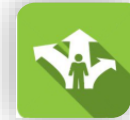
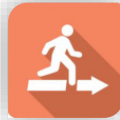


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Performs minor repairs and maintenance work on motor vehicles.</p>	<p>Performs more complex repair and maintenance activity on motor vehicles.</p>	<p>Leads in the implementation of transport repairs and maintenance services activities</p>	<p>Leads in the delivery of repairs and maintenance work on motor vehicles.</p>
<ol style="list-style-type: none"> <li>1. Has the basic knowledge and ability to troubleshoot and maintain Motor Vehicles, on each of the following fields: <ul style="list-style-type: none"> <li>• Auto-Electrical,</li> <li>• Auto-Mechanical, and</li> <li>• Auto-Air-conditioning</li> </ul> </li> <li>2. Has the knowledge on the use of basic mechanical/electronic tools</li> <li>3. Inspects and assesses the condition of motor vehicle, and identify worn-out or near-fail parts</li> <li>4. Estimates specifications and scope of work for repair</li> </ol>	<ol style="list-style-type: none"> <li>1. Has the basic knowledge and ability to maintain, troubleshoot and repair electrical, mechanical and air-conditioning units of Motor Vehicles</li> <li>2. Uses special tools and equipment for faster completion of work</li> <li>3. Cleans disassembled sub-units properly without supervision</li> <li>4. Performs preliminary checks/tests on sub-units before final installation</li> <li>5. Performs preventive maintenance work on vehicles according to predetermined schedules</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs preventive maintenance work on vehicles according to predetermined schedules</li> <li>2. Inspects and test-drives vehicles after repair or maintenance to ensure high quality of work</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends improvements, modifications and schedules of works</li> </ol>



## PCAS7 – EMS, WELLNESS, SECURITY, SAFETY, AND EMERGENCY PREPAREDNESS

The ability to manage man-made and natural nuisances, disturbances and stresses and to secure the wellness, health and safety of personnel, as well as the ability to control emergency and chaotic situations brought about by such disturbances and stresses.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Gathers data and other information relative to the Environmental Management System, security and safety risks and potential emergency situations.</p>	<p>Consolidates data and information gathered and identifies significant environmental aspects, security and emergency situations.</p>	<p>Monitors legal compliance and safety requirements, and assesses hazards and risks of DENR projects, programs and activities.</p>	<p>Interprets data, generates information, prepares reports and formulates or enhances programs and activities.</p>
<ol style="list-style-type: none"> <li>1. Has basic knowledge on Environmental Management System (EMS) program of the Department</li> <li>2. Identifies environmental, geological and social risks that poses hazards to the office and personnel</li> <li>3. Identifies and removes the presence of nuisances within the office premises</li> <li>4. Has knowledge about the local Disaster Risk Reduction and Management program</li> <li>5. Handles successfully fire suppression, safety equipment and personal protective gears (PPE)</li> <li>6. Knows the passage, exit point in the building, place of evacuation and all</li> </ol>	<ol style="list-style-type: none"> <li>1. Receives, identifies, analyzes and consolidates data for the different environmental performance</li> <li>2. Assists in the coordination with various stakeholders on the disaster risk reduction/emergency preparedness program</li> <li>3. Is familiar with the Disaster Risk Reduction program</li> <li>4. Describes or anticipates emergency scenarios and address/recommends measures</li> <li>5. Contains common hazardous and reactive materials to safety level.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifies and monitors applicable legal compliance for all construction, maintenance of facilities, transportation and security as required under EMS</li> <li>2. Conducts periodic inspection to determine and assess hazards and risks relative to occupational health and safety standards</li> <li>3. Coordinates and organizes with other agencies, organization and groups on disaster risk reduction/emergency preparedness programs and activities</li> <li>4. Recommends logistics, equipment suitable for the operation</li> <li>5. Guides others on this competency and serves as a resource person.</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposes programs as required under the DENR Environmental Management System</li> <li>2. Evaluates effectiveness of existing programs on health and safety, disaster risk reduction and security, and initiates improvements to adapt to the present situation</li> <li>3. Prepares periodic reports and documentation on the significant environmental aspects, security and disaster preparedness.</li> </ol>

structural installations within the DENR and other installations.			
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## PCAS8- CUSTOMER ASSISTANCE AND REQUEST HANDLING

The ability to attend to requests, complaints, observations and suggestions, including the ability to monitor work progress, file records, consolidate and prepare periodic reports.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Receives requests, complaints, observations and suggestions, and informs concerned personnel and offices</p>	<p>Monitors the work progress of the requests, complaints, observations and suggestions</p>	<p>Records and consolidates data</p>	<p>Interprets data, generates information and prepares reports</p>
<ol style="list-style-type: none"> <li>1. Applies the basic concepts on the proper handling of requests, complaints, observations and suggestions according to the Code of conduct and ethical standards for Public Officials and Employees (RA 6713)</li> <li>2. Practices customer relation dealings and/or techniques with utmost courtesy</li> <li>3. Understands Freedom of Information</li> <li>4. Has basic knowledge on the use of the Enhanced Electronic Document Action Tracking Slip (E-DATS) or manual DATS</li> </ol>	<ol style="list-style-type: none"> <li>1. Has basic knowledge on the operations and work flow of the Division, as well as the job description of colleagues</li> <li>2. Identifies and determines the kind of work to be performed, schedules the job request according to importance, endorses to concerned employees, and monitors the progress of the request</li> <li>3. Designs customer relation procedures in the office</li> </ol>	<ol style="list-style-type: none"> <li>1. Has knowledge on Records Management</li> <li>2. Maintains an electronic record and files copy of all memoranda, letters and communications, including Job requests/orders, history of repair, Client Satisfaction Form and other related documents</li> <li>3. Collects, reviews and consolidates data gathered from received requests, complaints, observations and suggestions</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and identifies applicable Legal Compliance for all constructions, maintenance of facilities, transportation, security and other services</li> <li>2. Prepares periodic reports based on the data gathered and information generated from the requests, complaints, suggestions, observations and the Client Satisfaction Forms</li> <li>3. Initiates and recommends strategies on improving customer assistance and request handling</li> </ol>





## PCHR1 – RECRUITMENT, SELECTION AND PLACEMENT

The ability to effectively determine and recruit qualified candidates to meet the requirements of the DENR.



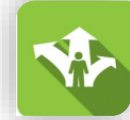
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the recruitment, selection and placement processes	Implements recruitment, selection and placement processes	Leads the recruitment, selection and placement processes in the DENR	Plans programs and recommends policies on recruitment, selection and placement
<ol style="list-style-type: none"> <li>1. Knows the recruitment process: classification of applicants, qualification standards, assessment methodologies</li> <li>2. Knows how to determine the completeness of the applicant's documents</li> <li>3. Knows the procedure in screening applicants for the preparation of matrix</li> <li>4. Knows the competencies needed for each position</li> <li>5. Knows how to collate applicants' documents</li> <li>6. Conducts initial evaluation of applicant's documents based on job specifications</li> <li>7. Prepares the matrix of applicants for evaluation by the DENR Human</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares job knowledge assessment tools, in coordination with the end-users</li> <li>2. Processes appointments and other documents in the placement of personnel</li> <li>3. Reviews and evaluates credentials/qualifications of the applicants, employees and officials for possible employment or promotion/ advancement</li> <li>4. Analyzes and computes ratings of applicants given by the PSB</li> <li>5. Prepares short list of qualified applicants for final selection of Head of Office</li> <li>6. Prepares the needed information / data of all applicants for promotion to be used by the members of the Personnel Selection Board</li> </ol>	<ol style="list-style-type: none"> <li>1. Initiates improvement in the DENR's recruitment, selection and promotion processes based on the merit and fitness principle</li> <li>2. Assists the Board in the review and evaluation of documents of all qualified applicants for employment/promotion</li> <li>3. Designs and conducts employee orientation for newly hired employees</li> <li>4. Interprets provisions of the DENR MSPP and CSC rules on appointment/ placement</li> <li>5. Provides key strategic advice and/or participates in decisions regarding recruitment, selection and placement of key management and technical people</li> <li>6. Designs an organization-wide recruitment, selection and placement</li> </ol>	<ol style="list-style-type: none"> <li>1. Works with technical team of accounting systems in designing and implementing changes in the system and reports</li> <li>2. Analyzes financial transactions/statements as inputs for management policy formulation and decision making</li> <li>3. Evaluates accounting procedures and methods and recommends changes in internal procedures as needed</li> <li>4. Communicates with other government agencies and banking institutions regarding financial matters</li> <li>5. Reviews and analyze the compliance and justification on audit observation memorandum and annual audit report</li> </ol>

<p>Resource Merit Promotion and Selection Board (HRMPSB)</p> <p>8. Knows the DENR Merit Selection and Promotion Plan (MSPP) and relevant CSC rules on appointment.</p>	<p>7. Identifies policies applicable to specific appointment / placement actions.</p>	<p>system in accordance with pertinent DENR laws, rules and regulations</p> <p>7. Recommends improvement in the Merit Selection and Promotion Plan, System of Ranking Positions and other systems and procedures in implementing personnel actions</p> <p>8. Evaluates existing personnel selection processes/policies and recommends amendments/changes thereto which shall include criteria in the selection and other related policies on personnel</p>	
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## PCHR2 – COMPENSATION, BENEFITS AND WELFARE ADMINISTRATION

The ability to administer compensation, benefits and welfare programs and systems in accordance with existing statutory (e.g., DBM, CSC, GSIS, PAG-IBIG, PHILHEALTH) and DENR laws, rules and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in Compensation, Benefits and Welfare administration	Implements Compensation, Benefits and Welfare administration policies	Leads the implementation of Compensation, Benefits and Welfare administration	Plans and programs and formulates or enhance policies on Compensation, Benefits and Welfare administration
<ol style="list-style-type: none"> <li>1. Knows the national government's compensation policies as per SSL (Salary Standardization Law)</li> <li>2. Knows the government salary/wage schedule</li> <li>3. Knows the different policies and other issuances of other concerned agencies like CSC, GSIS, PAG-IBIG, DBM, COA, PhilHealth, on employees' compensation and benefits, including step increment and salary adjustment</li> <li>4. Knows the statutory and DENR benefits program and its implementing guidelines</li> <li>5. Knows how to process leave applications including computation of earned leave credits</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares and processes payroll, wages, RATA, terminal leave claims, monetization, and other benefits</li> <li>2. Deals with different government agencies/ partners such as GSIS, PAG-IBIG, PHILHEALTH, and other institutions on loan applications, loan payments, and premium payments of personnel, etc.</li> <li>3. Facilitates the implementation of salary increases, step increments and adjustments</li> <li>4. Prepares, generates, validates and maintains compensation information and other related documents / statistics needed for management decision</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends for approval the availment of benefits according to prescribed policies, rules and regulations</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other personnel committees</li> <li>3. Interprets effectively and communicates the philosophy, rationale, concept and guidelines governing the DENR's rewards and recognition mechanisms</li> <li>4. Interprets benefits policies and defines implementing guidelines for exceptional cases</li> <li>5. Introduces improvements that will enhance and improve the delivery and effectiveness of the DENR's benefits and welfare program</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to RA 6713</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims</li> <li>3. Establishes an Employee Assistance Program that will help identify issues and concerns that affect employee performance and productivity</li> </ol>

<p>6. Communicates the requirements for personnel benefits</p> <p>7. Prepares reports on attendance of personnel relative to compensation and other reports that need to be submitted to the Regional Office</p>	<p>5. Identifies gaps and areas for improvement in the existing compensation programs and practices.</p>	<p>6. Possesses technical capability to conduct benefits studies (needs assessment, financial assessment, program design)</p>	
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## PCHR3 – PROCESSING OF PERSONNEL ACTIONS

The ability to apply DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions.

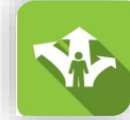


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in processing of personnel actions	Implements applicable DENR, CSC, DBM and CESB laws, rules and regulations in the processing of personnel actions	Leads in the processing of personnel actions	Plans and programs and formulates or enhance policies in the processing of personnel actions
<ol style="list-style-type: none"> <li>1. Knows the pertinent provisions of the DENR, CSC, DBM and CESB laws, rules and regulations in the preparation of various personnel actions</li> <li>2. Knows how to prepare the necessary documentation of personnel actions</li> <li>3. Knows the systematic filing system/safe keeping of personnel records</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies appropriate DENR, CSC/ CESB, DBM principles, practices and policies in preparing actions on appointments, promotions, transfers, resignations, separations, reinstatements and other personnel actions</li> <li>2. Maintains complete and updated personnel records of all officials and employees</li> <li>3. Prepares, maintains list of personnel complements (PENRO and CENROs) accurately</li> <li>4. Creates and maintains data base for all employees</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicates the implementing rules and regulations of DENR, COA, CSC, DBM and other issuances on personnel actions</li> <li>2. Evaluates and recommends actions on personnel movement</li> <li>3. Provides advice to various units/offices on qualifications for recruitment, promotions and examinations and other personnel administration aspects</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends policies and guidelines relative to qualification standards for appointments, position classification, personnel research, job audit, human resource surveys, etc.</li> <li>2. Advises officials on personnel matters including those of contested appointments</li> <li>3. Facilitates and evaluates effectiveness of existing programs and recommends improvement to meet changing needs in human resources management</li> </ol>



## PCHR4 – GRIEVANCE HANDLING

The ability to assist, execute and resolve grievance between personnel conflict, and to provide assistances to CODI material in pursuing sexual harassment cases.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in Grievance Handling and Administrative Discipline activities/cases	Implements Grievance Handling Guidelines in resolving Administrative cases	Supervises the effective implementation of Grievance Handling Guidelines and the Administrative disciplinary process	Prepares plans and programs and formulates or enhances policies on Grievance Handling
<ol style="list-style-type: none"> <li>Understands the procedures in applying the Grievance Machinery Program and other Administrative Offenses in the department</li> <li>Knows the pertinent provisions of RA 6713, Rule on Administrative Cases in the Civil Service (RACCS), Anti-Sexual Harassment Law (RA 7877) and other related CSC issuances</li> <li>Assists in resolving personnel issues and concerns such as complaints/grievances of employees on personnel matters such as policies/procedures on appointment, promotion, tenure, transfer, reassignment, separation and other personnel actions</li> <li>Assists CODI in the investigation of sexual harassment cases</li> </ol>	<ol style="list-style-type: none"> <li>Applies knowledge of CSC, DBM principles, practices and policies</li> <li>Monitors consistency in implementing DENR/CSC policies and guidelines on recruitment, compensation, performance management, and other personnel matters</li> <li>Conducts preliminary assessment of personnel issues</li> <li>Recommends possible actions/strategies/solutions to be taken by the Management</li> <li>Monitors consistency of compliance or agreement of the resolution reached by parties in conflict</li> </ol>	<ol style="list-style-type: none"> <li>Monitors and interprets CSC and DBM rules, laws and regulations; and provides management with advice on the best way to operate under these conditions</li> <li>Facilitates/leads in resolving personnel issues i.e., grievance dialogues</li> <li>Develops and implements personnel programs/ decisions to promote harmonious long-term relations between employees and management</li> </ol>	<ol style="list-style-type: none"> <li>Institutionalizes Grievance Machinery to help build a good management - employee relations and to resolve issues and concerns immediately</li> <li>Recommends improvement in grievance procedures and other personnel related issues in the DENR</li> </ol>



## PCHR5 – PERFORMANCE MANAGEMENT

The ability to administer performance, incentives and awards programs and systems in accordance with existing statutory (e.g., DBM, CSC) and DENR laws, rules and regulations.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Provides support/assists in performance, incentives and awards systems administration	Implements performance, incentives and awards policies	Leads the implementation of performance, incentives and awards policies	Plans and programs and formulates or enhance policies on performance, incentives and awards administration
<ol style="list-style-type: none"> <li>1. Knows the national government's policies on performance, incentives and awards</li> <li>2. Safe keeps individual performance and commitment review (IPCR) forms and maintains database and or master list</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements national government policies on Performance, Incentives and Awards</li> <li>2. Evaluates the IPCR forms submitted by employees</li> <li>3. Collaborates with the HRS Division in terms of the grant of the incentives and awards</li> <li>4. Prepares necessary documents i.e. Certificate of Performance Ratings as needed for the grant of incentives and awards and as requirement for personnel actions</li> </ol>	<ol style="list-style-type: none"> <li>1. Endorses incentives and awards recipients and the IPCRs to the PRAISE, PMT and other related committees</li> <li>2. Provides the needed administrative and technical support as secretariat to PRAISE, PMT and other related committees</li> <li>3. Conducts specific studies and assists in developing or enhancing the policies on performance management, incentives and awards</li> <li>4. Interprets effectively and communicates the philosophy, rationale, concept and guidelines governing the DENR's rewards and recognition mechanisms</li> <li>5. Introduces improvements that will enhance and improve the delivery and effectiveness of the DENR's performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviews and develops an employee monitoring system focusing on employee's performance and conduct pursuant to RA 6713</li> <li>2. Conducts study on employee behavior; renders opinion/position paper on the queries pertaining to salary/ wages/benefits claims</li> <li>3. Establishes an Employee Assistance Program that will help identify issues and concerns that affect employee performance and productivity.</li> </ol>

		management, incentives and awards program	
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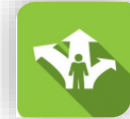




## PCHR6 – LEARNING NEEDS ASSESSMENT (LNA)

The ability to:

- conduct LNA studies to identify the learning needs (gap between desired and actual job performance that results from the lack of appropriate KSA) of individuals in various positions in the organization that can be addressed by training; and
- identify and recommend learning and development interventions based on the LNA.

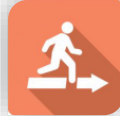


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the conduct of LNA activities	Implements LNA activities	Supervises the conduct of LNA activities	Assists in the conduct of LNA activities
<ol style="list-style-type: none"> <li>1. Knows the rationale for conducting LNA and the need to align it with the DENR's Mandates/vision/mission/Core values</li> <li>2. Identifies/outlines the steps in the LNA Process</li> <li>3. Knows the different methods/techniques of LNA</li> <li>4. Knows the various data sources for organizational, groups and individual learning needs</li> <li>5. Identifies the task requirements of a job and KSA required for successful job performance</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines appropriateness of each LNA method by assessing the advantages and disadvantages of each e.g. problem-solving approach, task or competency-based</li> <li>2. Validates LNA data thru interviews, FGD (focus group discussion) and observation</li> <li>3. Communicates with the unit heads on their specific learning needs</li> <li>4. Identifies capability needs that can be addressed through learning and other HRD interventions</li> </ol>	<ol style="list-style-type: none"> <li>1. Performs gap analysis by identifying discrepancies, pinpointing their causes and then comparing actual with desired performance</li> <li>2. Analyzes LNA data and other organizational documents and responds to immediate performance gaps by identifying the causes related to lack of knowledge, skills and attitude</li> <li>3. Identifies and recommends learning and development interventions to address capability needs/gaps for a particular job or role</li> </ol>	<ol style="list-style-type: none"> <li>1. Presents LNA reports to management and recommends HRD policies and training priorities as a result of the LNA study.</li> <li>2. Anticipates potential problems from recommendation/s and plans for contingent actions</li> </ol>



## PCHR7 – CAREER DEVELOPMENT

The ability to initiate and implement career development strategies based on individual and organizational needs and requirements.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in career development activities	Conducts career development activities	Leads the conduct of career development activities	Prepares plans and programs and formulates or enhances policies on career development
<ol style="list-style-type: none"> <li>1. Recognizes a range of decision making and career development theories and models</li> <li>2. Defines career development and succession management</li> <li>3. Outlines the entire career development process</li> <li>4. Prepares the documents needed in the execution of the career development activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Carries out introduction on career development and succession management program in P/CENROs</li> <li>2. Administers self-assessment or multi-source assessment to establish the current competency profile</li> <li>3. Conducts competency profile matching that compares employee competencies against targeted role/job requirements in order to identify the competency gaps</li> <li>4. Examines the competency gaps and formulates the L&amp;D interventions needed to address these gaps</li> <li>5. Establishes the career paths of employees based on the competency profile matching</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends the conduct of all the career development activities at the PENRO</li> <li>2. Addresses the issues encountered during the conduct of career development activities</li> <li>3. Provides input to strategic and operational plans for long-term career development</li> <li>4. Implements career assessment instruments and methods designed by the Regional Office</li> <li>5. Carries out career counselling either individually or in groups</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategic and operational plans for long-term career development guidance as appropriate</li> <li>2. Proposes policies for career development system improvement</li> <li>3. Acts as subject matter expert on career development and succession management</li> </ol>

	<p>6. Devises career development plans of employees that include the L&amp;D interventions and timeframe they need to address their competency gaps</p> <p>7. Performs monitoring and evaluation to track the progress and validate that the employee has acquired the necessary competencies to be considered for targeted roles/ positions</p>		
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Technical cover



## PCO1 – CONCEPT AND APPLICATION OF INTEGRATED ECOSYSTEMS MANAGEMENT (IEM)

The ability to apply the concept of IEM vis-a-vis other related approaches to natural resources management (NRM). It includes the application of IEM in target sites – basin, watersheds, sub-watershed, protected areas, ancestral domains, mineral reservations, islands, others.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the application of IEM and other related approaches to Natural Resources Management (NRM)	Applies IEM and other related approaches to NRM	Leads the application of IEM and other related approaches to NRM in basin, watersheds, sub-watershed, protected areas, ancestral domains, mineral reservations, islands, others	Formulates and recommends policies, guidelines, procedures and criteria on integrated ecosystem management
<ol style="list-style-type: none"> <li>1. Knows the fundamentals of ecology and the different types of ecosystems with respect to their structure, functions and dynamics</li> <li>2. Knows the interdependencies of different ecosystems and social systems and their dynamics with respect to improved management on one hand, or disturbance and alterations on the other</li> <li>3. Knows the likely effects of alterations and the methods to measure such impacts</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies IEM in target sites – basin, watersheds, sub-watershed, protected areas, ancestral domains, mineral reservations, islands, others</li> <li>2. Determines the benefits emanating from the application of IEM- on dependent communities and the ecosystems</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitors and evaluates threshold of environmental standards and socio-economic considerations in the implementation of IEM in basin, watersheds, sub-watershed, protected areas, ancestral domains, mineral reservations, islands, others</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops and recommends policies, guidelines, procedures and criteria on integrated ecosystem management e.g., characterization, survey, rehabilitation, improvement and protection of ecosystems</li> <li>2. Pushes for organizational and policy support to institutionalize IEM application</li> </ol>



## PCO2 – IDENTIFICATION OF INTERVENTIONS AND INTEGRATING STRATEGIES ACROSS SECTORS (FORESTRY, COASTAL, AGRICULTURE, URBAN, AIR PACE) AND ZONING FOR STRATEGIC MANAGEMENT

The ability to:

- develop and recommend strategies, policies, guidelines, procedures and criteria for identifying interventions and integrating strategies across sectors; and
- integrates strategies at the ecosystems, and local development plans by LGUs e.g. FLUP, PA management plan, ICM in the LGU CLUPs.

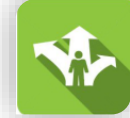


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the identification of interventions and integrating strategies across sectors	Identifies interventions and integrating strategies across sectors	Leads the identification of interventions and integration strategies across sectors	Formulates and recommends strategies, policies, guidelines, procedures and criteria for identifying interventions and integrating strategies across
1. Knows how to identify, allocate and delineate land and marine resources based on their characteristics for optimum use and minimize risk	1. Integrates sector strategies at the ecosystems, and local development plans by LGUs e.g. FLUP, PA management plan, ICM in the LGU CLUPs	1. Prepares work and financial plan to support implementation of integrated ecosystem management strategies.	1. Develops and recommends strategies, policies, guidelines, procedures and criteria for identifying interventions and integrating strategies across sectors



## PCO3 – CHARACTERIZATION OF ECOSYSTEMS AND USE OF PLANNING TOOLS AND PROCEDURES

The ability to plan and to undertake data gathering and to interpret such for situational analysis on a targeted clientele, assessment of ENR assets, governance and management of these assets, inter-connectedness, interdependence, issues and constraints and opportunities in managing the ecosystems. It includes conduct of resource assessment i.e. GIS for hazards and vulnerability assessment.

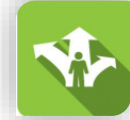


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the characterization of ecosystems and use of planning tools and procedures	Undertakes characterization of ecosystems and use of planning tools and procedures	Leads the characterization of ecosystem and use of planning tools and procedures	Formulates and recommends strategies, policies, guidelines, procedures and criteria for characterization of ecosystem and use of planning tools and procedures
<ol style="list-style-type: none"> <li>Has knowledge on the conduct of data gathering and interpret same situational analysis on a targeted clientele</li> <li>Has knowledge on the conduct of resource assessment</li> </ol>	<ol style="list-style-type: none"> <li>Conducts resource assessment</li> <li>Undertakes analysis of different stakeholders and institutions to better understand their role and behavior and participation in the project</li> <li>Facilitates consensus building to surface vision, mission, goals of the community for responsible resource management</li> </ol>	<ol style="list-style-type: none"> <li>Leads the conduct of resource assessment</li> <li>Serves as resource person on characterization and resource assessment</li> </ol>	<ol style="list-style-type: none"> <li>Formulates and recommends policies, plans and programs on the assessment of ENR assets, governance and management of these assets, inter-connectedness, interdependence, issues and constraints and opportunities in managing the ecosystems</li> </ol>



## PCO4 – RESOURCE MANAGEMENT AND RESTORATION/REHABILITATION OF DEGRADED ECOSYSTEMS

The ability to identify and implement appropriate resource management and restoration strategies of various ecosystems – forests, coastal/marine, wetlands, rivers, mangroves, grasslands, others.



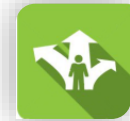
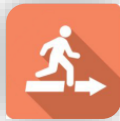
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in identifying and implementing appropriate resource management and restoration strategies of various ecosystems	Identifies and implements appropriate resource management and restoration strategies of various ecosystems	Leads the implementation of appropriate resource management and restoration strategies of various ecosystems	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the identification of appropriate resource management and restoration strategies of various ecosystems
<ol style="list-style-type: none"> <li>Has basic knowledge of the interdependencies of different ecosystems</li> <li>Has basic knowledge of the protocols and provisions of national and international laws and agreements on biodiversity</li> <li>Has knowledge of traditional and emerging methodologies on PBME and their application to the Philippines</li> <li>Has knowledge of the invasive plant and animal species in the Philippines</li> </ol>	<ol style="list-style-type: none"> <li>Implements specific programs and projects to ensure protection, management and conservation of various ecosystems</li> <li>Determines impacts to biodiversity of proposed projects while promoting biodiversity protection and conservation</li> </ol>	<ol style="list-style-type: none"> <li>Integrates biodiversity conservation in all ecosystem development and use</li> <li>Strengthens biodiversity component in the EIA system</li> <li>Assist in the development of appropriate strategies on integrated ecosystem management and restoration</li> </ol>	<ol style="list-style-type: none"> <li>Develops and recommends policies, guidelines, procedures and criteria on integrated ecosystem management e.g., characterization, survey, rehabilitation, improvement and protection of ecosystems</li> </ol>





## PCO5 – PREPARATION OF NATURAL RESOURCES MANAGEMENT (NRM)-RELATED PLANS (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM)

The ability to facilitate or provide technical assistance in the formulation and implementation of the following NRM plans: FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM and to mainstream ENR plans to LGU plans

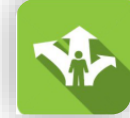


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the preparation of NRM- related plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU plans	Facilitates/ provides technical assistance in the formulation and implementation of NRM-related plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU plans	Leads the preparation of NRM- related plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU plans	Recommends strategies, policies, guidelines, procedures and criteria for the preparation of NRM- related plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU plans
<ol style="list-style-type: none"> <li>1. Gathers primary and secondary data and information on the physiographic, biological, ecological and socio-economic characteristics of an NRM area</li> <li>2. Operates appropriate mapping software (Geographic Positioning System (GPS) and Geotagging device and Geographic Information System (GIS).</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepares integrated maps showing spatial information on forest interventions (e.g. tenurial instruments, area development, area rehabilitated and others)</li> <li>2. Assist in the analysis of socio-cultural characteristics, physiographic, biological, ecological and socio-economic characteristics of an NRM area</li> <li>3. Provides technical assistance in the formulation and implementation of NRM-related plans</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends appropriate uses and implementation strategies of an NRM area</li> <li>2. Provides technical assistance to LGU ENR plans.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategies, policies, guidelines, procedures and criteria for the preparation of NRM- related plans (FLUP, CRMP, ISWMP, PAMP, IRBM, IWRM) and integration to LGU plans</li> </ol>



## PCO6 – ENVIRONMENT AND NATURAL RESOURCE (ENR) ACCOUNTING

The ability to define the concept of externalities in environmental economics and the ability to apply these concepts in IEM – assessment, formulating user fees and charges, enforcement, EIA/IEE evaluation, and formulating conditionalities. It includes skills in undertaking natural resource accounting (NRA) including its interpretation and application in NRM.

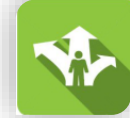


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in undertaking ENR accounting activities	Undertakes ENR accounting activities	Implements ENR accounting activities	Recommends strategies, policies, guidelines, procedures and criteria for ENR accounting activities
<ol style="list-style-type: none"> <li>1. Knows fundamental knowledge on ENR accounting</li> <li>2. Knows the tools, methods and processes for ENR accounting e.g. resource inventory, physical and monetary accounting and ENR valuation methods</li> </ol>	<ol style="list-style-type: none"> <li>1. Applies NRA such as appropriate resource inventory, assessment, formulating user fees and charges, enforcement, EIA/IEE evaluation, and formulating conditionalities in natural resources management</li> <li>2. Applies practical interpretation and use of ENR accounts and recommends measures to institutionalize its application in IEM</li> </ol>	<ol style="list-style-type: none"> <li>1. Implements NRA activities such as resource inventory, assessment, formulating user fees and charges, enforcement, EIA/IEE evaluation, and formulating conditionalities in natural resources management</li> <li>2. Serves as resource person, guides and coaches other in this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategies, policies, guidelines, procedures and criteria for the implementation ENR accounting activities</li> </ol>



## PCO7 – STRATEGIES AND SCHEMES FOR FINANCING ENVIRONMENTAL PROJECTS

The ability to mobilize various sources of funds in support of IEM and resource management activities – DENR budgets, LGU IRA and non-IRA contributions, users/charges/contribution and PES schemes to IPAF, shares from public-private partnerships (PPP), preparing grants/donor proposals, leveraging NGO support, others. It includes knowledge of alternative financing schemes (PES and shares from PPP) for environmental rehabilitation projects- like user fees, public-private partnership, guarantee fund, etc.

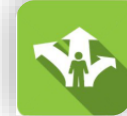


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in planning, initiating and operationalizing strategies and schemes for financing environmental projects	Plans, initiates and operationalizes strategies and schemes for financing environmental projects	Leads the planning, initiating and operationalizing strategies and schemes for financing environmental projects	Recommends strategies, policies, guidelines, procedures and criteria for the planning, initiating and operationalizing strategies and schemes for financing environmental projects
<ol style="list-style-type: none"> <li>1. Knows the various sources of funds in support of NRM activities – DENR budgets, LGU IRA and non-IRA contributions, users/ charges/ contribution and PES schemes to IPAF, shares from public-private partnerships (PPP), preparing grants/donor proposals, leveraging NGO support, others</li> <li>2. Has knowledge of incentive schemes for environmental initiatives by POs, user groups, communities, and the private sector</li> </ol>	<ol style="list-style-type: none"> <li>1. Knows alternative financing schemes (PES and shares from PPP) for environmental rehabilitation projects- like user fees, PPP, guarantee fund, etc.</li> <li>2. Plans, initiates and operationalizes user fees and charges and payment of environmental services</li> </ol>	<ol style="list-style-type: none"> <li>1. Plans, initiates and operationalizes alternative financing schemes for the environment</li> <li>2. Serves as resource person and guides and coaches other in this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategies, policies, guidelines, procedures and criteria for the planning, initiating and operationalizing strategies and schemes for financing environmental projects</li> </ol>



## PCO8 – RESULTS-BASED MONITORING AND EVALUATION SYSTEM (RBME) AND ENVIRONMENTAL AUDIT FOR DIFFERENT ENRM SITES

The ability to identify, determine and facilitate joint adoption of key outputs and outcomes of NRM for watersheds, PAs, KBAs, islands, ancestral domains, islands, mineral reservations, others for the progress monitoring of biodiversity, forests and forest lands, environmental governance, ENR, sustainable financing, local sustainable development.



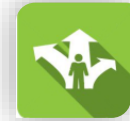
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in RBME and Environmental Audit of activities for different ENRM sites	Implements RBME activities and environmental audit for different ENRM sites.	Leads the implementation of RBME activities and environmental audit for different ENRM sites	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the implementation of RBME and environmental audit activities for different ENRM sites
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the protocols and provisions of national and international laws and agreements on biodiversity and how the output indicators are related to these especially in PAs and KBAs</li> <li>2. Is familiar with traditional and emerging methodologies on participatory biodiversity monitoring and evaluation (PBME) and their application to the Philippines</li> <li>3. Is familiar with Filipino indigenous cultural communities and the issues and problems they face</li> </ol>	<ol style="list-style-type: none"> <li>1. Determines key outputs and their indicators for the progress monitoring of biodiversity, forests and forest lands, environmental governance, ENR, sustainable financing, and local sustainable development</li> <li>2. Demonstrates the specific precautions and steps to ensure protection and conservation of biodiversity in any ecosystem intervention</li> <li>3. Undertakes participatory biodiversity monitoring and evaluation (PBME)</li> <li>4. Prepares instrumentations and their operation to generate relevant data for M and E</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhances determination of impacts to biodiversity of proposed projects while promoting biodiversity protection and conservation</li> <li>2. Serves as resource person in this competency</li> <li>3. Leads the monitoring of compliance of concerned sectors to ENR standards/ agreements and permits</li> <li>4. Provides technical assistance on this competency to LGUs and other stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategies, policies, guidelines, procedures and criteria for the implementation of RBME activities for different ENRM sites and environmental audit activities</li> </ol>

<p>4. Has knowledge of the indigenous knowledge systems and practices of Filipino ICC's and the link to their identity and survival</p> <p>5. Has knowledge in undertaking the M&amp;E tools for the different sectors of the DENR</p>	<p>5. Monitors compliance of concerned sectors to ENR standards/agreements and permits</p>		
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## PCO9 – ENVIRONMENTAL GOVERNANCE

Knowledge of the basic elements of good environmental governance that include transparency, accountability, participation, collaboration and functionality and the ability to apply/practice the elements of good environmental governance in improved resource management. It includes developing and maintaining partnerships and networking to implement ENR policies and programs and to apply existing ENR standards and development of standards as needed.

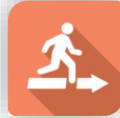


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in environmental governance activities that include transparency, accountability, participation, collaboration and functionality	Undertakes environmental governance activities that include transparency, accountability, participation, collaboration and functionality	Leads environmental governance activities that include transparency, accountability, participation, collaboration and functionality	Formulates and recommends strategies, policies, guidelines, procedures and criteria for environmental governance activities
<ol style="list-style-type: none"> <li>Has knowledge of major ENR policies and their requirements for implementation at the provincial and local levels</li> <li>Knows the formulated ordinances scheme for Environmental Governance and procedure among LGUs and Management Council and Bodies</li> <li>Has knowledge for integrating RBME with the environmental governance improvement</li> <li>Knows institutional partnership and networking rules and regulations, and other issuances</li> </ol>	<ol style="list-style-type: none"> <li>Develops and maintains partnerships and networking to implement ENR policies and programs and to apply existing ENR standards and development of standards as needed</li> <li>Implements ENR governance policies and programs</li> <li>Applies existing ENR standards and development of standards as needed.</li> </ol>	<ol style="list-style-type: none"> <li>Designs and implements training programs on IEM for DENR and LGUs for role and capacitation of DENR and LGUs in NRM</li> <li>Serves as resource person this competency</li> </ol>	<ol style="list-style-type: none"> <li>Develops and recommends strategies, policies, guidelines, procedures and criteria for effective environmental governance activities</li> <li>Champions the practice of good governance and serves as role model in the workplace</li> </ol>



## PCO10 – CLIMATE CHANGE AND ENVIRONMENTAL MANAGEMENT

The ability to apply IEM in order to mitigate climate change and facilitate adaptation strategies for ecosystems in helping communities adjust their livelihoods and enterprises.

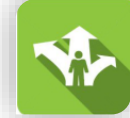


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in applying mitigating measures and adaptive solutions to climate change	Applies mitigating measures and adaptive solutions to climate change	Leads the application of mitigating measures and adaptive solutions to climate change	Recommends strategies, policies, guidelines, procedures and criteria for the application of mitigating measure and adaptive solutions to climate change
<ol style="list-style-type: none"> <li>Has knowledge and understanding of the causes and effects of climate change</li> <li>Has knowledge on the mitigating measures and adaptive solutions to climate change</li> <li>Has basic knowledge on international conventions, protocols and agreements, and national policies and laws to address climate change</li> </ol>	<ol style="list-style-type: none"> <li>Conducts vulnerability assessment</li> <li>Integrates IEM principles to address climate change issues in the LGU-CLUPs, projects/establishment</li> <li>Conducts intensive IEC among stakeholders on Climate Change Adaptation and Mitigation (CCAM)</li> </ol>	<ol style="list-style-type: none"> <li>Spearheads the implementation of climate change mitigation and adaptation strategies and measures</li> <li>Implements/monitors mitigating measures and adaptive solutions to climate change</li> </ol>	<ol style="list-style-type: none"> <li>Recommends strategies, policies, guidelines, procedures and criteria for the application of mitigating and adaptive solutions to climate change</li> <li>Undertakes institutional partnership, networking and public mobilization to address climate change</li> <li>Acts as resource person of the community in CCAM</li> </ol>



## PCO11 – INFORMATION, EDUCATION AND COMMUNICATION, SOCIAL MARKETING AND EXTENSION SUPPORT

The ability to develop a communication/advocacy/social marketing plan to target changes of behaviors among local and national policy makers, and users/on-site land and resource managers/stakeholders to improve ENRM. It includes documentation of best practices and how to use these to enhance social marketing for changing behaviors and policies.



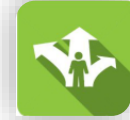
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in social marketing and extension support activities to improve ENRM	Undertakes social marketing and extension support activities to improve ENRM	Leads in social marketing and extension support activities to improve ENRM	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of social marketing and extension support activities to improve ENRM
<ol style="list-style-type: none"> <li>Has knowledge on ENRM plans and programs and identified stakeholders</li> <li>Identifies and understands the target audiences for marketing of IEM program</li> <li>Has knowledge on the concept and practice of social marketing and its application to IEM program implementation</li> <li>Undertakes social marketing initiative for IEM</li> </ol>	<ol style="list-style-type: none"> <li>Undertakes advocacy activities/ disseminates information and technologies for the adoption and practice of IEM</li> <li>Undertakes groundwork and preparations for implementation of the social marketing/ advocacy plan.</li> </ol>	<ol style="list-style-type: none"> <li>Designs social marketing and advocacy plan for an IEM/NRM Program</li> <li>Serves as resource person in this competency</li> </ol>	<ol style="list-style-type: none"> <li>Develops and recommends strategies, policies, guidelines, procedures and criteria for the conduct of social marketing and extension support activities to improve ENRM</li> </ol>





## PCO12 – SOCIAL NEGOTIATION

The ability to analyze situational conflict(s) among stakeholders, facilitate appropriate negotiation strategy and process, and seal the agreement reached through a memorandum (MOA) or other formal/legal document.



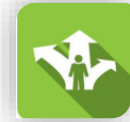
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in social negotiation activities	Conducts social negotiation activities	Leads conduct of social negotiation activities	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the conduct of social negotiation activities
<ol style="list-style-type: none"> <li>1. Has basic knowledge on the concept of social negotiation in ENR management</li> <li>2. Has basic knowledge on the profile of stakeholders, the issues and problems they are facing, and the laws and institutions protecting their rights and privileges;</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyzes situational conflict(s) among stakeholders</li> <li>2. Facilitates appropriate negotiation strategy and process</li> <li>3. Seeks consensus among parties of the provision in the formulations of a memorandum or other formal/legal document to reduce societal/ intergenerational inequity in the context of integrated resource management</li> </ol>	<ol style="list-style-type: none"> <li>1. Spearheads conduct of social negotiation activities arising from analyzing situational conflict(s) among stakeholder, facilitating appropriate negotiation strategy and process</li> <li>2. Monitoring compliance of the provisions stipulated in the MOA or other formal/legal document</li> <li>3. Serves as resource person in this competency</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommends strategies, policies, guidelines, procedures and criteria for the conduct of social negotiation activities</li> <li>2. Recommends forging of similar undertakings in pursuance of social negotiation activities</li> </ol>



## PCO13 – ENR LAW ENFORCEMENT

The ability to:

- enforce ENR existing laws on protection and improved management of natural resources (forestry, wildlife, protected area, coastal, lands, cave, water resources, etc);
- organize, establish and operate multi-sectoral/ inter-agency /LGU NR Protection Council; to identify policy gap and to develop, formulate policies for improved environmental management; and
- monitor compliance and evaluation of existing tenurial instruments and permits.



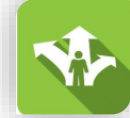
BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in ENR law enforcement activities	Implements ENR law enforcement activities	Leads the implementation of ENR law enforcement activities	Recommends strategies, policies, guidelines, procedures and criteria for the implementation of ENR law enforcement activities
<ol style="list-style-type: none"> <li>1. Has basic knowledge on ENR laws, rules and regulations</li> <li>2. Has basic knowledge on surveillance, patrolling, forest fire/pest &amp; diseases management, data gathering and preparation of spot report</li> <li>3. Has knowledge on how to use or operate gadget (hand-held radio, camera with geo-tagging capability, satellite phones, LAWIN system)</li> <li>4. Has knowledge on the conduct of CEPA</li> </ol>	<ol style="list-style-type: none"> <li>1. Assists in the conduct of ENR resource valuation activities</li> <li>2. Implements ENR law enforcement activities &amp; operational plans with the assistance of concerned stakeholders</li> <li>3. Processes intelligence report from stakeholders and informants</li> <li>4. Conducts investigation, preparation of affidavits and complaints</li> <li>5. Monitors compliance of ENR tenure holders</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducts ENR resource valuation activities</li> <li>2. Organizes, establishes and operates multi-sectoral council (SDENRO, DENRO &amp; WEO) or inter-agency/LGU/OGA NR Protection Council (MFPC, PAILTF)</li> <li>3. Leads ENR law enforcement activities</li> <li>4. Conducts administrative adjudication proceedings</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduces strategies on ENR operation and recommends policies on environmental protection and management (forest protection strategies i.e. denying the source, cutting of route and denying the market)</li> <li>2. Conducts training of field staff in the implementation of ENR rules and regulations</li> <li>3. Collaborates/networks with institutions/ law enforcement Agencies/ NGO/Media &amp; other concerned stakeholders/ Establishes and maintains linkages with institutions/ Law Enforcement Agencies/</li> </ol>

	6. Operates the e-filing system and database management	5. Prepares related ENR operational plans including learning designs for capacity building	NGO/Media & other concerned stakeholders 4. Acts as resource person on ENR Laws, rules and regulations 5. Conducts technical evaluation with recommendations of all ENR cases
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## PCO14 – LAND DISPOSITION AND MANAGEMENT

The ability to effectively manage alienable and disposable (A&D) lands and other government lands as defined in the Public Land Act through formulation of land policies and programs; conduct of sound land disposition through systematic adjudication for equitable land ownership and tenurial security, and land valuation to support revenue generation and stimulate land market.

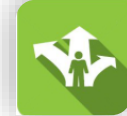
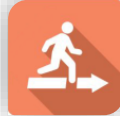


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assist in the disposition of A&D lands and management of other government lands.	Processes and evaluates public land applications	Leads in the disposition of A&D lands and management of other government lands.	Recommends plans, programs and policies on land management activities
<ol style="list-style-type: none"> <li>Has basic knowledge of the pertinent laws, rules and regulations on land resources management</li> <li>Identifies properties such as friar lands, foreshore, salvage zone/legal easement and titled properties belonging to national government and other lands not placed under the control of other government agencies, and proclaimed lands subject for disposition</li> <li>Has basic knowledge in research, inventory and assessment of land resources and improvements</li> <li>Has basic knowledge on rules and regulations on claims and conflicts resolution and ADR mechanism.</li> </ol>	<ol style="list-style-type: none"> <li>Identifies different public lands for disposition and management</li> <li>Evaluates and assesses inventory of land resources and improvements for various uses</li> <li>Prepares CSW of all documents for submission to RO</li> <li>Assist in the preparation of plans and programs in the management of land resources in accordance with the purpose where the land is being proclaimed, reserved and titled</li> <li>Assists in the conduct of claims and conflicts resolution and ADR mechanism</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates different land resources for land management purposes</li> <li>Implements, Monitors and evaluates land management plans and programs</li> <li>Establishes coordination with different stakeholders on land disposition and management</li> <li>Reviews CSW for submission to RO</li> <li>Conducts claims and conflicts resolution and ADR proceedings and prepares pertinent documents.</li> </ol>	<ol style="list-style-type: none"> <li>Introduces innovation on the management of lands</li> <li>Reviews and recommends actions, plans and policies pertaining to land management</li> <li>Leads certain activities on land management</li> <li>Formulates and recommends policies on land management matters</li> <li>Acts as resource person in meetings, hearings, and other seminar on land management</li> </ol>



## PCO15 – FOREST, WATER AND WILDLIFE RESOURCES REGULATION

The ability to effectively and sustainably manage and regulate the utilization of forest, water resource and wildlife.

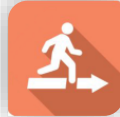


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in the forest, water and wildlife resource utilization and regulation activities	Processes and evaluates forest, water and wildlife resource utilization and regulation activities	Evaluates and reviews the forest, water and wildlife resource utilization and regulation activities	Recommends plans, strategies, programs and policies on forest, water and wildlife resource utilization and regulation activities
<ol style="list-style-type: none"> <li>Has basic knowledge of the pertinent laws, rules and regulations on forest and water utilization and wildlife permitting</li> <li>Has basic knowledge on the requirements and processes in the issuance of permits/licenses.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluates documents and analyzes data submitted.</li> <li>Prepares plans, programs and completed staff work (CSW)</li> <li>Processes and recommends appropriate mode of tenure and permits for forest, water, and wildlife resource utilization)</li> </ol>	<ol style="list-style-type: none"> <li>Reviews, revises and recommends plans and programs pertaining to forest, water and wildlife resources utilization &amp; regulation activities</li> <li>Implements /monitors the implementation of the plans and programs on resource regulation</li> </ol>	<ol style="list-style-type: none"> <li>Introduces innovation on forest, water and wildlife resource utilization and resource regulation</li> <li>Reviews and recommends policies pertaining to forest, water and wildlife resources utilization and regulation activities</li> <li>Administers all activities on resources and utilization regulation</li> </ol>



## PCO16 – TENURE AND RIGHTS ASSESSMENT

The ability to evaluate effectiveness of tenure holders – government instrumentalities, community, private sector, others - based on organizational, stewardship, protection and management capabilities.

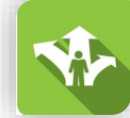


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
<p>Assists in the evaluation on the effectiveness of tenure holders based on organizational, stewardship, protection and management capabilities</p>	<p>Evaluates effectiveness of tenure holders based on organizational, stewardship, protection and management capabilities</p>	<p>Leads the evaluation of effectiveness of tenure holders based on organizational, stewardship, protection and management capabilities</p>	<p>Formulates and recommends strategies, guidelines, procedures and criteria for the evaluation of effectiveness of tenure holders based on organizational, stewardship, protection and management capabilities</p>
<p>1. Has knowledge on the different kinds of tenure and qualifications of holders. Knows the different kinds of tenure holders, community, private sector, others.</p>	<p>1. Evaluates effectiveness of tenure holders – government instrumentalities, community, private sector, others - based on organizational, stewardship, protection and management capabilities</p> <p>2. Assists the land and resource management units improve or strengthen resource management of their areas of responsibility</p>	<p>1. Reviews the effectiveness of tenure holders based on organizational, stewardship, protection and management capabilities</p>	<p>1. Develops and recommends strategies, policies, guidelines, procedures and criteria for the evaluation of effectiveness of tenure holders based on organizational, stewardship, protection and management capabilities</p>



## PCO17 – TENURIAL INSTRUMENTS AND PERMITS FOR IMPROVED RESOURCE MANAGEMENT

Knowledge of the basic elements of good environmental governance that include transparency, accountability, participation, collaboration and functionality and the ability to apply/practice the elements of good environmental governance in improved resource management. It includes developing and maintaining partnerships and networking to implement ENR policies and programs and to apply existing ENR standards and development of standards as needed.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assist in the preparation of tenorial instruments and permits for improved resource management	Prepares tenorial instruments and permits for improved resource management.	Reviews and recommends the approval of the issuance of tenorial instruments and permits for improved resource management.	Formulates and recommends strategies, policies, guidelines, procedures and criteria for the issuance of tenorial instruments and permits for improved resource management
<ol style="list-style-type: none"> <li>Has knowledge of appropriate tenure instruments and permits</li> </ol>	<ol style="list-style-type: none"> <li>Prepares/ draft tenorial instruments and permits for improved resource management</li> </ol>	<ol style="list-style-type: none"> <li>Reviews and recommends the approval of the issuance of tenorial instruments and permits for improved resource management organizations/private sector and co-management under the partnership for improved resource management</li> <li>Provides technical assistance on this competency to LGUs and other stakeholders</li> <li>Reviews and recommends existing laws for policy recommendation</li> </ol>	<ol style="list-style-type: none"> <li>Develops, recommends and introduces innovation, strategies, policies, guidelines, procedures and criteria for the issuance of tenorial instruments and permits under co-management agreement for improved resource management</li> <li>Reviews and recommends actions, plans and policies pertaining to issuance of tenure instrument and permits</li> <li>Administers all activities on issuance of tenure instrument and permits</li> <li>Recommends formulation of new policy guidelines on issuance of tenure instrument and permits</li> </ol>



## PCO18 - GEOGRAPHIC INFORMATION SYSTEM (GIS)

The ability required to operate, update, access, maintain and secure GIS data software and hardware. It requires the ability for the generation, processing, management and dissemination of geographic data to interested users.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Knows basic knowledge in GIS and other related software	Implements GIS application and development for resource mapping	Leads implementation of GIS techniques for resource mapping	Prepares plans and programs and formulates policy recommendations for GIS resource mapping
<ol style="list-style-type: none"> <li>Has basic knowledge in creating maps using GIS software and related equipment</li> <li>Coordinates and gathers thematic map and other geospatial data from other divisions/ offices pertaining to GIS – supported projects</li> <li>Assists in the evaluation, integration and analysis of thematic maps and other geospatial data</li> <li>Assist in the preparation of metadata and other documentation requirements.</li> <li>Has basic knowledge on computer-aided design programs.</li> </ol>	<ol style="list-style-type: none"> <li>Compiles geographic data from a variety of sources (e.g. field observation, satellite imagery)</li> <li>Operates system hardware, software and other related equipment and maintains GIS</li> <li>Documents all project activities and prepares progress and other reports</li> <li>Assists in the implementation and development of basic GIS techniques/ applications</li> <li>Integrates and analyzes geospatial data</li> <li>Assists in the development and establishments of data bases for GIS supported projects</li> </ol>	<ol style="list-style-type: none"> <li>Prepares project proposals related to GIS supported project</li> <li>Leads implementation of GIS activities</li> <li>Develops and recommends new GIS applications, techniques and databases for GIS supported project</li> <li>Prepares technical reports on GIS supported projects</li> <li>Reviews GIS supported projects prior to submission and evaluation by management</li> </ol>	<ol style="list-style-type: none"> <li>Prepares plans and programs and formulates policy recommendation on GIS supported projects.</li> <li>Reviews/approves technical reports on GIS projects.</li> <li>Creates strategic alliances to ensure that goals and plans are aligned to the interests of other offices.</li> <li>Acts as resource person in GIS</li> </ol>

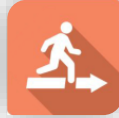


	7. Generates geographic data and statistics for incorporation into documents and reports		
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## PCO19 – SURVEYING

The ability to conduct measurement of the earth's surface primarily to establish geodetic control/project control points and boundaries of the political subdivision and individual land parcels by determining the coordinates/position of its corners, setting corner markers or monuments and obtaining the boundary technical description and area information and making there from the scaled representation of the area surveyed by means of plans or maps, for registration, legal or development purposes.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land surveying activities	Conducts land surveying activities	Supervises land surveying activities	Formulates plans, programs and policies on land surveying activities
<ol style="list-style-type: none"> <li>Has basic knowledge in land surveying principles including its laws, rules and regulation</li> <li>Has basic knowledge in operating and proper handling of surveying instruments and equipment</li> <li>Has a basic knowledge in the different types of maps and plans and in map reading.</li> <li>Has basic knowledge in plotting of survey data</li> <li>Assists in the conduct of research of data for the execution of land surveys</li> </ol>	<ol style="list-style-type: none"> <li>Has advanced knowledge in map reading</li> <li>Conducts reconnaissance survey</li> <li>Operates appropriate surveying instruments and equipment</li> <li>Has knowledge of various horizontal and vertical coordinate systems and datum</li> <li>Perform computerized processing of survey field data</li> <li>Conducts land survey</li> <li>Has advance knowledge in plotting field survey data</li> </ol>	<ol style="list-style-type: none"> <li>Establish geodetic and project controls</li> <li>Conducts political boundary survey in coordination with the concerned local government units (LGU) and concerned stakeholders</li> <li>Supervises survey party/ survey projects</li> <li>Has basic knowledge in geographical information systems</li> <li>Prepares survey returns</li> <li>Conduct field investigation and prepare technical reports therein</li> <li>Leads a technical unit/section in the surveying office</li> </ol>	<ol style="list-style-type: none"> <li>Monitors and evaluates implementation of survey programs</li> <li>Formulates and recommends policy on surveying matters</li> <li>Reviews, evaluates and recommends approval or rejection of surveys</li> <li>Participates in the technical conferences and activities related to land survey with the other government agencies, LGU and other stakeholders</li> <li>Attends meetings and congressional hearing in connection with the survey matters</li> <li>Prepares plans and programs in relation to surveying activities</li> </ol>

<p>6. Assists in the conduct of reconnaissance surveys prior to the conduct of actual surveys</p> <p>7. Assists in the sketching and monumenting of the land parcels</p>		<p>8. Serves as resource person in technical training/workshop related to surveying</p> <p>9. Evaluates various supporting and legal documents in the conduct of land surveys</p> <p>10. Recommends the technical correctness of the technical survey and certifies survey plans for land registration</p>	<p>7. Reviews the technical correctness of the survey and certifies survey plans for land registration</p>
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## PCO20 - SURVEY VERIFICATION

The ability to perform computations, apply calculating methods to determine the latitude, longitude, elevations, angles, areas, transformations from one projection system to another, and other information primarily for the purpose of determining distance, direction, area of polygon, or for the purpose of plotting and mapping, wherein the data, is either from field notes as observed by engineering survey party or from existing survey records on file, using reference tables or software and calculating machine or computer.

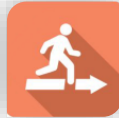


BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in survey verification activities	Conducts survey verification activities	Supervises survey verification activities	Formulates plans, programs and policies on survey verification activities
<ol style="list-style-type: none"> <li>1. Has basic knowledge in trigonometry</li> <li>2. Has basic knowledge in applying formulas in determining the azimuth/ bearing, distance, area and position/coordinates</li> <li>3. Has basic knowledge in preparation of traverse computation sheets from field notes</li> <li>4. Has basic knowledge in preparation of lot data computation sheets from field notes</li> <li>5. Has basic knowledge in using scientific and programmable calculator</li> </ol>	<ol style="list-style-type: none"> <li>1. Computes traverse and lot data computations of survey returns</li> <li>2. Computes geographic positions</li> <li>3. Computes survey data using computer software application or scientific/programmable calculator</li> <li>4. Plots the survey plans on projection maps</li> <li>5. Has knowledge in geo-referencing</li> </ol>	<ol style="list-style-type: none"> <li>1. Verifies traverse and lot data computations of survey returns</li> <li>2. Analyzes and rectifies errors in the computations within allowable closure of error</li> <li>3. Manages projection and other survey verification units</li> <li>4. Prepares reports to management defining problem, evaluation and possible solution</li> <li>5. Evaluates survey returns with regards to land survey verification</li> <li>6. Has advanced knowledge in geographic information system</li> </ol>	<ol style="list-style-type: none"> <li>1. Develops, promotes, implements, monitors and evaluates plans and policies of survey verification units</li> <li>2. Recommends policies regarding land survey verification activities</li> <li>3. Manages technical sections on survey and mapping activities</li> <li>4. Acts as technical expert/ witness and testifies on subpoena ducestecum on cases pursuant to court order</li> </ol>



## PCO21 - MAPPING

The ability to draw or plot data either manually or digitally, from actual survey or existing records in order to represent the whole parcel of land or a portion thereof, by means of signs and symbols or photographic imagery at some given scale or projection, to which lettering is added for identification, depicting the lengths and directions of boundaries of a parcel of lands as well as the relative horizontal positions of any existing structures therein or in its vicinity.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land mapping activities	Conducts land mapping activities	Leads land mapping activities	Formulates plans, programs and policies on land mapping activities
<ol style="list-style-type: none"> <li>Has basic knowledge in the different types of maps and plans and in the preparation thereof</li> <li>Has basic knowledge in manual drafting and in using drafting instruments and equipment</li> <li>Has basic knowledge in identifying survey symbols in maps and plans</li> <li>Has basic knowledge in digitizing of survey maps and plans</li> </ol>	<ol style="list-style-type: none"> <li>Has knowledge on policies and standards related to mapping activities</li> <li>Has advanced knowledge in computerized plotting and mapping</li> <li>Prepares maps and plans from survey data</li> <li>Has advanced knowledge in cartography</li> <li>Has knowledge in the use of projection system</li> <li>Has basic knowledge in the preparation and construction of cadastral maps and other maps and plans</li> </ol>	<ol style="list-style-type: none"> <li>Leads and integrates compilation, reproduction and editing of mapping activities</li> <li>Leads the preparation and construction of consolidated cadastral map, cadastral index map and land information map</li> <li>Has advanced knowledge on the different types of map projections</li> <li>Has advanced knowledge in geo-referencing and digital projection</li> <li>Supervises a cartographic unit/ section</li> <li>Has knowledge in the evaluation/validation of maps, plans and other survey data and prepare technical report therein</li> </ol>	<ol style="list-style-type: none"> <li>Reviews, evaluates and recommends for approval, correction or rejection of maps and plans</li> <li>Develops design concepts and the corresponding guidelines for the enhancement of maps and plans and recommends their adoption</li> <li>Recommends revisions on previously approved/issued maps and plans from survey and other technical data references</li> <li>Provides inputs in the formulation of policies on mapping procedures and standards</li> </ol>

		<p>7. Has advanced knowledge in geographic information system</p> <p>8. Serves as resource person in the technical training/workshop related to plotting and mapping</p>	
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## PCO22 – LAND MANAGEMENT INFORMATION SYSTEM ADMINISTRATION

The ability to operate, update, access and maintain Land Administration Management System (LAMS) data software and hardware. It requires the ability for the generation, processing, management and dissemination of geographic data to interested users.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Has knowledge in LAMS and other related software	Implements LAMS application and development for resource mapping	Leads implementation of LAMS resource mapping	Prepares plans and programs and formulates policy recommendations for LAMS resource mapping
<ol style="list-style-type: none"> <li>Has basic knowledge on the operation of a database management system.</li> <li>Has knowledge on basic programming languages.</li> <li>Has basic knowledge on policies and standards on computerized land information system.</li> </ol>	<ol style="list-style-type: none"> <li>Knows the various land management information system software</li> <li>Designs basic system programs based on end-user's requirements</li> <li>Maintains and updates computerized recording, filing, retrieval and inventory system</li> <li>Maintains software library and periodically monitors memory management</li> <li>Undertakes cleansing of encoded/scanned survey records</li> </ol>	<ol style="list-style-type: none"> <li>Leads an information technology unit</li> <li>Has advanced knowledge in various programming languages and their applications</li> <li>Acts as a resource person in system application</li> <li>Acts as system administrator</li> <li>Reviews and recommends system programs</li> <li>Has advanced knowledge on file and database organization (i.e. data organization, database management system, storage and analysis)</li> </ol>	<ol style="list-style-type: none"> <li>Reviews and leads data analysis and statistics on land database</li> <li>Formulates and recommends plans and policies on data security risk and disaster recovery.</li> <li>Provides directions strategy of data harmonization and synchronization with other land database of other agencies</li> <li>Recommends IT service standards on land transactions within organization</li> <li>Reviews and recommends Information System Strategic Plan of the organization</li> <li>Acts as resource person on matters pertaining to land management and information system</li> </ol>



## PCO23 - LAND RECORDS MANAGEMENT

The ability to efficiently and effectively maintain an updated and orderly filing system of land records manually or thru the use of computers, to facilitate retrieval and maintenance of land records.



BASIC	INTERMEDIATE	ADVANCE	SUPERIOR
Assists in land records management activities	Maintains an updated and orderly filing system of land records	Leads in land records management activities	Formulates plans, programs and policies on land records management
<ol style="list-style-type: none"> <li>Has basic knowledge on the rules and regulations on land records management</li> <li>Has basic knowledge on grooming, scanning, filing, inventory, retrieval, maintenance and disposition of land records</li> <li>Has basic knowledge on land records pertaining to public land application records, survey plans and maps and other survey data</li> <li>Has basic knowledge and skills on computer operations (Manifold, AutoCAD, and other GIS software)</li> <li>Has basic knowledge in land records in order to respond to public inquiries</li> </ol>	<ol style="list-style-type: none"> <li>Identifies information on land records pertaining to public land application records, survey plans and maps and other survey data</li> <li>Maintains and updates the filing and retrieval system of land records</li> <li>Searches and retrieves land records from existing database to meet administrative, legal and or as a tool for policy decision making and other use</li> <li>Prepares certifications, letters and memoranda pertaining to status of land records</li> <li>Establishes storage and management of records either physical or in digital format</li> </ol>	<ol style="list-style-type: none"> <li>Classifies information on land records pertaining to public land application records, survey plans and maps and other survey data</li> <li>Creates system on filing, inventory, retrieval and maintenance and disposition of land records</li> <li>Reviews certifications, letters and memoranda pertaining to status of land records</li> <li>Prepares plans and policies pertaining to land records management</li> <li>Leads activities on land records management</li> </ol>	<ol style="list-style-type: none"> <li>Administers all activities on land records management</li> <li>Acts as technical expert/ witness and testifies on subpoena duce tecum on cases pursuant to court order</li> <li>Establishes and maintains an active continuing program for the management, preservation and disposition of land records and confidential information</li> <li>Serves as a resource person on this competency</li> <li>Formulates and recommends actions, plans and programs on land records management including modernization of land records management system</li> </ol>



<p>6. Has basic knowledge on the operation and maintenance of the scanning and printing equipment.</p>	<p>6. Has knowledge in the legal restrictions and provisions of laws in the management and maintenance of records</p> <p>7. Has knowledge on the categories and classification of land records</p>		<p>6. Provides management in relevant data and statistics as inputs to decision making</p> <p>7. Certifies documents/survey plans or maps for registration, legal or development purposes</p>
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# POSITIONS PROFILE

OFFICE OF THE P/CENRO

POSITION TITLE	FUNCTIONAL								CORE					ORGANIZATIONAL					LEADERSHIP					
	PCAS 1	PCAS 2	PCAS 3	PCAS 4	PCAS 5	PCAS 6	PCAS 7	PCAS 8	CC 1	CC 2	CC 3	CC 4	CC 5	OC 1	OC 2	OC 3	OC 4	OC 5	LC1	LC2	LC3	LC4	LC5	
AASST I (COM OP I)																								
AAIDE IV (CLERK II)																								
AAIDE IV (DRIVER II)																								

SUPPORT POSITIONS

A. Planning and Management

POSITION TITLE	FUNCTIONAL						CORE					ORGANIZATIONAL					LEADERSHIP				
	PCP 1	PCP 2	PCP 3	PCIS 1	PCIS 2	PCIS 3	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ISA II				I	I	I	I	I	I	I	I	I	I	I	I	I					
PO III	A	A	A				A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
PO II	I	I	I				I	I	I	I	I	I	I	I	I	I					
PO I	I	I	I				I	I	I	I	I	I	I	I	I	I					
ADA VI							B	B	B	B	B	B	B	B	B	B					

## B. Finance

LEGEND : Competency Level (B – basic; I – intermediate; A – advance; S – superior)

POSITION TITLE	FUNCTIONAL				CORE					ORGANIZATIONAL					LEADERSHIP				
	PFM1	PFM2	PFM3	PFM4	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
ACCT III	A				A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV (BO II)		I	I		I	I	I	I	I	I	I	I	I	I					
AO I (CASHIER I)				I	I	I	I	I	I	I	I	I	I	I					
ADAS II (BOOKKEEPER)		B	B		B	B	B	B	B	B	B	B	B	B					
ADA VI					B	B	B	B	B	B	B	B	B	B					
CREDIT OFFICER				I	I	I	I	I	I	I	I	I	I	I					
BILL COLLECTOR				B	B	B	B	B	B	B	B	B	B	B					

C. Administrative

POSITION TITLE	FUNCTIONAL														
	PCAS1	PCAS2	PCAS3	PCAS4	PCAS5	PCAS6	PCAS7	PCAS8	PCHR1	PCHR2	PCHR3	PCHR4	PCHR5	PCHR6	PCHR7
CHIEF AO	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
DMO IV	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
AO IV (HRMO II)									I	I	I	I	I	I	I
AO I (SO I)	I	I													
AO I (CASHIER I)				I											
AO I (RO I)			I	I				I							
CREDIT OFFICER I			B					B							
ADAS III (COMPUTER OPERATOR II)			B	B				B							
ADAS II (PROPERTY CUSTODIAN)	I	I		I	I	I									
ADAS I (COMPUTER OPERATOR I)				B				B							
ADAS I			B	B				B							
ADA VI				B											
ADA IV				B											
ADA IV (CLERK II)	B	B	B	B		B	B								
ADA III			B	B	B	B									
ADA I					B	B									
UTILITY WORKER															
UTILITY WORKER															
LABORER I/II															
DRIVER						B									
SECURITY GUARD							B								

POSITION TITLE	CORE					ORGANIZATIONAL					LEADERSHIP				
	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
CHIEF AO	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
AO IV (HRMO II)	I	I	I	I	I	I	I	I	I	I					
AO I (SO I)	I	I	I	I	I	I	I	I	I	I					
AO I (CASHIER I)	I	I	I	I	I	I	I	I	I	I					
AO I (RO I)	I	I	I	I	I	I	I	I	I	I					
CREDIT OFFICER I	B	B	B	B	B	B	B	B	B	B					
ADAS III (COMPUTER OPERATOR II)	B	B	B	B	B	B	B	B	B	B					
ADAS II (PROPERTY CUSTODIAN)	B	B	B	B	B	B	B	B	B	B					
ADAS I (COMPUTER OPERATOR I)	B	B	B	B	B	B	B	B	B	B					
ADAS I	B	B	B	B	B	B	B	B	B	B					
ADA VI	B	B	B	B	B	B	B	B	B	B					
ADA IV	B	B	B	B	B	B	B	B	B	B					
ADA IV (CLERK II)	B	B	B	B	B	B	B	B	B	B					
ADA III	B	B	B	B	B	B	B	B	B	B					
ADA I	B	B	B	B	B	B	B	B	B	B					
UTILITY WORKER	B	B	B	B	B	B	B	B	B	B					
UTILITY WORKER	B	B	B	B	B	B	B	B	B	B					
LABORER I/II	B	B	B	B	B	B	B	B	B	B					
DRIVER	B	B	B	B	B	B	B	B	B	B					
SECURITY GUARD	B	B	B	B	B	B	B	B	B	B					

## II. TECHNICAL POSITONS


POSITION TITLE	FUNCTIONAL																						
	PCO 1	PCO 2	PCO 3	PCO 4	PCO 5	PCO 6	PCO 7	PCO 8	PCO 9	PCO 10	PCO 11	PCO 12	PCO 13	PCO 14	PCO 15	PCO 16	PCO 17	PCO 18	PCO 19	PCO 20	PCO 21	PCO 22	PCO 23
DMO V	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S						
DMO IV	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A						
DMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A						
DMO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
DMO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SUPVG EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A						
ENGR IV														A	A	A	A	A	A	A	A	A	I
ENGR III (GE)														A	A	A	A	A	A	A	A	A	I
ENGR III														A	A	A	A	A	A	A	A	A	I
ENGR II														I	I	I	I	I	I	I	I	I	I
ENGR I														I	I	I	I	I	I	I	I	I	I
ENGG AIDE														B	B	B	B	B	B	B	B	B	B
SR EMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A						
EMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
EMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SR FMS	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A						
FMS II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
FMS I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
LMO III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A						
LMO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
LMO I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
LME																							
LMI																							
CDO II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
CDA II	B	B	B	B	B				B	B	B	B	B		B	B	B						
FOR III	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A						
FOR II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
FOR I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
FT II	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B						
FT I	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B						
SI II	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						
SI I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I						

POSITION TITLE	FUNCTIONAL																							
	PCO 1	PCO 2	PCO 3	PCO 4	PCO 5	PCO 6	PCO 7	PCO 8	PCO 9	PCO 10	PCO 11	PCO 12	PCO 13	PCO 14	PCO 15	PCO 16	PCO 17	PCO 18	PCO 19	PCO 20	PCO 21	PCO 22	PCO 23	
CARTO II	B			B	B				B	B				B	B	B	B							
CARTO I	B			B	B				B	B				B	B	B	B							
ADA VI	B			B	B				B	B				B	B	B	B							
ADA IV (CLERK II)					B	B																		
SURVEYMAN														B	B	B	B							
MATH AIDE I														B	B	B	B							
FOR RANGER	B	B	B	B					B				B											
FR (PA RANGER)	B	B	B	B					B	B			B											
SCALER																								
TREEMARKER																								
LABORER																								



POSITION TITLE	CORE					ORGANIZATIONAL					LEADERSHIP				
	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
DMO V	S	S	S	S	S	S	S	S	S	S	I	I	I	I	I
DMO IV	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO III	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
DMO II	I	I	I	I	I	I	I	I	I	I					
DMO I	I	I	I	I	I	I	I	I	I	I					
SUPVG EMS	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR IV	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III (GE)	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR III	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B
ENGR II	I	I	I	I	I	I	I	I	I	I					
ENGR I	I	I	I	I	I	I	I	I	I	I					
ENGG AIDE	B	B	B	B	B	B	B	B	B	B					
SR EMS	A	A	A	A	A	A	A	A	A	A					
EMS II	I	I	I	I	I	I	I	I	I	I					
EMS I	I	I	I	I	I	I	I	I	I	I					
SR FMS	A	A	A	A	A	A	A	A	A	A					
FMS II	I	I	I	I	I	I	I	I	I	I					
FMS I	I	I	I	I	I	I	I	I	I	I					
LMO III	A	A	A	A	A	A	A	A	A	A					
LMO II	I	I	I	I	I	I	I	I	I	I					
LMO I	I	I	I	I	I	I	I	I	I	I					
LME															
LMI															
CDO II	I	I	I	I	I	I	I	I	I	I					
CDA II	B	B	B	B	B	B	B	B	B	B					
FOR III	A	A	A	A	A	A	A	A	A	A					
FOR II	I	I	I	I	I	I	I	I	I	I					
FOR I	I	I	I	I	I	I	I	I	I	I					
FT II	B	B	B	B	B	B	B	B	B	B					
FT I	B	B	B	B	B	B	B	B	B	B					
SI II	I	I	I	I	I	I	I	I	I	I					
SI I	I	I	I	I	I	I	I	I	I	I					
CARTO II	B	B	B	B	B	B	B	B	B	B					
CARTO I	B	B	B	B	B	B	B	B	B	B					
ADA VI	B	B	B	B	B	B	B	B	B	B					

POSITION TITLE	CORE					ORGANIZATIONAL					LEADERSHIP				
	CC1	CC2	CC3	CC4	CC5	OC1	OC2	OC3	OC4	OC5	LC1	LC2	LC3	LC4	LC5
ADA IV (CLERK II)	B	B	B	B	B	B	B	B	B	B					
SURVEYMAN	B	B	B	B	B	B	B	B	B	B					
MATH AIDE I	B	B	B	B	B	B	B	B	B	B					
FOR RANGER	B	B	B	B	B	B	B	B	B	B					
FR (PA RANGER)	B	B	B	B	B	B	B	B	B	B					
SCALER	B	B	B	B	B	B	B	B	B	B					
TREEMARKER	B	B	B	B	B	B	B	B	B	B					
LABORER	B	B	B	B	B	B	B	B	B	B					



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