

LTO-RO8

COMPETENCY-BASED LEARNING AND DEVELOPMENT GUIDELINES



LTO-RO8

COMPETENCY-BASED LEARNING AND DEVELOPMENT GUIDELINES

LTO 8

I. RATIONALE

Taking care of the Human Resource is not just a matter of *management*, it is also a matter of *leadership*. While *management* is more concerned with policy implementations, employees' discipline, and making sure that people follow rules and regulations and correct systems and protocols, *leadership* focuses more on leading people towards continuous improvement (personally and professionally), making them leaders themselves, better able to serve their clients in accordance with the ideals and mandates of the agency. This is why these guidelines are conceptualized.

However, for more effectiveness and realism in the implementation of these guidelines (as to produce better results), LTO8 is keen enough to stand to its belief that *learning and development* is not just an issue of *competency improvement*, it is also an issue of *character building*. LTO8 believes that while *competency* talks about *what to do*, *character* talks about *what to become*. Obviously and scientifically speaking, *what we do* is just a product of *what we are* or *what we become*. In our efforts to serve our clients more satisfactorily, we intend to empower our people not just to develop their needed skills and competencies to do their jobs effectively, but also to imbibe the right values and character to be happy serving people and to find meaning solving problems not just for the agency but, maybe, also for our country consequently.

II. POLICY GOALS

- It is a matter of policy of LTO8 that its human resource shall have the necessary skills and competencies to do their jobs affectively and ideally, and also to develop in them the standard ethics and behaviour, grounded on universal moral principles, for them to be happy and find a deeper meaning serving our clients.
- Our regional as well as our district offices commit to educate the employees that as they perform their regular responsibilities in driver's licensing processes, registration of motor vehicles, enforcement of traffic rules and regulations, and support office operations, they understand and internalize the relevance of what they do, not just in the service of the clients, but also in the realization of the agency's goals, values, and ideals.

- This program shall include skills upgrading and character building and a variety of human resource interventions including participation in seminars and conferences, in-house trainings within the region and/or other places and opportunities as may be called for.
- This program is aimed at promoting a culture of excellence, as a major organizational goal, not just individually but also organizationally and collaboratively, which will promote teamwork and harmonious relationship among employees, to redound into better services to the clients.
- This program shall serve as a guide and link to the Employees' Strategic Performance Management System(SPMS), used by the organization in evaluating and monitoring the performance of its employees.
- This program shall also serve as an aid intervention in our intention to help underperforming employees, and a guide for rewarding good performing employees.

III. GENERAL GUIDELINES

- All learning and development interventions shall be equitably grounded on the balance between the actual needs assessed and the ideals we want to achieve based on the LTO corporate values and culture.
- While the LTO corporate values and culture already exist guided by its mission, vision, and the agency's mandates and ideals, the actual needs assessment processes are now on-going and in place with the current *mentoring and coaching* activities conducted by a professional HRD and OD consultant.
- The HRMO's observations and outputs from its sustaining monitoring and evaluating programs and systems over time, shall also play a vital and a significant role in the determination of the learning and development courses and programs to be implemented.
- A list of Learning and Development opportunities, courses, HRD trainings, and other related interventions shall be established and be made available to all LTO8 employees, suited to each level of positions, as may be determined appropriate and practicable by the top management.
- Availment of human resource learning and development opportunities shall be based on performance, organizational needs, as well as the individual's career plan.
- The method for monitoring performance effectiveness and measurement of desired functional and behavioural competencies shall

be based on performance of each staff in producing the desired performance results vis-a-viz the quality objectives.

- The organization shall utilize the *performance target* and the *performance evaluation report* based on productivity report or the documentations of individual outputs, monitoring notes and feedbacks, as mutually agreed upon by the employee and concerned supervisor in attaining pre-determined quality objectives.
- Employees' performance evaluation and monitoring shall be guided by the LTO SPMS and Common Performance Standard, Success Indicator.
- Performance effectiveness of each personnel as an integral part of the QMS shall be guided by the organization's Career Development Plan and the pre-assessed learning and development interventions plan.
- Training needs assessment shall be based on a systematic and planned criteria as may be determined by the Individual Development Plan and Performance Ratings.
- This program shall also be a vital aid to the promotions of employees as an integral part of one's career development plan, guided by the office's Merit Promotional Plan.
- This program shall also serve as a help in the organization's reward and incentives program for both individual and group performance, guided by the PRAISE.
- The HRMO shall ensure the effective implementation of this Learning and Development Plan for LTO8.

IV. LEARNING AND DEVELOPMENT OPPORTUNITIES

A. Academic Scholarship within the Philippines and Outside the Philippines

Examples:

Local

Master in Public Administration -
Or Master in Public Management preferably to be availed of by those holding 2nd level positions

Bachelor's Degree to be availed by first level Employees

Strategic Planning
Human Resource Management
Financial Management
Supervisor preferably to be availed of by Those holding 2nd level positions and or those performing

Information Technology - Functions
Performance Evaluation All levels

- A. Common Trainings
- B. Specialised Trainings
- C. ISO Related Trainings

Foreign

Course on Public Administration - preferably to be availed by those and Management holding 2nd level positions

Course on Transport Related - preferably to be availed by those Subject Matter holding 2nd level positions

B. Short Term Training Course/ In-house Training Courses

a) Based on Negative Feedbacks from Clients and Observable problematic Behaviours and Attitudes of Employees:

- Values Formation Seminars
- Seminar on "The Science of Individual and Organizational Change"
- Seminar on "The Dignity and Spirituality of Work"
- Seminar on "The Power of Focus, Integrity, and Accountability"
- Seminar on "Life-Work Integration"

b) Based on Observable Problems Encountered affecting Operations:

- Seminar on "Problem Solving and Translating Problems into Opportunities"
- Seminar on "Dealing with Difficult and Challenging Employees"
- Seminar on "TEAMBUILDING: The Power of Collaborative Working"
- Seminar on "Excellent Customer Service and Satisfaction"
- Seminar on "The Law of the Farm Approach to Life"

c) Based on Targeted Productivity, Profitability, and Service Delivery Improvement:

- Seminar on "The Science of Success"
- Seminar on "EXECUTION: The Discipline of Getting Things Done"
- Seminar on "Exceeding Your Limits Towards Excellence"
- Seminar on "Strategic Planning for Greater Results"

d) **Based on the HRMO's Proactive and Progressive "Learning and Development Program" for Employees:**

- Seminar on "Managing Your Work, Leading Your People"
- Seminar on "Total Quality Management for Greater Results"
- Seminar on "Executive Supervisory Management"
- Seminar on "Principle-centered and Values-based Leadership"
- Seminar on "Servant-Leadership"
- Seminar on "Strategic Coaching and Mentoring"
- Seminar on "Motivational People Empowerment"

e) **Based on the HRMO's Career Development and Career Pathing Program:**

- Seminar on "Proactive Career Planning and Career Pathing"
- Seminar on "Strategic Succession Planning in the Workplace"

NOTE: ALL OF THE ABOVE MENTIONED IN-HOUSE SHORT TERM COURSES ARE READILY AVAILABLE, CREATED AND CAN BE CONDUCTED BY OUR CONTRACTED IN-HOUSE HRD & OD CONSULTANT, AND CAN BE AVAILED BY ALL EMPLOYEES OF ALL LEVELS OF POSITION ACCORDING TO THEIR SPECIFIC NEEDS DETERMINED BY THE HRMO.

C. Other Human Resource Development Interventions

- **Job Rotation Program** – involves exposure to the different aspects of a job that will allow an employee to expand one's learning horizon related to his personal and professional development.
- **On-the-job Training** – a deliberate process of increasing familiarity and mastery of one's job through exposure to the job/tasks of a particular position. This is also useful for career succession purposes. This is applicable to all new entrants, transferees, detailed employees, and job order employees belonging to the first and second level positions within a year. A two-week on-the-job training is required before deployment to an assigned position or job assignment.
- **Coaching** – deals essentially with a deliberate effort at developing subordinates; improve one's skills as well as technical knowledge through close "teaching" and supervision or training for eventual promotion. This can be done on a daily basis or as the need arises.
- **Counselling** – entails a one-on-one close interaction between an employee and a supervisor to jointly look at problems besetting an employee which affect his/her performance and relationship with others. It is used generally as a corrective approach in helping an employee overcome one's problem either personal or work related.
- **Monitoring** – a mechanism that allows the employee to the inner network of the organization which may assist him/her in career advancement. It involves a manager's investment on a high potential employee – providing an objective assessment of one's strengths and weaknesses and ensuring opportunities to address them. This mechanism allows the employee to clarify "ambiguous" expectations of the organization and facilitates career growth.

- **Job Shifting** – where a person has remained in one position for five (5) years or more, the organization as part of enhancing his/her learning development reserves the right to shift a person to another position where he/she maybe of further contribution to the organization. This mechanism will enable the person to pursue a line of development that will allow him/her to be promoted or gain a little more mobility on the job. This is applicable to positions with the same salary grade level.
- **Management –training Program** - a mechanism by which outstanding performers in entry-level positions shall be assigned to different offices in the organization for exposure and further development.
- **Socialization / Team Dynamics** – social interactions as well as team/group dynamics shall form part of the rewards and incentives program for LTO8 employees.

V. AVAILMENT GUDELINES

Every LTO8 employee will have availed of any one of these learning and development opportunities , as listed under the Learning and Development Opportunities, List of Local Trainings (see attached common, specialized and ISO related competency trainings) in any given year in accordance with the following guidelines:

A. Scholarship, Training Course, Conferences, and Professional Activities

1. Academic scholarship may be availed of only after at least one (1) year of employment within the organization. In addition, only those with at least Very Satisfactory Performance shall be eligible for any academic scholarship.
2. Scholarship for masteral program shall be preferably availed of by those holding 2nd level positions.
3. Scholarships, training course, or conferences held outside the country can be availed of only for a maximum of once every four (4) years, except for cases specified for the position.
4. Short-term training courses, conferences, professional activities or "exposure trips" may be availed of even by those employees with Satisfactory Performance rating. (Ex. Bench Marking activities (for "exposure trips") and/or Educational Tours.

B. In-house Initiated Programs

1. Attendance to the following programs shall be required for new entrants/transferees within a year (as enumerated in the Annual Training Plan)
2. Other short-term courses as described in the LTO Annual Training Plan shall be made available to all first and second level employees who have rendered at least one year of service.

C. Other Human Resource Development Interventions

1. **Job Rotation** shall be a management-driven rather than employee-driven initiative. It shall not be allowed for an employee who simply wants to be near his/her place of residence. Rather, job rotation shall be used as a deliberate intervention to further develop high potential performers in preparation for higher responsibilities. It shall further be used as a mechanism for charting an employee's career path in the organization either in line or staff position. Only those with Very Satisfactory rating shall be considered for job-rotation for a period of six (6) months within the regional office. It shall be availed of only once every two (2) years of incumbency in a particular position.
2. **Reassignment** to any regional office or to the central office shall form part of the incumbent's career path, but in no case shall it exceed more than three (3) years. It shall be not often than once in three (3) years.
3. **Sabbatical Leave** may be enjoyed by third level officials in accordance with the guidelines provided in CESB (M.C. no. 11, s. 1993).
4. **Study Leave** may be enjoyed by all levels with Very Satisfactory rating for the last two rating periods in accordance with the existing CSC laws and guidelines.
5. **Coaching** as a mechanism for developing subordinates shall be given to average performers but with potentials through close supervisions and trainings.
6. **Mentoring** shall be encouraged for employees with high potentials in order to prepare them for a higher position in a faster way.
7. **Counselling** - shall be utilized in dealing with problem employees or potentially maladjusted employees owing to their perceived work-related or personal problems.

D. Socialization / Teambuilding Activities

1. A region-wide outing for purely recreation and socialization shall be undertaken once a year, which shall be open to all LTO8 employees.
2. Central / Regional Office may likewise undertake outings using reasonable amount from its Sports and Culture fund.
3. Separate off-site staff development sessions or staff outing shall be allowed provided they shall not be away for more than 1 day of official time. Other offices, however, can avail of such staff outings provided they shoulder the expenses and shall use only 1 day of official time.
4. In no case shall team-building intervention be used for a mere socialization or recreation even by high performing offices. Conduct of such activities shall be coursing through the Regional Administrative Office for evaluation.
5. Inter-office social gatherings shall be encouraged as a form of informal interaction and socialization. This shall, however, be sponsored by different "host offices" on a rotation basis.

VI. SUPPORT MECHANISM

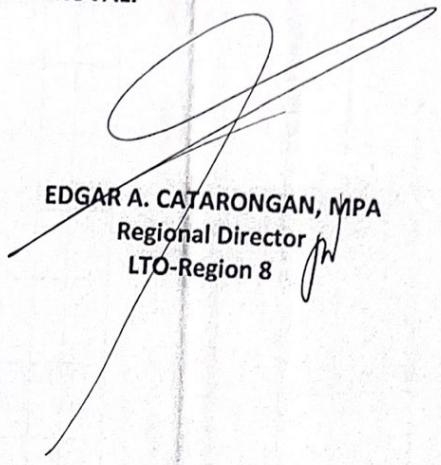
The following support mechanism shall be established to facilitate the implementation of this LTO8 Learning and Development n Plan:

1. Specific data shall be generated and accessed from time to time to guide management's decisions in undertaking training and development activities as follows:
 - a. Employee profile with respect to HRD interventions availed of its nature and frequency
 - b. Strategic Performance Management System (SPMS)
 - c. Employee Core Competencies
 - d. Career Development Monitoring/Index
2. The individual employee shall actively chart his/her own learning and development plan in coordination with the respective heads of offices and the Regional Administrative Division.
3. A pool of internal career counsellors shall be created to render occasional career counselling services.
4. All heads of offices and immediate supervisors of technical and rank-and-file employees shall be responsible for the employees' learning and development plans. This responsibility shall form part of their performance contract under "development of subordinates" dimension in the Career Executive Service rating form.
5. Two (2) percent of the total personnel budget shall be used for the staff's career and learning development program and activities.
6. Appropriate for a consultation mechanism shall be utilized to disseminate the organization's Learning and Development Plan for LTO8 employees.
7. To ensure a region-wide rationalization of learning and development opportunities, all proposals for foreign and local scholarships, conferences, office outings, and teambuilding activities shall be coursed through the Administrative Division for evaluation / recommendation to the Head of Office.

VII. EFFECTIVITY

The LTO8 Learning and Development Plan shall take effect immediately. Any subsequent changes or amendments shall be subject to the approval of the office, and shall take effect six (6) months from date of approval.

RECOMMENDED APPROVAL:


EDGAR A. CATARONGAN, MPA
Regional Director
LTO-Region 8

Approved:

EDGAR C. GALVANTE
Assistant Secretary
LTO-C.O.

Land Transportation Office
Training Competency Requirements Monitoring Form (TCRMF)

A. Common Trainings

Trainin g Module No.	TRAINING TITLE	DESIGNATION / NAME										AC/AO	DQMR
		CSR	LE	PSC	LEC	WF	PE	CASH	RC	SC	ENC		
CT-001	Personnel Orientation Training Seminars a) Profile of the LTO (functions, T.O., facilities, etc.)												
	b) Laws and rules governing government workers												
	c) Land Transportation laws, rules and regulations												
	d) Personality, good grooming and ethics in the workplace												
	e) Introduction to QMS, Quality Workplace, ISO Awareness												
	f) Customer relations seminar												
CT-002	Training activities under IDAP, GAD, MRAP												
CT-003	IT core applications training												
CT-004	Current trends and developments in LTO policy implementation and evaluation training program (Output: policy assessment, policy improvement plans, new policy)												
CT-005	Updating of trainings on ISO 9001:2000												
CT-006	Complaints and Feedbacks handling												

Whereas :

CSR	- Customer Service Representative	WE	- Written Examiner	SC	- Scanning Clerk	AC/AO	- Assistant Chief / Approving Officer
LE	- License Evaluator	PE	- Practical Examiner	EN	- Encoder	DQMR	- District Quality Management Representative
PSC	- Photo-Signature Clerk	CASH	- Cashier	SO	- Supply Officer		
LEC	- Lecturer	RC	- Releasing Clerk	DDC	- Records Officer/ District Doc. Controller		

Prepared By:

Noted By:

Division / Office :

B. Specialized Trainings

Training Competency Requirements Monitoring Form (TCRMF)

Training Module No.	TRAINING TITLE	DESIGNATION/ NAME												
		CSR	LE	PSC	LEC	WE	PE	CASH	RC	SC	ENC	SO	DDC	AC/AO
ST-001	Training on Documents Verification / Authentication(s)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-002	LEAP Orientation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-003	Equipment Operation, Calibration and Maintenance	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-004	Lesson Plan Preparation and Presentation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-005	Operation and Maintenance of AV Equipment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-006	Testing and Measurement	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-007	Training on Driving Proficiency per Restriction Code	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-008	Road Safety and Defensive Driving	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-009	Environment Sustainable Transport (Includes MV Inspection and Maintenance)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-010	Cashiering and Reports Preparation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-011	Security and detection of Counterfeit Money	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-012	Records Management and Security	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-013	Supplies Management and Security	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-002	Inventory Management System	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-014	Technical Report Writing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-015	Supervisory Development Courses 1 and 2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ST-016	Coaching and Mentoring	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Whereas :

- Customer Service Representative WE - Written Examiner SC - Scanning Clerk
- License Evaluator PE - Practical Examiner ENC - Encoder
- PSC - Photo-Signature Clerk SO - Cashier
- LEC - Lecturer RC - Releasing Clerk

Prepared By:

Noted By:

PR-S-TCRM R-0 10/05/10

Office :

AC/AO
DQMR

Assistant Chief / Approving Officer
District Quality Management Representative
Yes
No

TRAINING EFFECTIVENESS REPORT
(Three months after deployment to work related to training attached)

NAME OF EMPLOYEE : _____
POSITION/DESIGNATION : _____
PLACE OF ASSIGNMENT : _____

How is your employee doing? Please take a minute to rate your employee's ability to apply on the job, the objectives learned during

_____ held on _____
(Title of Seminar) (Date of Seminar)

Check the item that corresponds to your answer	YES	NO
Was your employee able to apply the things learned during the training?		
As a result of the training was your employee able to increase his/her performance?		
As a result of the training, has your department's non-conformance decreased?		
How your employees benefited overall from the training?		
List down improvements in skills/knowledge/attitude/performance.		
What other trainings can be provided by the Human Resource Development Section to further enhance your employee's skills/knowledge/attitude?		

Evaluated by:

Immediate Supervisor/DQMR

Date: _____

QR-PRS-TER R-1 03/14/11

TRAINING EFFECTIVENESS EVALUATION FORM

Name of Employee (Pangalan ng Empleyado): _____
 Position (Katungkuluan): _____

Title of Training Attended (Paksa ng Pagsasanay na dinaluhan): _____

Training Dates (Mga araw ng pagdalo sa pagsasanay): _____

To be accomplished by the Employee who attended the training:
(Ito ay sasagutin ng empleyadong sumali sa pagsasanay:)

1. Did you find the training you attended useful to your job?
 (sa iyong palagay, makatulong ba sa iyong pagtratrabaho ang dinaluhang pagsasanay?)

Yes No

In what way?
 (sa anong paraan?)

1. Will you recommend the training to other co-employees?
 (sa iyong palagay, mabuti bang daluhan din ng mga kasamahan mo sa trabaho ang naturang pagsasanay?)

Yes No

Why?
 (Bakit?)

Remarks or recommendation:
 (Rekumendasyon / Pananda:)

PREPARED BY:
 (Inihanda ni:)

Employee (Empleyado)

Date Accomplished (Petsa)

To be accomplished by Division / Section Chief:
(Ito ay sasagutin ng kanyang Division / Section Chief:)

1. Were the objectives of the training met?
 (Nakamtan ba ang inaasahang resulta mula sa pagsasanay?)

Yes No

If yes, how were these demonstrated by the employee?
 (Kung oo, paano ito nakita sa paggawa ng empleyado?)

If no, why?
 (Kung hindi, bakit?)

2. Will you recommend the training to other employees in the organization?
 (Mabuting bang daluhan din ng ibang empleyado ang naturang pagsasanay?)

Yes No

Why?
 (Bakit?)

Remarks or recommendations:
 (Rekumendasyon / Pananda:)

PREPARED BY:
 (Inihanda ni:)

Division / Section Chief

Date Accomplished (Petsa)