TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY
Performance Scorecard for 2020
Administrative Services Department QUARTERLY RATINGS

PERSPECTIVE	STRATEGIC OBJECTIVE	MEASURE	MEASURE NAME	DESCRIPTION (Operational Definition)	FORMULA	WEIGHT	DATA PROVIDER	DATA SOURCE	BASELINE 2019	TARGET 2020	QUARTERLY TARGETS				
											1ST	2ND	3RD	4TH	TOTAL
CUSTOMER SATISFACTION		M01	% Internal Customer Satisfaction	Rating matrix has been revised from a 3-point to a 5-point likert scale, consistent with those of the IPCR: 5-Outstanding, 4-Very Satisfactory, 3-Satisfactory, 2-Unsatisfactory, 1-Poor	Total number of client-employees that rated 5 (or Outstanding) over total number of respondents who availed the services x 100	10.00	HRD/GSD	Internal Customer Satisfaction Survey	0.00	80.00	83.44 **10.00**	0.00 **0.00**	97.00 **10.00**	0.00 **0.00**	**5.00**
		M02	End-User Satisfaction Survey	A satisfaction survey where end-users are officers and employees of TIEZA who will evaluate the suppliers/service providers based on the items/services received.	Total number of highly satisfied end-users/ total number of respondents x 100	10.00	GSD/ End-Users	End-User Satisfaction Survey	86.00	80.00	82.46 **10.00**	94.74 **10.00**	92.73 **10.00**	0.00 **0.00**	**7.50**
FINANCIAL		M03	Budget Utilization Rate	Measure of the extent to which the budget of the department is being used.	(Actual funds used/DBM approved budget plus supplemental/realigned) x 100%	5.00	FISD	Budget utilization report	82.00	90.00	0.00	0.00	0.00	0.00	
INTERNAL BUSINESS PROCESS		M04	Employee Handbook	COO-approved handbook.	Handbook published online by 4Q	15.00	HRD	Report	0.00	100.00	0.00	0.00	0.00	0.00	
		M05	Integrated Inventory Management System (IIMS)	Last year, we have targetted migration of Book up items (P15,000 and up) from old system to new system (IIMS). For this year, our target is the migration of semi-expendable properties/items (below P15,000) acquired earlier than 2018. Migration will be on a sectoral basis, considering the bulk of semi expendable items per employee of each sector. For 2020, target sectors are TEZ Management and Assets Management Sectors. Summary of accountabilities (SA) of individual employee from the said sectors will be the basis of migration of items.	No. of migrated SA/Total No. of SA per sector	10.00	GSD	Accomplishment Report	0.00	100.00	0.00	0.00	0.00	0.00	

TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY
Performance Scorecard for 2020
Administrative Services Department QUARTERLY RATINGS

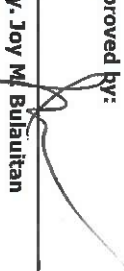| PERSPECTIVE	STRATEGIC OBJECTIVE	MEASURE	MEASURE NAME	DESCRIPTION (Operational Definition)	FORMULA	WEIGHT	DATA PROVIDER	DATA SOURCE	BASELINE 2019	TARGET 2020	1ST	2ND	3RD	4TH	TOTAL
LEARNING AND GROWTH	Build and strengthen human and organizational capabilities	M06	No. of vacant positions filled up	Filling-in of vacant positions to ensure the sufficient agency workforce also depends on the availability/allocated budget. Before this pandemic, we planned to fill in the remaining 82 positions until December 2020. However, due to the pandemic the agency launced an austerity measure that affected our personnel services budget, thus we reduced our target to 61% of the remaining vacant positions equivalent to 50 positions. But again a second austerity measure was launched cutting up 50% of our remaining budget, so after the second austerity measure we planned to fill in 22 vacant positions, and out of these 22 vacant positions our target is to fill-in 50% of it and if possible only those very crucial positions.	No. of filled-up positions/11 x 100	20.00	HRD	List of filled/ unfilled positions	82.00	11.00	6.00 **10.91**	2.00 **3.64**	11.00 **20.00**	0.00 **0.00**	0.00 **20.00**
	Build and strengthen human and organizational capabilities	M07	Personnel with competency enhancement needs sent to competency-based training	Competency-based training attended by personnel with competency enhancement needs.	Total number of personnel with competency enhancement needs sent to training	10.00	HRD	Training Report	80.00	25.00	0.00	0.00	0.00	0.00	

TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY
Performance Scorecard for 2020
Administrative Services Department QUARTERLY RATINGS

PERSPECTIVE	STRATEGIC OBJECTIVE	MEASURE	MEASURE NAME	DESCRIPTION (Operational Definition)	FORMULA	WEIGHT	DATA PROVIDER	DATA SOURCE	BASELINE 2019	TARGET 2020	QUARTERLY TARGETS				
											1ST	2ND	3RD	4TH	TOTAL
LEARNING AND GROWTH	Build and strengthen human and organizational capabilities	M08	Improvement on the Competency Level of the Organization	COO-approved Updated Competency Framework composed of the following:1. Competency Catalogue (2Q - 25%) 2. Competency Framework 3. Competency Tables 4. Competency Matrix 5. Position Profiles	Summary Report based on the results of Interviews and FGDs	20.00	HRD	Report	0.00	100.00	0.00 **0.00**	25.00 **5.00**	25.00 **5.00**	0.00 **0.00**	10.00
				Report based on the Results of the Validation of the Competencies' Proficiency Levels (3Q - 25%)											
				COO-approved Updated Competency Framework (4Q - 50%)											

TOTAL WEIGHT   100.00

TOTAL RATINGS   42.50

Submitted by:

Rosanna M. Olgado
Manager

Approved by:

Atty. Joy M. Bulauitan
Assistant Chief Operating Officer

ADMINISTRATIVE SERVICES DEPARTMENT

% Internal Customer Satisfaction 3rd Quarter, CY 2020

	No. of Respondents/ Requests	No. of Outstanding Ratings
Human Resource Services Division	108	101
General Services Division	13	13
Total	121	114

% of Extremely/Highly Satisfied	3Q
Human Resource Services Division	94.00
General Services Division	100.00
Average	**97.00**

Reviewed by:

ROSANNA M. OLGADO
Manager
Administrative Services Department

Noted by:

ATTY. JOY M. BULAUITAN
Assistant Chief Operating Officer
Administration and Finance Sector

HRSD CUSTOMER SATISFACTION RATING
FOR THE 3rd QUARTER OF CY 2020

There were 108 TIEZA employees, who requested 116 various documents from the Human Resource Services Division (HRSD) for the 3rd Quarter of CY 2020. Out of the 108 employees, 101 or 94 % gave an <u>outstanding</u> rating, 6 or 5% gave a <u>very satisfactory</u> rating and 1 or 1% gave a <u>satisfactory</u> rating.

	0.00	20.00	40.00	60.00	80.00	100.00
OUTSTANDING						
VERY SATISFACTORY						
SATISFACTORY						
UNSATISFACTORY						
POOR						
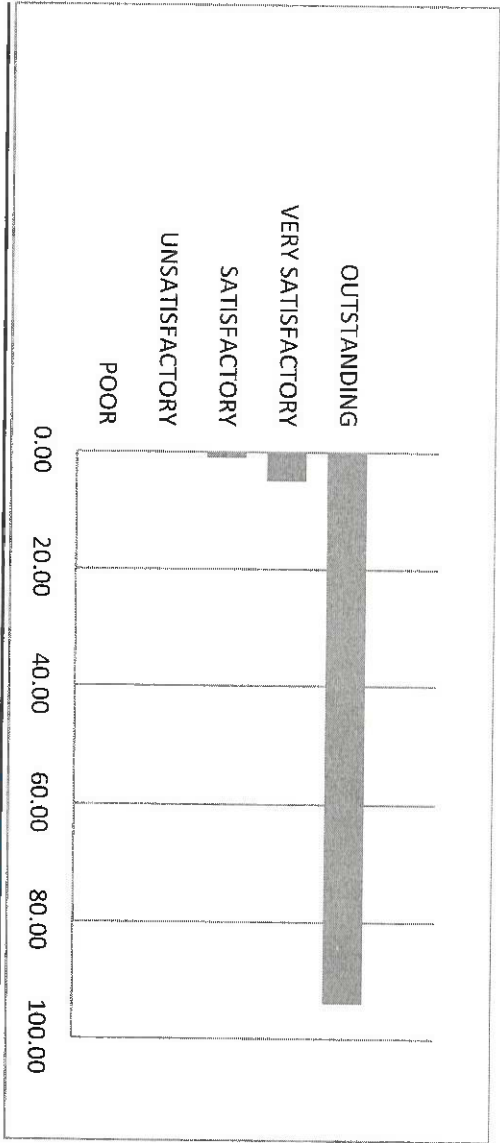
Prepared by:

LORY MAY S. PAZ
Payroll Processor

Noted by:

ROSANNA M. OLGADO
Manager, Administrative Services Department

July – September 2020

PURPOSE

PURPOSE	NO. OF REQUEST
No Purpose	3
For Claim of CNA	0
For PRAISE Incentive	0
For Bank Purposes	0
For Reference/Personal File/Updating	7
For Optional Insurance Premium	0
For GSIS/Claiming of Benefits/Remittance	12
For SALN	0
For VISA/Travel Abroad	1
For Updating of Manpower	0
For Bonding	72
For Employment	8
For School Requirement	5
For Medical Purposes	0
For Filing of PWD Card	0
For Loan	7
For Credit Card Application	0
For Mobile Plan Application	0
For Verification	0
For BIR	0
For Terminal Leave	0
For Whatever Legal Purpose	0
For PDS	0
For CSC	0
For PAG-IBIG	0
For HRSD	0
For Review of CBJD	0
For Certification of Remittance	0
For PRA	0
For NPC	0
For Documentation/Attachment to Office Order	1
TOTAL	**116**

DOCUMENT REQUESTED	FREQUENCY OF REQUEST
Certificate of Employment	8
Certificate of Employment with Remuneration	15
Service Record	11
201 File (SALN/NBI Clearance/Medical Result)	74
List of Trainings Attended	0
Others	8
TOTAL	**116**

STATUS OF PERSONNEL WHO REQUESTED THE DOCUMENTS AND NUMBER OF EMPLOYEES

Permanent	101
Job Order	6
Resigned Contract of Service	0
Resigned Permanent Employee	0
Resigned Job Order Hiree	1
Contract of Service	0
TOTAL	**108**

ACCOMPLISHMENT REPORT

ADMINISTRATIVE SERVICES DEPARTMENT – GENERAL SERVICES DIVISION

3rd Quarter 2020 – July to September 2020

PROGRAM/ACTIVITY/PROJECT	OBJECTIVES	STATUS
Title of program/activity/project; inclusive dates; venue; nature of activity (if not indicated in the title); short description	Objectives of the program/activity/project	Present status of program/follow-ups; completed/ on-going/cancelled/rescheduled (please provide reason for non-implementation
INTERNAL CUSTOMER SATISFACTION RATING		
CUSTOMER SATISFACTION	To determine the satisfaction of customers, promptness and effectiveness of GSD Services. To show the customers that we value their opinions and their appeasement.	100% **Outstanding** Out of 13 requests, all services rated Outstanding.

VARIOUS DOCUMENTS: *requested by personnel*

Types of Documents/Records	Nos. of Requests	Rating
a.) Travel Order	1	0
b.) Office Order	2	0
c.) Mailing	0	0
TOTAL	**3**	

JOB ORDERS:

Types of Request/Service	Nos. of Requests	Rating
a.) Electrical Service/ Audio	10	0
b.) Carpool/ Transpo Service *(assigned as TIEZA carpoolers)*	0	
TOTAL	**10**	

Checked & Reviewed by:

BERNADETTE M. ALVAREZ
Records|Management Chief

Attested by:

ANA RUTH L. MATEO
Manager, General Services Division

Noted by:

ROSANNA M. OLGADO
Manager, Administrative Services Department

General Services Division
Administrative Services Department
END-USER'S EVALUATION OF SUPPLIERS
Third (3rd) Quarter 2020

	HIGHLY SATISFIED	SATISFIED	NOT SATISFIED	TOTAL
TRANSACTIONS THROUGH:				
PETTY CASH VOUCHER	37	0	0	37
PURCHASE ORDER/JOB ORDER	14	4	0	18
TOTAL TRANSACTIONS	51	4	0	55
PERCENTAGE	92.727%	7.273%	0.000%	100%

PREPARED BY:

MARILOU J. QUIAMBAO
Supervising Supply Officer

REVIEWED BY:

ANA RUTH L. MATEO
Manager-General Services Division

NOTED BY:

ROSANNA M. OLGADO
Manager-Administrative Services Department

Plantilla Items

Plantilla Items	Number of Items
Filled Positions	443
Unfilled Positions	84
No. Of Existing Plantilla	527

Overall Workforce

Sex	Number of Employees
Male	505
Female	506
Total	**1,011**

Status of Employment	Number of Employees	Sex	
		Male	Female
Permanent *(Coterminous with the Official being Served, Coterminous with the Privatization of the Operating Entity, Temporary, Coterminous with the Incumbent)*	491	193	298
Job Order	476	287	189
Consultant	6	5	1
Contract of Service	28	15	13
TIEZA Regulatory Office (Permanent)	10	5	5
Total	**1,011**	**505**	**506**

Appointments Issued from July to September 2020

Name	Position	Office/Department
1. Ancheta, Lileah D.	Travel Tax Officer C	Travel Tax Department
2. Bunsoy, Rosanna S.	Secretary A	Management Information Systems Department
3. Cano, Rachel Ann C.	Sr. Travel Tax Officer A	Travel Tax Department
4. Dela Cruz, Donna D.	Sr. Travel Tax Officer B	Travel Tax Department
5. Inaba, Mark Lileah L.	Travel Tax Officer C	Travel Tax Department
6. Macatangay, Dorothy D.	Travel Tax Officer C	Travel Tax Department
7. Peralta, Biechelle Lyka H.	Secretary A	Corporate Planning Department
8. Pundavela, Dellmar S.	Driver Mechanic B	Management Information Systems Department
9. Rollo, Jose R.	Driver Mechanic B	Corporate Planning Department
10. Susi, Alex Murphy C.	Sr. Travel Tax Officer B	Travel Tax Department
11. Tuazon, Jayson C.	Travel Tax Officer C	Travel Tax Department

Certified Correct:

JOSEFINA U. SORIANO
Manager, Human Resource Services Division

Year 2020

Report Based on the Results on the Validated Competencies with Proficiency Levels (Final Report)

Review / Update / Development of Tourism Infrastructure and Enterprise Zone Authority's Competency Manual, Job Profile Description Forms, and Pre- and Post-Performance Assessment Tool

I. Executive Summary

The overall purpose of this project is aligned with the Strategy Map drawn by the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) which recognizes, among others, the importance of "building and strengthening human and organizational resources" towards attaining its mission and vision. Developing the organization's workforce begins with acquiring individuals who meet the competency requirements of the various positions. Once taken in, their growth and development in the organization is assured through sound performance management procedures, learning and development interventions, total rewards management, career development, and succession planning.

All these efforts are grounded on identifying the competencies required of every position in the organization, as well as the extent to which these competencies are manifested by the position holder. And this forms part of this current project's major objectives – (1) to update and reformat the existing Competency-Based Job Descriptions (CBJDs) according to the requirements of the Civil Service Commission for TIEZA's 207 unique positions; (2) to review and enhance TIEZA's Competency Model/Framework; and (3) to update TIEZA's Competency Map, reflecting all modifications in the revised CBJDs.

The project began with a systematic analysis of job information across all positions in the organization. Face-to-face interviews among 41 of TIEZA's top and middle-level managers were conducted from February to March 2020. A report on the results of these interviews with TIEZA's leaders, along with a review of the existing CBJD documents and the current Competency Model/Framework was submitted on April 17, 2020.

With quarantine restrictions imposed in Metro Manila and neighboring provinces, all face-to-face engagements were called off beginning April 2020, and data gathering for the subsequent requirements of the project had to be conducted online. A job analysis survey instrument was developed and validated by PAP, which was administered from May 26 to June 29, 2020. A total of 390 employees in TIEZA's Main and Satellite Offices participated in this systematic gathering of job information.

Thematic analysis of qualitative data from the surveys, as well as the initial drafting of the CBJDs were undertaken simultaneously, and these were completed on August 25, 2020. Meanwhile, a Progress Report on the CBJD writing, review and updating of the Competency Framework (including the competency model, the competency standards, and the Competency Manual itself) was submitted on August 30, 2020.

With all CBJDs in the various sectors already drafted, and with all proposed competencies indicated in every CBJD written, the project proponents proceeded with the final phase of the job analysis process – validation of CBJD information by the immediate superiors of the job incumbents who completed the surveys. A total of 15 validation sessions were scheduled (for all Departments and Sectors), during which each CBJD for the 207 unique positions was reviewed, updated, and further enhanced.

II. Introduction: Rationalizing the CBJD Validation Process

During job analysis, the job incumbent (as the primary "expert" when it comes to the duties and responsibilities of a particular position) is expected to provide accurate information about the job, including the knowledge, skills and abilities (KSAs) needed, work activities and behaviors, interactions with others, machines and equipment used, working conditions, and type of supervision provided and received.

However, certain tasks actually performed by the position holder may sometimes be erroneously included in the Statement of Duties and Responsibilities (SDRs). For instance, performing ad-hoc functions, which can take a hefty portion of one's working time, may have been written as one of the key SDRs during the job analysis survey. Certain overlapping functions may also lead to confusion as to which position should be responsible for a certain task. Some employees can also be assigned to do particular tasks because of their acknowledged expertise in that field, although in reality these should be assigned to individuals in other positions. The context of the situation (like understaffed departments due to vacant plantilla positions, or an unusually high demand for services) can also result to people doing more than what is really appropriate for a certain position. This explains the necessity for validating job analysis information. During validation, the immediate supervisor examines data provided by each job incumbent in the Department or Division, focusing mainly on the job summary, duties and responsibilities, and their corresponding working time allotments. Other essential job information such as reporting duties, internal/external contacts, etc. are also reviewed. The supervisor's wider perspective of the position, and its relationship with other positions in the Department/Division (both laterally and hierarchically), provides him/her with a clearer and more objective view of actual job expectations.

Validation also serves as an important step towards confirming what technical competencies are expected of every position. Furthermore, proficiency levels in every competency can be evaluated and finalized.

Validation also provides an opportunity for the leaders of the department/division to reexamine the distribution of work among their employees/subordinates. Since CBJDs are not written in stone, it is possible to revise or modify the SDR elements for certain positions, if there are issues in terms of work volume, task difficulty, preponderance of routine or non-essential functions, and other concerns that require rectification.

TIEZA's mandate as the implementing arm of the Department of Tourism in providing support infrastructures and facilitating investments in tourism enterprise zones (TEZs) nationwide (as embodied in Republic Act 9593 or the Tourism Act of 2009) requires that it is well-equipped with competent manpower that will ensure attainment of its goals and objectives. And as the Authority carries out its main functions – infrastructure

IV. Analysis of Job Information: Process Steps

Performing job analysis involves the following steps:

1. Collecting and recording job information;
2. Checking job information for accuracy;
3. Writing job description based on information collected to determine the skills, knowledge, abilities, and activities required; and
4. Reviewing, updating, and upgrading this information

There were two layers of job analyses that were conducted for this project. The first phase of the job analysis involved position holders with Salary Grades 24 and higher. In the organizational hierarchy, these are the Division Managers, the Department Managers, the Assistant Chief Operating Officers, and the Chief Operating Officer. Other high-ranking positions, such as the Head Technical Assistant and the Corporate Secretary were also included. A total of 41 respondents occupying top and middle management positions underwent face-to-face interviews from February 17 to March 9, 2020.

The main interview tool was the existing job description of the given position. The interview sessions served as opportunities for the incumbents to assess and update the statements written in their job description, particularly the Job Summary, the Statement of Duties and Responsibilities (SDRs), and the percentage of time allotment for each SDR.

(Note: The outcomes of these interviews were included in a report submitted to TIEZA on April 8, 2020.)

Data gathering for the remaining positions was undertaken using a validated job analysis survey instrument developed by PAP. Because of government-imposed quarantine restrictions, this phase of data gathering was conducted online. The survey instrument was e-mailed to all position holders across all departments of TIEZA, in both the Main and Satellite Offices.

The survey instrument was patterned after the existing job description form. Clarity of instructions and the ease in actually filling out the instrument were the key concerns in designing the online form. All necessary procedures were considered in the data gathering process, such as securing informed consent and compliance with the Data Privacy Act of 2012.

As the process entailed dealing with a large sample, and since instructions were merely read and interpreted by the respondents, cases of encoding errors were expected. Data

5

	"*Responsible for*", followed by a noun or a verb in the present progressive form
2. Writing single-word responses to represent SDRs; not enough information in the SDRs to support the job summary	SDRs were rewritten to indicate actual work activities and not job components; additional research was done to determine other key functions that were otherwise left out by the job incumbent/respondent
3. Giving impressions or feelings about their work (i.e., "*my work is challenging*," "*my work is somehow dangerous*,") instead of writing objective statements (as the job summary)	Job summaries were rewritten to reflect terse, objective statements, using terms that are more encompassing or generic in terms of scope
4. Copying SDRs directly from the behavioral indicators found in the existing TIEZA Competency Manual	Research was done to generate functional statements of duties and responsibilities based on similar positions within and outside TIEZA
5. Writing lengthy job summaries that merely combined all the SDRs	The job summaries were rewritten as short statements that provide an overview of the SDRs without necessarily having to repeat each of them
6. Breaking down tasks into minute details, and writing each part as an SDR, resulting in too many SDR entries	Similar SDRs were combined, thus reducing number of entries
7. Writing qualities of an ideal position holder as a job summary (i.e., "*the position requires physical and mental alertness*," etc.); writing motherhood statements	Such job summaries were rewritten. Since the provided data is technically not useful, the SDR entries were individually examined to create more generic statements that can serve as the job summary.
8. Using jargons and acronyms that were initially difficult to discern	Research was done to clarify complex terminologies and determine meanings of uncommon acronyms
9. Writing components of the job as SDRs (i.e., "*website maintenance*," "*budgeting*," "*performance evaluation*"), instead of actual tasks or functions	Research was done to determine proper technical terms: SDR format was kept consistent in writing the CBJDs
10. Percentages of working time not adding up to 100%; no percentages indicated	Such positions were noted during CBJD writing and were properly verified during the validation process.
11. Unaccomplished survey forms	Job summaries and SDRs of the next higher or lower positions (and SGs) were used as bases for composing new SDR entries; tasks/functions were either strengthened or diminished to reflect the difference in position
12. Assigning a high percentage of working time to the final SDR entry "*Performs other duties as may be assigned from time to time*"	In principle, all CBJDs include this as the final SDR, and it is supposed to capture all other task functions that are assigned but are not part of the position's specific SDRs. It is understood that if such additional duties require a high percentage of working time, such "*additional*" task must be reflected as a separate SDR

The following table shows the analysis of the job information provided by the incumbent culled from the survey data, and the interventions made in revising the CBJD components.

Table 4: Observations from job analysis and strategies for rewriting/revising

Analysis of Survey Data	Interventions and Modifications
1. The job summary contains the incumbent's impressions or feelings about the work; writing qualities of an ideal position holder	The job summary was rewritten using terse, objective statements, began with the phrase "Responsible for," identified main task of supervision from Items 4 and 9 of the SDRs.
2. Improper verb forms were used in that SDRs	The singular, present form of the verb was consistently used in writing the SDRs.
3. The tasks of preparing cashier's report and deposit slips were reported separately (SDR 6 and 7)	The two tasks were combined into one SDR (SDR 5); percentage of working time was adjusted accordingly.
4. The tasks of designating and evaluating cashiers were reported separately (SDR 4 and 9)	The two tasks were combined into one SDR (SDR 7); the percentage of working time was adjusted accordingly.
5. The final SDR shows another specific task, instead of the usual encompassing statement "Performs other duties as may be assigned from time to time."	The final SDR was rewritten accordingly.
6. There were 10 SDRs	SDRs were reduced to eight (8).

VI. Understanding Competencies: Revisiting the Concept

A competency-based job description must not be written to "fit" a specific individual. The job description focuses on the position (not the incumbent) and how it contributes to the attainment of the Department's/Division's objectives.

Each SDR must be a critical function of the position. In other words, eliminating the said function would change the job itself, and not performing the said function will disrupt operations of the work unit. All non-essential functions (i.e., can technically be assigned to other employees) can be clustered together as "other duties assigned from time to time."

Performing each of the SDRs requires the exercise of certain competencies. Competencies describe the skills, knowledge, and attributes needed to perform the job. Let us briefly revisit what these terms mean.

1. **Skills** refer to abilities that are necessary to fulfill job duties. For instance, those in the MIS Department require Computer Proficiency; those performing secretarial functions require adeptness in terms of Managing Work and Interpersonal

Prior to this project, TIEZA's competency manual included four (4) core competencies, four (4) leadership competencies, six (6) functional competencies, and 23 technical competencies. In line with CSC directives, however, functional competencies were eliminated and subsumed under technical competencies.

VII. Extracting Competencies from the SDRs: Analyzing Themes

Since core competencies are common to all employees, and leadership competencies are expected only among those in supervisory, managerial, and executive positions, one of the most crucial steps in crafting CBJDs is to actually identify what technical competencies are required in every position. To do this, a critical examination and analysis of each SDR was undertaken. Common themes were extracted from these SDRs, and such themes were determined if they comprise a particular competency. Thus, for each position, there are possibly a number of technical competencies that can be identified, culled from the SDRs that were provided by the incumbent, and validated by the supervising officer.

Thus, simultaneous with the writing of the CBJDs, this qualitative analysis of the SDRs of all survey respondents was performed. From this analysis, a list of competencies was generated. Some of these were similar to the technical competencies found in TIEZA's existing competency manual. However, a new set of competencies also emerged from this process.

Similarly, as the CBJDs were being written (and rewritten), Profiles has identified new technical competencies. These were integrated with the results of the thematic analysis, which led to the generation of new technical competencies as enumerated below. The definition, core descriptions, and behavioral indicators across the 4 proficiency levels of these new technical competencies were also created.

1. Achieving High Standards
2. Architectural Planning and Design
3. Attention to Detail
4. Computer Proficiency
5. Contract Management
6. Coordination
7. Driving and Transportation
8. Energy to Work

finalized with the job incumbent and his or her immediate superior during the validation of the Competency Framework and the CBIDs.

Meanwhile leadership competencies are necessary for positions that have leadership roles. Within TIEZA, leadership roles are found to be exercised from Salary Grade (SG) 17 and higher (i.e., whose incumbents reported having individuals they directly supervise). It is recommended that the progression of levels (from 1 to 4) must reflect the position's hierarchical level in the organization and scope of authority. The following rubric was used in assigning proficiency levels for leadership competencies.

Table 5: Proficiency Level Assignment for Leadership Competencies According to Salary Grades

Proficiency Level	Meaning	Description *Source: US Office of Personnel Management	Organizational Level/Scope of Work	Positions with SG
4	SUPERIOR	Applies the leadership competency in exceptionally difficult situations	Executive (COO/ACOO)	28 to 30
3	ADVANCED	Applies the leadership competency in considerably difficult situations	Division/Department Manager	24 to 26
2	DEVELOPED	Applies the leadership competency in difficult situations	Chief Level (or highest in a family of positions)	22 to 23
1	BASIC	Applies the leadership competency in somewhat difficult situations	Supervisory Level	17 to 21

The current template used in TIEZA assigned a proficiency level of "4" for positions with SG 22 and higher (Entity Resident Managers and higher). It is important that the complexity of leadership competency requirements for those managing entities (i.e., Resident Managers) and those who are running the entire TIEZA organization (the COO and the ACOOs) is clearly distinguished. In a similar vein, the competency expectations among those running departments and divisions cannot be the same as those for the COO and the ACOOs.

For the Core and Technical Competencies, the rubric below was observed in assigning proficiency levels for each position. However, as previously noted, the proficiency levels assigned may deviate from this rubric based on Salary Grades. Other factors peculiar to the position may influence the proficiency levels assigned, such as the defined requirements of the position. Proficiency levels will ultimately be determined by the job

Table 7: CBID Validation Schedule*

September 24, 2020 (Thursday)

Time	Department	No. of Unique CBIDs for Validation
8:30 to 10:00 AM	Financial Services Department	19
10:00 to 11:30 AM	Operations Department	20
1:00 to 2:30 PM	Business Development Department	12
2:30 to 4:00 PM	Management Information Systems Department	8

September 29, 2020 (Tuesday)

Time	Department	No. of Unique CBIDs for Validation
8:30 to 10:00 AM	Administrative Services Department	29
10:00 to 11:30 AM	Project Evaluation and Planning Department	12
1:00 to 2:30 PM	Construction Management Department	10
2:30 to 4:00 PM	Corporate Planning Department	11

October 1, 2020 (Thursday)

Time	Department	No. of Unique CBIDs for Validation
8:30 to 11:00 AM	COO/ACOOs/Technical Assistants	14
1:00 to 2:30 PM	Internal Audit Department	11
2:30 to 4:00 PM	Office of the Corporate Secretary	2

October 5, 2020 (Monday)

Time	Department	No. of Unique CBIDs for Validation
8:30 to 10:00 AM	Travel Tax Department	19
10:00 to 11:30 AM	TEZ Assistance and Monitoring Department	13
1:00 to 2:30 PM	Legal Department	11
2:30 to 4:00 PM	TEZ Regulation Department	16

*Four (4) Unique CBIDs for the Secretaries (SG7 & SG9) and Driver-Mechanics (SG9 & SG11) were also validated.

Additional schedules were arranged on October 8 and 9, 2020 to accommodate those divisions whose CBID validations were not completed due to time constraints. For most sessions, Division Managers were provided with soft copies of the validated CBIDs, and took responsibility for examining and validating the completed CBIDs for the remaining positions.

As earlier mentioned, all validation sessions were conducted via virtual meetings with the PAP Representatives – Dr. John Manuel R. Kliatchko (Lead Consultant) and Ms. Erin H. Singson (PAP Consulting Services); TIEZA Human Resource Management Officers III – Ms. Roda V. Mendoza and Ms. Glory Hope M. Peco, and the Department/Division/Sector leaders. In some cases, other officers of the Division, were also requested to participate in the validation process.

The issue of lower proficiency levels in leadership competencies for Department and Division Managers (from "Superior" to "Advanced") was raised in some sessions. It was explained to them that the proficiency level was determined using a template wherein the assigned proficiency level was based on the scope of responsibility (see Table 5). It should be understood that while a Department or Division Manager may indeed possess a superior level of leadership competency, having an advanced proficiency level would be *enough* for that position. It does not in any way denigrate the leadership abilities of TIEZA's Department and Division Managers; the reassigned values simply imply that the position requires merely an advanced proficiency level.

Even the representatives from the Human Resource Services Division (which coordinated the scheduling and availability of all the participants) participated in the validation and served as resource persons, particularly in addressing cross-organizational concerns.

X. Sample CBJD Validation Output

The validated version of the CBJD presented earlier (for the position "Senior Cashier") is shown in Table 8. The following key points are observed when comparing the draft version and the validated CBJD:

1. Since the position of Senior Cashier is supervisory in nature (SG18), the functions and corresponding terminologies should also be supervisory - i.e., *reviewing* the Daily Reports of cashiers instead of *preparing* the Reports (SDR 1); *checks* monthly and daily reports instead of *preparing and recording* the same (see SDRs 5 and 6 in the draft version, and SDRs 4 and 5 in the validated version).

2. The first two SDRs clarify more explicitly the areas under the Senior Cashier's scope of responsibility (in terms of where Daily Reports are from, and whose Monthly Official Cashbooks will be prepared).

3. The task of receiving travel tax payments was removed during CBJD validation since it is essentially the Cashier's function. The incumbent may have identified it as an SDR since it was actually being performed; during validation, this task was relegated among the "*other duties*" in SDR 7.

4. The number of SDRs is further reduced to seven (7).

5. Overall, the validation team used terms that were more appropriate for a supervisory position, and allotted working time percentages that accurately reflected both frequency/duration and complexity of task performance.

Meanwhile, a "Basic" proficiency level was assigned for the four leadership competencies, which is deemed appropriate for this supervisory position.

XII. The Competency-Based Job Description

The output of this entire process is the Competency-Based Job Description (or the Position Description Form – DBM-CSC Form No. 1). The following figures show a sample of the CBJD for the Senior Cashier.

Aside from the Job Summary, the Statement of Duties and Responsibilities (SDRs) and the percentages of working time, the CBJD form also includes the other essential job information (which were also validated by the incumbent and the supervisor).

Figure 1.2 Second page of the Competency Based Job Description of a Senior Cashier

20. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION (Job Summary)

Responsible for supervising Cashiers A and B detailed at the NAIA Terminals

21. QUALIFICATION STANDARDS

21a. Education	21b. Experience	21c. Training	21d. Eligibility
Bachelor's Degree	2 years of relevant experience	8 hours of relevant training	Career Service (Professional) / Second Level Eligibility

21e. Core Competencies	Competency Level
Effective Communication	3 - Advanced
Exemplifying Integrity	3 - Advanced
Stewardship of Resources	3 - Advanced
Service Excellence	3 - Advanced

21f. Leadership Competencies	Competency Level
Directing and Managing Change	1 - Basic
Developing People and Managing Performance	1 - Basic
Building Commitment	1 - Basic
Thinking Strategically	1 - Basic

21h. Technical Competencies	Competency Level
Cash Management	3 - Advanced
Attention to Detail	3 - Advanced
Accounting	3 - Advanced

22. STATEMENT OF DUTIES AND RESPONSIBILITIES (Technical Competencies)

Percentage of Working Time	(State the duties and responsibilities here:)	Technical Competency Level (Indicate the required Competency Level here)
20%	1. Reviews Daily Reports of Travel Tax Collections and Deposits of Central Office, Satellite Offices, NAIA Terminals, and Provincial Offices.	3 - Advanced
20%	2. Prepares Monthly Reconciliation of Reports of Travel Tax Collections for submission to FSD.	3 - Advanced
20%	3. Checks daily Reports of Collections and Deposits of Central Office and NAIA Terminals.	3 - Advanced
10%	4. Prepares Monthly Official Cashbooks for Travel Tax Collections at the various NAIA Terminals at Metro Manila Satellite Offices.	3 - Advanced
10%	5. Checks Monthly Reports of Collections and Deposits from provincial Travel Tax Offices and Satellite Offices	3 - Advanced
10%	6. Reviews and signs performance appraisals of Cashiers A and B	3 - Advanced
10%	7. Performs other duties as may be assigned from time to time.	
100%		

23. ACKNOWLEDGMENT AND ACCEPTANCE:

I have received a copy of this position description. It has been discussed with me and I have freely chosen to comply with the performance and behavior/conduct expectations contained herein.

Employee's Name, Date and Signature	Supervisor's Name, Date and Signature

selection and placement of the best candidates or developing the right competencies of potential successors to critical positions.

Finally, a competency-based **rewards management plan** allows for the alignment of rewards and recognitions on the possession and manifestation of behaviors that are indicative of the right competencies. Positive recognition of employees' work performance serves to motivate them further towards improving their competencies.

With all these systems in place, the organization is firmly set towards attaining greater heights.