



**TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY**  
**Performance Scorecard for 2021**

**Administrative Services Department QUARTERLY RATINGS**

PERSPECTIVE	STRATEGIC OBJECTIVE	MEASURE	MEASURE NAME	DESCRIPTION (Operational Definition)	FORMULA	WEIGHT	DATA PROVIDER	DATA SOURCE	BASELINE 2020	TARGET 2021	QUARTERLY TARGETS				
											1ST	2ND	3RD	4TH	TOTAL
CUSTOMER SATISFACTION		M01	% Internal Customer Satisfaction	In 2020, the department averaged 65%. For 2021, the target is to increase the rating by 5%.	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	65.00	70.00	89.37 <u>10.00</u>	0.00 <u>0.00</u>	0.00 <u>0.00</u>	0.00 <u>0.00</u>	<u>10.00</u>
		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	0.00	80.00	96.55 <u>10.00</u>	0.00 <u>0.00</u>	0.00 <u>0.00</u>	0.00 <u>0.00</u>	<u>2.50</u>
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/reassigned) x 100%	5.00	FISD	Budget utilization report	97.00	90.00	0.00	0.00	0.00	0.00	
INTERNAL BUSINESS PROCESS		M04	Retirement Plan	Draft a retirement plan that shall outline activities for outgoing employees, whether optional or compulsory.	Retirement Guidelines and procedures (1Q - 25%) Retirement Timetable (2Q - 25%) Retirement Program Activities (3Q - 25%) COO-approved Retirement Plan Manual (4Q - 25%)	15.00	HRD	Actual Policy	0.00	100.00	25.00 <u>3.75</u>	0.00 <u>0.00</u>	0.00 <u>0.00</u>	0.00 <u>0.00</u>	<u>3.75</u>
		M05	Integrated Inventory Management System (IIMS)	Continuation of migration of semi expendable items per sector. Last year, migration of items from TEZ Management and Asset Management Sector were completed. For this year, our target are items from AADF, AAES and offices under OCCO. 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	



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											1ST	2ND	3RD	4TH	TOTAL
INTERNAL BUSINESS PROCESS  LEARNING AND GROWTH		M06	Centralized Records Management System	COO-approved policies and guidelines	All or Nothing	10.00	GSD	Actual Policy	0.00	100.00	0.00	0.00	0.00	0.00	
		M07	No. of vacant positions filled up	Filing-in of vacant positions to ensure the sufficient agency workforce also depends on the availability/allocated budget.	No. of filled-up positions/11 x 100	20.00	HRD	List of filled/unfilled positions	29.00	11.00	7.00 12.73	0.00 0.00	0.00 0.00	0.00 0.00	12.73
		M08	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	5.00	HRD	Training Report	25.00	50.00	0.00	0.00	0.00	0.00	
	Build and strengthen human and organizational capabilities	M09	Baseline Proficiency Level of the Organization using the Updated Competency Framework	An updated Competency Framework was installed in 2020 and there were additional competency sets identified and upgraded with a calibrated proficiency level. As a continuing guide for providing appropriate learning interventions to the organization and its employees, getting the baseline proficiency level using the updated competency framework will determine new targeted competency gaps and the level of enhancement needed by the organization and its employees.	Initial crafted Pre & Post Performance Assessment Tool (1Q - 25%)  Report on the Pilot Testing / Test Tryout Result (2Q - 25%)  Final Manual of the Pre & Post Proficiency Assessment Tool (PAT) (3Q - 25%)  Report on the Result of the Assessment conducted as Baseline Proficiency Level of the Organization using the Updated Competency Framework (4Q-25%)	15.00	HRD	Report	0.00	100.00	25.00 3.75	0.00 0.00	0.00 0.00	0.00 0.00	3.75
TOTAL WEIGHT						100.00					TOTAL RATINGS				
											32.73				

Submitted by:

Rosanna M. Olgado  
Manager

Approved by:


Atty. Joy M. Bulautan  
Assistant Chief Operating Officer

**ADMINISTRATIVE SERVICES DEPARTMENT**  
*% Internal Customer Satisfaction 1st Quarter, CY 2021*


	No. of Respondents/ Requests	No. of Outstanding Ratings
Human Resource Services Division	172	143
General Services Division	409	391
<b>Total</b>	<b>581</b>	<b>534</b>

% of Outstanding Ratings	<b>1Q</b>
Human Resource Services Division	83.14
General Services Division	95.60
<b>Average</b>	<b>89.37</b>

**Reviewed by:**

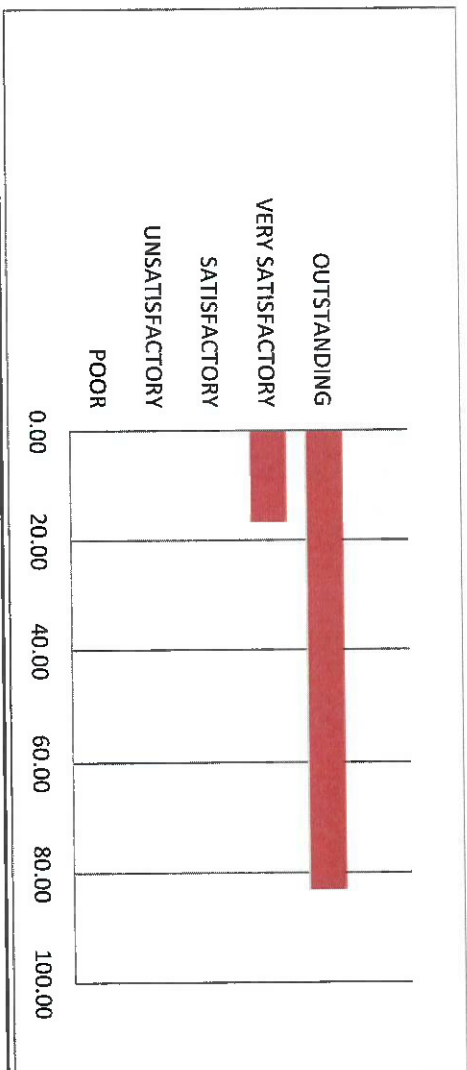
  
**ROSANNA M. OLGADO**  
 Manager *gr*  
 Administrative Services Department

**Noted by:**

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

## HRSD CUSTOMER SATISFACTION RATING FOR THE 1st QUARTER OF CY 2021

There were 172 TIEZA employees, who requested 197 various documents from the Human Resource Services Division (HRSD) for the 1<sup>st</sup> Quarter of CY 2021. Out of the 172 employees, 143 or 83.14 % gave an outstanding rating, and 29 or 16.86% gave a very satisfactory rating.



For the period, the division received one (1) comment, to wit:  
1. "Thank you, Excellent!"

Prepared by:

*Am Mangui*  
**LORY MAY P. MANGUI**  
HRMO I

Noted by:

*Rosanna M. Olgado*  
**ROSANNA M. OLGADO**  
Manager, Administrative Services Department

# JANUARY-MARCH 2021

<u>PURPOSE</u>	<u>NO. OF REQUEST</u>	<u>DOCUMENT REQUESTED</u>	<u>FREQUENCY OF REQUEST</u>	<u>STATUS OF PERSONNEL WHO REQUESTED THE DOCUMENTS AND</u>
No Purpose	14	Certificate of Employment	25	143
For Claim of CNA	0	Certificate of Employment with Remuneration	34	17
For PRAISE Incentive	2	Service Record	21	0
For Bank Purposes	7	201 File (SAL/NBI Clearance/Medical Result)	38	11
For Reference/Personal File/Updating	7	List of Trainings Attended	0	1
For Optional Insurance Premium	0	Others	78	0
For GSIS/Claiming of Benefits/Remittance	13			
For SALN	20			
For VISAT Travel Abroad	1			
For Updating of Manpower	0			
For Personal Use	41			
For Bonding	39			
For Employment	5			
For School Requirement	2			
For Medical Purposes	0			
For Filing of PWD Card	0			
For Loan	0			
For Credit Card Application	1			
For Mobile Plan Application	6			
For Verification	0			
For BIR	0			
For Terminal Leave	1			
For CSC	0			
For Credentials	1			
For SSS Requirements	1			
For Atty. Alvarez Use	1			
For PAG-IBIG	1			
For Housing Loan	8			
For Review of CBJD	0			
For Certification of Remittance	0			
For PSA	1			
For Documentation/Attachment to Office Order	0			
<b>TOTAL 172</b>				<b>TOTAL 172</b>
				<b>TOTAL 197</b>
				<b>TOTAL 172</b>

# ACCOMPLISHMENT REPORT

ADMINISTRATIVE SERVICES DEPARTMENT – GENERAL SERVICES DIVISION

1<sup>st</sup> Quarter 2021 – January to March 2021

PROGRAM/ACTIVITY/PROJECT <small>Title of program/activity/project, inclusive dates, venue; nature of activity (if not indicated in the title); short description</small>	OBJECTIVES <small>Objectives of the program/activity/project</small>	STATUS <small>Present status of program/follow-ups; completed/ on-going/cancelled/rescheduled (please provide reason for non-implementation)</small>
CUSTOMER SATISFACTION	To determine the satisfaction of customers, promptness and effectiveness of GSD Services.	95.60% <b>Outstanding</b> Out of 409 requests, 391 were outstanding and 18 were satisfied with the division's services.

VARIOUS DOCUMENTS: requested by personnel

JOB ORDERS:

Types of Documents/Records	Nos. of Requests	Rating	Types of Request/Service	Nos. of Requests	Rating
a.) Office Order	271/271	0	a.) Electrical Service/ Audio	27/30	0
b.) Mailing	3/3	0	b.) Carpool Service	6/18	0
c.) End Users (Procurement)	84/87	0			

TOTAL # of TRANSACTIONS 409  
TOTAL of OUTSTANDING 391  
PERCENTAGE OF OUTSTANDING 95.60%

Checked & Reviewed by:

Attested by:

Noted by:

  
BERNADETTE M. ALVAREZ  
Records Management Chief


  
ANA RUTH L. MATEO  
Manager, General Services Division

  
ROSALINDA M. OLGADO  
Manager, Administrative Services Department

GENERAL SERVICES DIVISION  
ADMINISTRATIVE SERVICES DEPARTMENT  
**END-USER'S EVALUATION OF SUPPLIERS**  
FIRST (1st) QUARTER 2021

	HIGHLY SATISFIED	SATISFIED	NOT SATISFIED	TOTAL
TRANSACTIONS THROUGH:				
PETTY CASH VOUCHER	54	2	0	56
PURCHASE ORDER/JOB ORDER	30	1	0	31
 TOTAL TRANSACTIONS	 84	 3	 0	 87
PERCENTAGE	96.552%	3.448%	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

**GENERAL SERVICES DIVISION - ADMINISTRATIVE SERVICES DEPARTMENT**  
**END-USERS EVALUATION OF SUPPLIERS**  
**PETTY CASH VOUCHER**  
**FOR THE FIRST (1st) QUARTER 2021**

NO.	SUPPLIER'S NAME	TRANSACTION REFERENCE	END-USER	DATE	CONTROL NUMBER	ADJECTIVAL RATING	NUMERICAL RATING	HS	S	NS	COMMENTS
1	Color 1 Digital, Inc.	PCV 21-016	GSD	11-Jan	001	Satisfied	2		1		
2	SDL Mobile Marketing	PCV 20-192	HRD	18-Jan	002	Highly Satisfied	3	1			
3	FBP Mandaluyong Corp.	PCV 20-045	PEPD	18-Jan	003	Highly Satisfied	3	1			
4	Philand Industries, Inc.	PCV 20-174	TAXD	21-Jan	004	Highly Satisfied	3	1			
5	Philand Industries, Inc.	PCV 20-182	TAXD	21-Jan	005	Highly Satisfied	3	1			
6	Mars Angels Enterprises	PCV 21-004	TAXD	21-Jan	006	Highly Satisfied	3	1			
7	The SM Store	PCV 21-021	OCOO	21-Jan	007	Highly Satisfied	3	1			
8	National Bookstore	PCV 21-009	FISD	25-Jan	008	Highly Satisfied	3	1			
9	Sunshine OfficeLink Ventures	PCV 20-204	TAXD	25-Jan	009	Highly Satisfied	3	1			
10	Sunshine OfficeLink Ventures	PCV 20-203	ATEZ	25-Jan	010	Highly Satisfied	3	1			
11	Randxell Digital	PCV 21-008	COA	26-Jan	011	Highly Satisfied	3	1			
12	Octagon Computer Store	PCV 21-010	GSD	26-Jan	012	Highly Satisfied	3	1			
13	Copy Data Corporation	PCV 20-197	GSD	27-Jan	013	Highly Satisfied	3	1			
14	ATR Multi-Trade Concept	PCV 21-007	FISD	28-Jan	014	Highly Satisfied	3	1			
15	ATR Multi-Trade Concept	PCV 21-006	FISD	28-Jan	015	Highly Satisfied	3	1			
16	Power Mac Center, Inc.	PCV 21-012	IAUD	02-Feb	016	Highly Satisfied	3	1			
17	Sunshine OfficeLink Ventures	PCV 20-207	FISD	02-Feb	017	Highly Satisfied	3	1			
18	Sunshine OfficeLink Ventures	PCV 21-017	FISD	02-Feb	018	Highly Satisfied	3	1			
19	Tuan Bon Office Supplies Corp.	PCV 20-093	BUDD	02-Feb	019	Highly Satisfied	3	1			
20	Tuan Bon Office Supplies Corp.	PCV 21-014	FISD	02-Feb	020	Highly Satisfied	3	1			
21	Tuan Bon Office Supplies Corp.	PCV 20-187	FISD	02-Feb	021	Highly Satisfied	3	1			
22	Tuan Bon Office Supplies Corp.	PCV 20-163	AMGT	02-Feb	022	Highly Satisfied	3	1			
23	SM Hypermarket	PCV 20-013	AESS	02-Feb	023	Highly Satisfied	3	1			
24	Sunshine OfficeLink Ventures	PCV 21-005	FISD	08-Feb	024	Highly Satisfied	3	1			
25	Sunshine OfficeLink Ventures	PCV 21-018	FISD	08-Feb	025	Highly Satisfied	3	1			
26	Tuan Bon Office Supplies Corp.	PCV 21-011	TAMD	10-Feb	026	Highly Satisfied	3	1			
27	Octagon Computer Store	PCV 21-027	OCOO	10-Feb	027	Highly Satisfied	3	1			
28	Tuan Bon Office Supplies Corp.	PCV 21-020	COA	10-Feb	028	Highly Satisfied	3	1			
29	G-Six Marketing c/o R. Ancheta	PCV 21-006	FISD	11-Feb	029	Highly Satisfied	3	1			
30	Mars Angels Enterprises	PCV 21-029	TAXD	15-Feb	030	Highly Satisfied	3	1			
31	Verberry Consumer Good Trading	PCV 21-024	TAXD	15-Feb	031	Highly Satisfied	3	1			
32	MackIm Prints, Inc.	PCV 21-019	PEPD	18-Feb	032	Highly Satisfied	3	1			
33	c/o M. Marquez	Reimb.	OCOO	18-Feb	033	Highly Satisfied	3	1			
34	Babyparts Supply Co., Inc.	PCV 21-022	GSD	23-Feb	034	Highly Satisfied	3	1			
35	Abacus Book & Card Corp.	PCV 21-005	HRD	24-Feb	035	Highly Satisfied	3	1			
36	Abacus Book & Card Corp.	PCV 21-036	MISD	24-Feb	036	Highly Satisfied	3	1			
37	PTD Hardware & Lumber	PCV 21-038	OCOO	02-Mar	037	Satisfied	2		1		
38	5 Elements Engraving Services	PCV 21-040	TAXD	03-Mar	038	Highly Satisfied	3	1			
39	Philand Industries, Inc.	PCV 21-032	TAXD	04-Mar	039	Highly Satisfied	3	1			
40	Sunshine OfficeLink Ventures	PCV 21-042	TAXD	04-Mar	040	Highly Satisfied	3	1			



**FOR THE FIRST (1st) QUARTER 2021**

[illegible]

**GENERAL SERVICES DIVISION - ADMINISTRATIVE SERVICES DEPARTMENT**  
**END-USER'S EVALUATION OF SUPPLIERS**

[illegible]



Republic of the Philippines  
**Tourism Infrastructure & Enterprise Zone Authority**

**MEMORANDUM**

**FOR :** THE MANAGER  
Legal Services Department

**FROM :** THE MANAGER  
Administrative Services Department

**SUBJECT :** REVIEW OF TIEZA RETIREMENT PLAN MANUAL

**DATE :** 9 MARCH 2021

Endorsing the attached TIEZA Retirement Plan Manual for your office's review and/or comments.

For clarifications and other queries, please coordinate with Ms. Sheena S. Borromeo of the HRSD.

For your appropriate action.

LEGAL

Christine 3/10/2021  
9:00 AM

6th & 7th Floors, Tower 1, Double Dragon Plaza, Double Dragon Meridian Park  
Macapagal Avenue corner EDSA Extension, Bay Area, Pasay City 1302, Philippines  
(+632) 8249-5900 to 79 | www.tieza.gov.ph | @TIEZAofficial



4. Allow for effective succession and activity planning, as aid to strategic workforce planning, within the organization.

**C. LEGAL BASES**

The following are the government laws, rules and regulations used as references for this Policy Manual:

1. **Republic Act No. 10154**, otherwise known as "An Act Requiring All Concerned Government Agencies to Ensure the Early Release of the Retirement Pay, Pensions, Gratuities and Other

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respective communities

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s and regulations, as well

2 March 2021

Malam,

Attached is a draft of our Retirement Manual for your review/ comments. Once finalized, we'll forward this to LEGD for review. Thanks.

For Abby

## TIEZA RETIREMENT PLAN M

### A. RATIONALE

The organization recognizes the importance of supporting balance not just during employment but also in planning the and pace which suits individual personnel, taking into account laws, rules and regulations.

In recognition of employee loyalty and dedication to duty, the Authority to prepare, assist and guide retiring personnel, active life upon separation from the service.

Hence, the Retirement Plan Manual for the TIEZA is for personnel as they re-integrate and re-acclimatize themselves and pursue a meaningful life outside government service.

Ms. Abby,

03/09/21

For review of Legal Dept.  
Thank.

This is the 1st Quarter target  
Procedure

### B. OBJECTIVES

The TIEZA Retirement Plan Manual primarily sets out the approach that the Authority will take towards employees who are planning and/or undertaking their retirement, whether compulsory or optional/early retirement.

Specifically, this Manual shall:

1. Provide clear policy guidelines to TIEZA personnel on matters pertaining to retirement from the service of TIEZA personnel;
2. Ensure compliance with pertinent government retirement laws, rules and regulations, as well as related issuances;
3. Assist TIEZA personnel in planning for their retirement; and
4. Allow for effective succession and activity planning, as aid to strategic workforce planning, within the organization.

### C. LEGAL BASES

The following are the government laws, rules and regulations used as references for this Policy Manual:

1. **Republic Act No. 10154**, otherwise known as "An Act Requiring All Concerned Government Agencies to Ensure the Early Release of the Retirement Pay, Pensions, Gratuities and Other

## **TIEZA RETIREMENT PLAN MANUAL**

### **A. RATIONALE**

The organization recognizes the importance of supporting its personnel to achieve a work-life balance not just during employment but also in planning their transition to retirement at a time and pace which suits individual personnel, taking into account the government's retirement laws, rules and regulations.

In recognition of employee loyalty and dedication to duty in TIEZA, it is imperative for the Authority to prepare, assist and guide retiring personnel, as holistically as possible, to live an active life upon separation from the service.

Hence, the Retirement Plan Manual for the TIEZA is hereby established to prepare such personnel as they re-integrate and re-acclimatize themselves into their respective communities and pursue a meaningful life outside government service.

### **B. OBJECTIVES**

The TIEZA Retirement Plan Manual primarily sets out the approach that the Authority will take towards employees who are planning and/or undertaking their retirement, whether compulsory or optional/early retirement.

Specifically, this Manual shall:

1. Provide clear policy guidelines to TIEZA personnel on matters pertaining to retirement from the service of TIEZA personnel;
2. Ensure compliance with pertinent government retirement laws, rules and regulations, as well as related issuances;
3. Assist TIEZA personnel in planning for their retirement; and
4. Allow for effective succession and activity planning, as aid to strategic workforce planning, within the organization.

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1. **Republic Act No. 10154**, otherwise known as "An Act Requiring All Concerned Government Agencies to Ensure the Early Release of the Retirement Pay, Pensions, Gratuities and Other

# WORKFORCE PROFILE AS OF MARCH 31, 2021

## Plantilla Items

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

Sex	Number of Employees
Male	501
Female	497
Total	998

## Overall Workforce

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)	489	198	291
Job Order	477	287	190
Consultant	4	2	2
Contract of Service	19	10	9
TIEZA Regulatory Office (Permanent)	9	4	5
Total	998	501	497

## Appointments Issued from January to March 2021

Name	Position	Office/Department
1. Azurin, Joyce Ann S.	Corporate Planning Chief	Corporate Planning Department
2. Catalasa, Leonard O.	Executive Assistant C	Office of the Chief Operating Officer
3. Catindig, Reinson John P.	Private Secretary C	Office of the Chief Operating Officer
4. Cheng, Richard H.	Secretary A	Internal Audit Department
5. Enriquez, Winnie V.	Private Secretary C	Office of the ACOO for Assets Management
6. Jerruz, Daryl John D.	Sr. Management Info / Systems Analyst	Management Information Systems Department
7. Marquez, Michael L.	Technical Assistant A	Office of the Chief Operating Officer

Certified Correct:

*M. Soriano*

**JOSEFINA U. SORIANO**

Manager, Human Resource Services Division





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### **ENDORSEMENT**

January 18, 2021

**Dr. Rosanna M. Olgado**

Manager, Administrative Services Department

**TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY (TIEZA)**

6th & 7th Floors, Tower 1, Double Dragon Plaza,

Double Dragon Meridian Park

Macapagal Avenue corner Edsa Extension

1302 Bay Area, Pasay City

Dear Dr. Olgado:

We are pleased to endorse our submissions of the (1) **Report on the Development of Assessment Tool based on the Enhanced Competency Model of TIEZA** and the (2) **Proposed Assessment Tool Based on the Enhanced Competency Model** for the project *"Review/Update/Development of Tourism Infrastructure and Enterprise Zone Authority's Competency Manual, Job Profile Description Forms, and Pre- and Post-Performance Assessment Tool."*

To acknowledge the receipt of the said documents, kindly affix your signature and the date on the conforme portion below and send us back the signed document. Thank you!

Very Truly Yours,

**Erin H. Singson**

Strategic Consulting Services

**Profiles Asia Pacific, Inc.**

**RECEIVED BY:**

**Dr. Rosanna M. Olgado**

Manager, Administrative Services Department

**TOURISM INFRASTRUCTURE AND ENTERPRISE ZONE AUTHORITY**

Date: \_\_\_\_\_

**Profiles Asia Pacific, Inc.**

1102 OMMA-Ciba Building, 39 San Miguel Avenue,  
Cragos Center, 1605 Pasig City, Philippines

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Borac Road Cebu Business Park, Cebu City, Philippines 6000

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# **Review / Update / Development of Tourism Infrastructure and Enterprise Zone Authority's Competency Manual, Job Profile Description Forms, and Pre and Post Performance Assessment Tool Summary Report on the Results of the Interviews**

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## **Report on the Development of Assessment Tool based on the Enhanced Competency Model of TIEZA**



**Year 2020 - 2021**

*This report details the process undertaken by Profiles Asia Pacific, Inc. in the development of assessment tool based on the enhanced competency model of the Tourism Infrastructure and Enterprise Zone Authority.*





## **I. Introduction**

### **A. Background**

The Tourism Infrastructure and Enterprise Zone Authority (TIEZA) engaged Profiles Asia Pacific, Inc. (PAP) to undertake the *“Review / Update / Development of Tourism Infrastructure and Enterprise Zone Authority’s Competency Manual, Job Profile Description Forms, and Pre and Post Performance Assessment Tool Summary Report on the Results of the Interviews.”*

Phase 1 of this engagement focused on the assessment of TIEZA’s employees across all levels based on its previous competency model and was completed in January 2019. Phase 2 produced an enhanced competency model (which included the creation of 26 new competencies) and updated competency-based job description across all regular positions and was completed in October 2020. The ongoing final phase covers the assessment of TIEZA’s employees based on this enhanced model.

### **B. The Enhanced Model**

Sixty-one (61) competencies comprise the enhanced model. This includes five (5) core, four (4) leadership and fifty-two (52) technical competencies.

#### **Core Competencies**

1. Effective Communication
2. Exemplifying Integrity
3. Stewardship of Resources
4. Service Excellence
5. Resiliency and Agility

#### **Leadership Competencies**

6. Directing and Managing Change
7. Developing People and Managing Performance
8. Building Commitment
9. Thinking Strategically

#### **Technical Competencies**

10. Accounting Proficiency
11. Achieving High Standards
12. Analytical Thinking
13. Architectural Planning and Design
14. Attention to Detail
15. Audit Management
16. Benefits, Compensation, and Welfare Management
17. Budgeting
18. Business Acumen



## **II. Development of the Assessment Tool based on the Enhanced Model**

The enhanced model was examined by PAP's team of Psychometricians seasoned in assessment-test development spearheaded by Dr. Mariel Rubia, its director for Research and Development. Thereafter, the assessment tool developed by PAP based on the previous competency model was revisited and revised accordingly.

Items on the competencies retained in the enhanced competency model were aligned with the new model. Items were also developed for the 25 new competencies.

## **III. Proposed Assessment Tool based on the Enhanced Model**

PAP hereby endorses the assessment tool it has developed based on the enhanced competency model of TIEZA. A total of 64 sets of questionnaire were created for the Competency-based Assessment. The questionnaires were customized according to the competencies of the division/department under AESS, AFS, AMS, OCOO, and TEZMS respectively. The competencies for each division/department were specifically based on the Competency Map produced from Phase 2 of this engagement.

Since the survey is a 180-degree performance evaluation, each division/department has been provided with two versions of its questionnaire, i.e., (1) Manager's rating form, and (2) Self rating form. Each form has equal number of items that measure the same competencies.

Similar to the assessment on the previous competency model, the assessment based on the new model is also survey form using a five-point Likert Scale response format. The total number of items in the initial pool for each questionnaire is indicated on the second column of Table 1.

Table 1 also shows the competencies that are standard across questionnaires. Standard competency refers to a competency that is common or present across all the questionnaires provided for all divisions, departments under a specific TIEZA sector. These 'standard' competencies are identified by comparing the questionnaires provided for each of the five TIEZA sectors. To illustrate, the researchers compared and identified the competencies that are present in all divisions and departments under AFS to derive the standard core, leadership and technical competencies for AFS. The same procedure has been done for the four other TIEZA sectors.



QUESTIONNAIRE	No. of Items for the Initial Item pool	Competency Areas (What are the standard competencies across questionnaires?)		
		Core	Leadership	Technical
Privilege Administration Division-Main Office	200			
Privilege Administration Division-NCR	210			
Privilege Administration Division-SF&LaUnion	116			
Privilege Administration Division-Zamboanga	106			
AMS				
Office of the ACOO for the Asset Management Sector	207	<ul style="list-style-type: none"><li>▪ Effective Communication</li><li>▪ Exemplifying Integrity</li><li>▪ Stewardship of Resources</li><li>▪ Service Excellence</li><li>▪ Resiliency and Agility</li></ul>	<ul style="list-style-type: none"><li>▪ Directing and Managing Change</li><li>▪ Developing People and Managing Performance</li><li>▪ Building Commitment</li><li>▪ Thinking Strategically</li></ul>	<ul style="list-style-type: none"><li>▪ Interpersonal Effectiveness</li></ul>
Business Development Department	215			
Business Research and Development	176			
Operations Department	209			
Balicasag Island	208			
Banaue	206			
Club Intramuros	213			
Cebu Extension	128			
Gardens of Malasag & Eco-Tourism Village	206			
Intramuros Light and Sound Museum	177			
Zamboanga Golf Course	203			
Sales	240			
OCOO				
Corporate Planning	191	<ul style="list-style-type: none"><li>▪ Effective Communication</li><li>▪ Exemplifying Integrity</li><li>▪ Stewardship of Resources</li><li>▪ Service Excellence</li><li>▪ Resiliency and Agility</li></ul>	<ul style="list-style-type: none"><li>▪ Directing and Managing Change</li><li>▪ Developing People and Managing Performance</li><li>▪ Building Commitment</li><li>▪ Thinking Strategically</li></ul>	<ul style="list-style-type: none"><li>▪ Technical Writing</li></ul>
Financial Audit	135			
Internal Audit	180			
Litigation	189			
Management Information System Department	215			
Monitoring and Evaluation	179			
Strategic Planning	146			
Office of the Chief Operating Officer	198			
Office of the Corporate Secretary	176			
Operations Audit	135			
Legal Department	204			
Legal Services	189			
TEZMS				
Regulation Department	155	<ul style="list-style-type: none"><li>▪ Effective Communication</li><li>▪ Exemplifying Integrity</li><li>▪ Stewardship of Resources</li></ul>	<ul style="list-style-type: none"><li>▪ Directing and Managing Change</li><li>▪ Developing People and</li></ul>	<ul style="list-style-type: none"><li>▪ Technical Writing</li><li>▪ Tourism Area Development</li></ul>
Evaluation and Registration	245			
Incentives Administration	220			
Permits and Licenses	225			



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