



**TOURISM
INFRASTRUCTURE AND
ENTERPRISE
ZONE
AUTHORITY**

6th & 7th Floors, Tower 1
DoubleDragon Plaza
DD Meridian Park
Macapagal Avenue corner
EDSA Extension
1302 Bay Area, Pasay City

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corporatesecretary@tieza.gov.ph
www.tieza.gov.ph

MEMORANDUM

For : The Chairperson, TIEZA Board
The Chief Operating Officer and Vice-Chairperson
The Chairman, Mindanao Development Authority
The Chief Operating Officer, Tourism Promotions Board
Undersecretary Epimaco Densing III, DILG Permanent Alternate Rep.
Undersecretary Analiza Teh, DENR Permanent Alternate Rep.
Undersecretary Maria Catalina Cabral, DPWH Permanent Alternate Rep.
Hon. Roy B. Martin, Director
Hon. Richard F. Joson, Director

From : The Corporate Secretary

Re : **TIEZA Reorganizational Plan**

Date : 10 September 2019

We are respectfully submitting herewith for your respective signatures the attached Resolution, adopted by the TIEZA Board of Directors during its Regular Board Meeting on 29 August 2019, regarding the approval of the **Commencement of the TIEZA Reorganizational and Right-sizing processes.**

Thank you.


ATTY. AL CONRAD B. ESPALDON

CORPORATE PLANNING DEPARTMENT	
RECEIVED	
	By: <u>Lya</u>
Date:	<u>1/21/21</u>
Time:	<u>1:58 pm</u>



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RESOLUTION NO. R-29-08-19-D

WHEREAS, as mandated by Republic Act No. 9593, otherwise known as the Tourism Act of 2009, the TIEZA underwent reorganization from July 2013 to November 2014;

WHEREAS, from 2013 up to present, the organization kept pace with the increasing and changing demands of its stakeholders, amidst the presence of new technologies. However, it was observed that what may have been a relevant undertaking in 2013 and 2014, so as to comply with several policies of the past administrations, may no longer be necessary at this time;

WHEREAS, on 09 November 2018, the Civil Service Commission, Commission on Audit, and Department of Budget and Management released Joint Circular no. 1 s. 2018 that instructed government agencies to review their structure and identify the appropriate manpower required to sustain their operations. The said circular also provided that the renewal of contracts of existing Contracts of Service and Job Order workers will only be allowed until 31 December 2020. By 1 January 2021, government agencies are to strictly abide by the provisions of the Joint Circular;

WHEREAS, with the proposed reorganization, the TIEZA management will be able to establish new and updated standards for organizational staffing, as well as address issues on personnel redeployment or reassessments, not only in compliance with government policy but also for the organization to shift towards a more effective, responsive, and strategic human capital management;

WHEREFORE BE IT RESOLVED, AS IT IS HEREBY RESOLVED, to approve the commencement of the Reorganization and Right-sizing processes, and the submission to the Governance Commission for GOCCs of the reorganization plan for evaluation and approval of the Chief Operating Officer.

ADOPTED, by the Board of Directors during its Regular Board Meeting on the 29th day of August 2019 in Pasay City.

USEC. EDWIN R. ENRILE
Alternate Chairperson of TIEZA Board

POCHOLO J.D. PARAGAS
Vice-Chairperson/COO TIEZA



USEC. MARIA CATALINA E. CABRAL
Permanent Alternate, DPWH

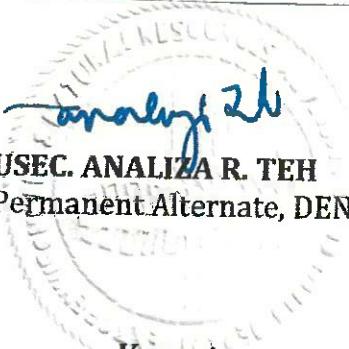
SEC. EMMANUEL F. PIÑOL
Member, Mindanao Development
Authority


ARNOLD T. GONZALES
Alternate Representative, TPB

USEC. EPIMACO V. DENSING III
Permanent Alternate, DILG


ROY B. MARTIN
Director, Tourism Estate
Development Sector


USEC. ANALIZA R. TEH
Permanent Alternate, DENR


Vacant
Director, Accommodation
Services Sector

Vacant
Director, Air, Land and Sea Transport
Services Sector

Vacant
Director, Travel and Tours
Services Sector


RICHARD THOMAS F. JOSON
Director, Other Tourism Enterprise Sector



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MEMORANDUM FOR THE TIEZA BOARD OF DIRECTORS

FROM : THE CHIEF OPERATING OFFICER
SUBJECT : TIEZA REORGANIZATION PROPOSAL
DATE : 23 AUGUST 2019

As mandated by Republic Act 9593, otherwise known as the Tourism Act of 2009, the TIEZA underwent reorganization from July 2013 to November 2014.

From 2013 up to present, the organization kept pace with the increasing and changing demands of its stakeholders, amidst the presence of new technologies. However, it was observed that what may have been a relevant undertaking in 2013 and 2014, so as to comply with several policies of the past administrations, may no longer be necessary at this time.

Cognizant, also, is President Rodrigo Duterte's commitment to eliminate the practice of employing and retaining contractual workers for long periods of time.

The above concern was put under the spotlight when the Civil Service Commission (CSC), Commission on Audit (COA) and the Department of Budget and Management (DBM) released Joint Circular no. 1 s. 2017 on 15 June 2017. The joint circular (JC) instructed government agencies to review their structure and identify the appropriate manpower required to sustain their operations. The JC also provides that the creation of permanent positions be considered by the government agencies involved, upon review of its manpower requirements. Moreover, under the JC, the renewal of contracts of existing Contracts of Service and Job Order workers will only be allowed until 31 December 2020. By 1 January 2021, government agencies are to strictly abide by the JC provisions.

Specifically, the above issue highlighted that fact that there is an urgent need for TIEZA to focus its attention on the Job Order (JO) workers' treatment and protection (i.e. in terms of definition, scope of work, and limitations), in compliance with the JC provisions.

The HR processes would also need information, through some intervention, on how and when these JO workers can eventually become holders of regular plantilla positions.

In view of the above, we would like to propose that TIEZA undergo an organizational restructuring and undertake modifications in its staffing pattern, through a reorganization, for TIEZA to:

1. Review its talents vis-à-vis its operations,
2. Remove redundancies, overlaps, duplications and
3. Improve its operations-- for better public service and more value-for-money transactions.

Furthermore, a strategic workforce review and proposed reorganization will give TIEZA the opportunity to accomplish the following:

1. Strengthen vital corporate functions;
2. Additional resources to fund priority PAPs vis-à-vis the TIEZA DREAMS project;
3. Improve service delivery;
4. Satisfy its clients and stakeholders; and
5. Increase the morale of its employees

With the proposed reorganization, TIEZA Management will be able to establish new and updated standards for organizational staffing, as well as address issues on personnel redeployment or reassessments, not only in compliance with government policy but also for the organization to shift towards a more effective, responsive and strategic human capital management.

Finally, the HR Committee has reviewed and approved the proposal for endorsement to the Board.

For your approval/consideration.

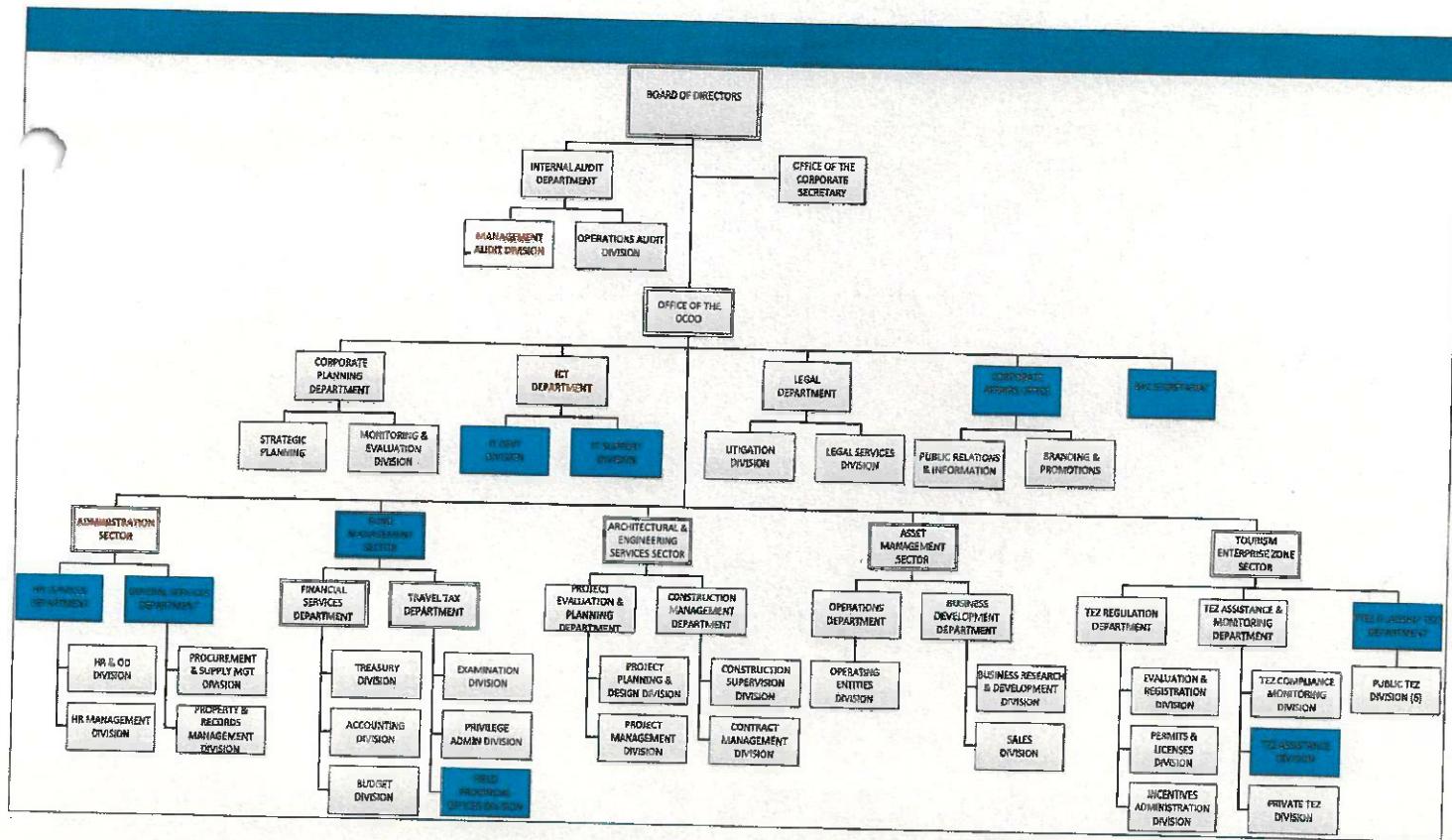
Thank you.



POCHOLO D. PARAGAS

TIEZA ORGANIZATION STRUCTURES : AESS , AMS AND CORPORATE AFFAIRS OFFICE / DIVISION

May 2019 rev. June 2019
For Mancom Presentation 718.19



HIGHLIGHTS (of changes) :

"Scrap and Build" recommendations for AMS / AMGT Sector :

- a) Scrap an office: Corporate Communications
- b) Build a new Department /Division : *Corporate Affairs Division/ office (CAD)* and integrated the functions including its 2 current plantilla positions (CPP): **Information Officers** under proposed division: "Corporate Communication and PR"
- c) Build an office for BAC Secretariat with only core positions, as per its mandate
- d) Scrap a position under current plantilla position (CPP) – "Tourism coordinator" under AMGT-OPED but requested for new position.
- e) Reinvent the following (with new labels)
 - * MISD - proposed label is *Information, Communication Technology Dept. (ICT D)* with **2 clear divisions for** : **ICT Development and ICT Support**
 - * Internal Audit - rename "financial" audit to *Management Audit Division*

ARCHITECTURE & ENGINEERING SERVICES SECTOR (AESS)

Project Evaluation and Planning
Project Planning and Design
Project Management

Construction Management
Construction Supervision
Contract Management

PEPD 5-YEAR RESULTS DESIGN FRAMEWORK

STRATEGIC ISSUE: Slow Infra Project Implementation Process and Lack of Technical Staff

Objective: Quality and Cost effective Infra Projects are Implemented Faster by Adequate and Competent Staff

Design Framework for PEPD

Success Indicators	Accountable Unit/s	Baseline	Year 1 of Implementation of Reorganization (2020)	2021 (Y2)	2022 (Y3)	2023 (Y4)	2024 (Y5)
No. of DED Completed**	PEPD (PPDD, PMD)	30*	55 projects	79 projects	92 projects	96 projects	112 projects
No. of projects inspected/evaluated	PEPD (PPDD, PMD)	60	100 project	110 projects	121 projects	135 projects	150 projects
List of Projects for Board Approval	PEPD (PPDD, PMD)	40	40 projects	50 projects	60 projects	60 projects	70 projects

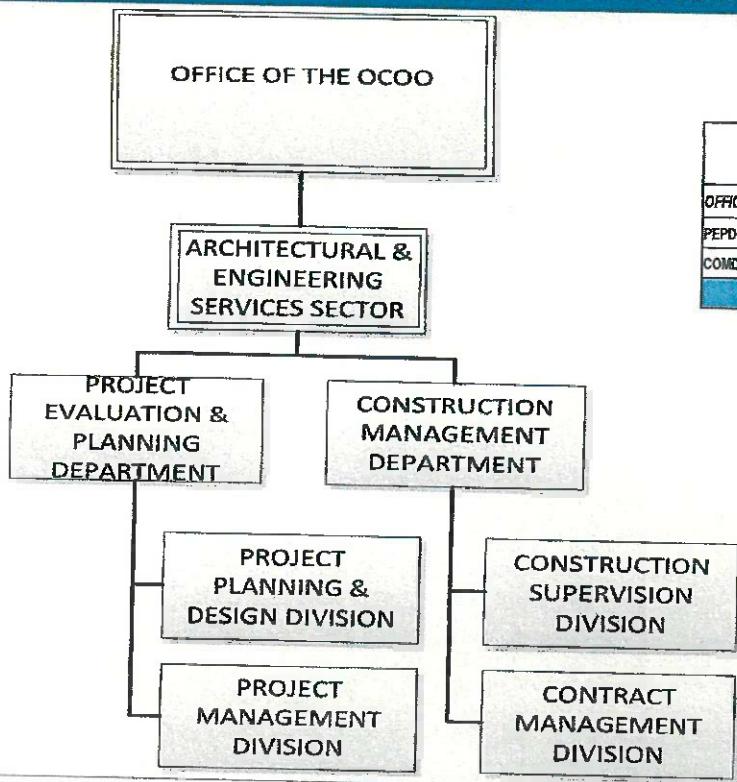
*Strategic Issue: Slow Infra Project Implementation Process

COMD 5-YEAR RESULTS DESIGN FRAMEWORK

Design Framework (COMD based on PEPD data)

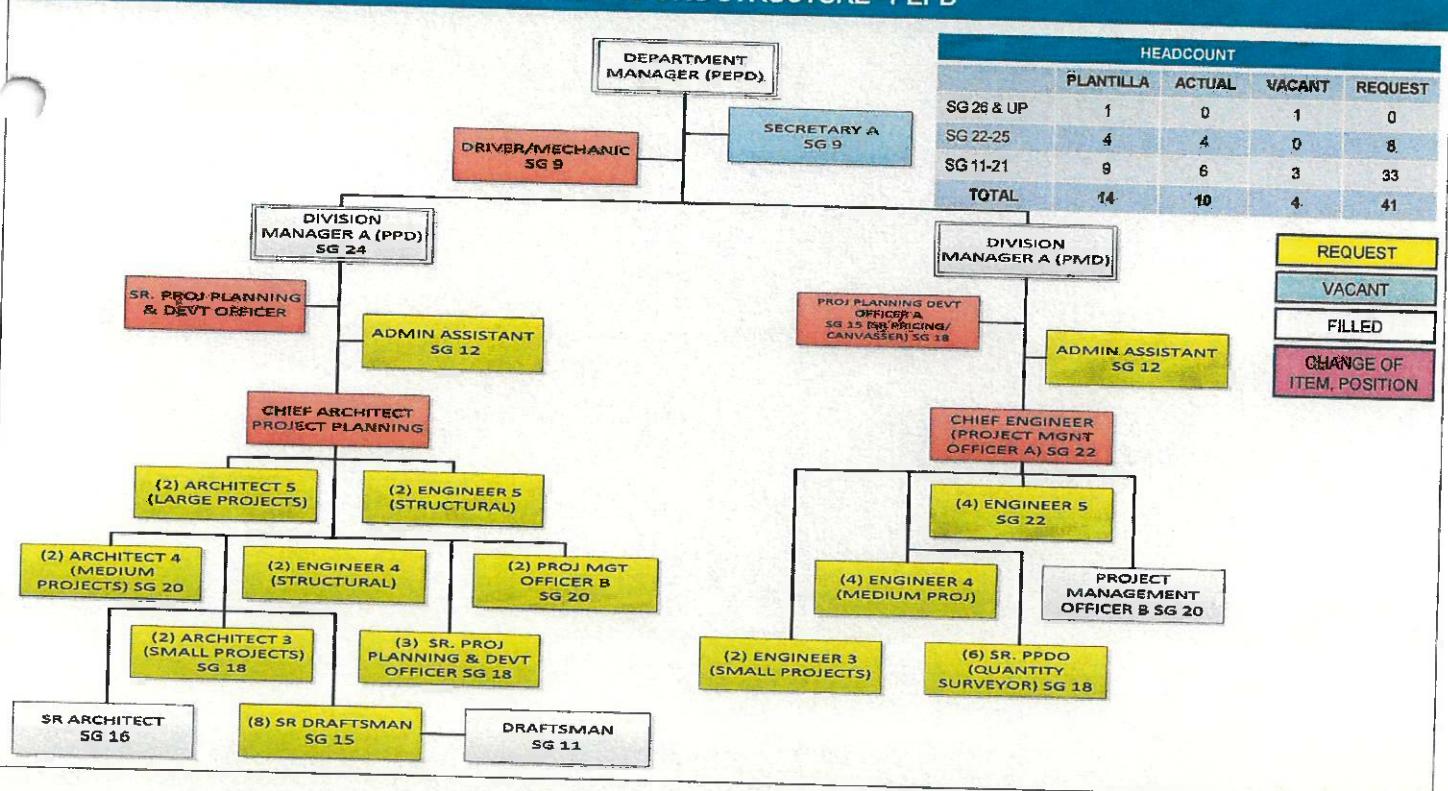
Success Indicators	Accountable Units	Baseline	Year 1 of Implementation of Reorganization (2020)	2021	2022	2023	2024
No. of projects inspected/evaluated	COMD-CSD	60	100 project	110 projects	121 projects	135 projects	150 projects
<i>(Pre-construction Phase)</i>							
No. of projects implemented	COMD-CSD			25	30	30	35
No. of projects monitored	COMD-CMD			25	30	30	35
Project Compliance Rate**	COMD-CSD	n/a	5	10	15	20	25

ARCHITECTURE & ENGINEERING SERVICES SECTOR



	CURRENT PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	CONDITIONAL	NO. OF JOB ORDERS
OFFICE OF THE AOO	4	4	0	0	4	0	3
PEPD	14	10	4	41	55	1	19
CMRD	17	17	0	18	35	0	13
TOTAL	35	31	4	59	94	1	35

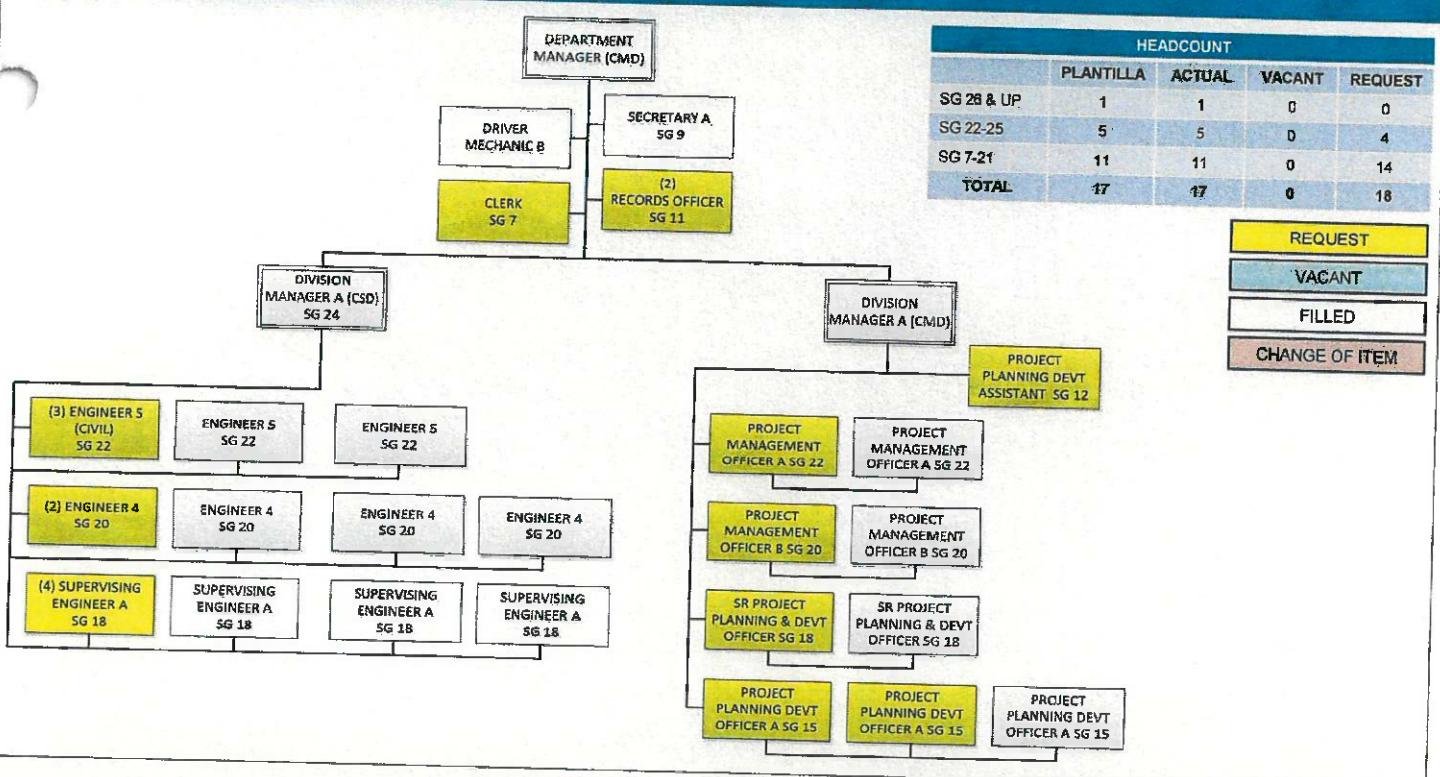
PROPOSED ORG STRUCTURE - PEPPD



HEADCOUNT DETAILS - PEPD

	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
PROJECT EVALUATION & PLANNING							
Department Manager A	26	3	0	3	3	6	6
Secretary A a/	9	1	0	1	0	1	1
Encoder	8	0	0	0	1	1	1
Driver-Mechanic B a/	7	1	0	1	0	1	1
Utility	7	0	0	0	1	1	1
Machine Operator	7	0	0	0	1	1	1
PROJECT PLANNING & DESIGN							
Division Manager A	24	6	5	1	22	28	27
Project Planning & Development Chief	22	1	1	0	0	1	1
Architect 5	22	0	0	0	2	2	1
Engineer 5	22	0	0	0	2	2	2
Architect 4	20	0	0	0	2	2	2
Engineer 4	20	0	0	0	2	2	2
Project Management Officer B	20	1	0	1	1	2	2
Sr. Project Planning & Development Officer	18	1	1	0	2	3	3
Architect 3	18	0	0	0	2	2	2
Sr. Architect	16	1	1	0	0	1	1
Administrative Assistant	12	0	0	0	1	1	0
Sr. Draftsman	11	1	1	0	8	9	9
PROJECT MANAGEMENT							
Division Manager A	24	5	5	0	16	21	21
Project Management Officer A	22	1	1	0	0	1	1
Engineer 5	22	0	0	0	4	4	4
Engineer 4	20	0	0	0	4	4	4
Project Management Officer B	20	1	1	0	0	1	1
Engineer 3	18	0	0	0	2	2	2
Sr. Project Planning & Development Officer	18	1	1	0	5	6	6
Project Planning & Development Officer A	15	1	1	0	0	1	1
Administrative Assistant	12	0	0	0	1	1	1
TOTAL		14	10	4	41	55	54

PROPOSED ORG STRUCTURE - COMD



HEADCOUNT DETAILS - COMD

	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
CONSTRUCTION MANAGEMENT		3	3	0	3	6	6
Department Manager A	26	1	1	0	0	1	1
Records Officer	11	0	0	0	2	2	2
Secretary A a/	9	1	1	0	0	1	1
Clerk	7	0	0	0	1	1	1
Driver-Mechanic B a/	7	1	1	0	0	1	1
CONSTRUCTION SUPERVISION		9	9	0	9	18	18
Division Manager A	24	1	1	0	0	1	1
Engineer V	22	2	2	0	3	5	5
Engineer IV	20	3	3	0	2	5	5
Supervising Engineer A	18	3	3	0	4	7	7
CONTRACT MANAGEMENT		5	5	0	6	11	11
Division Manager A	24	1	1	0	0	1	1
Project Management Officer A	22	1	1	0	1	2	2
Project Management Officer B	20	1	1	0	1	2	2
Sr. Project Planning & Development Officer	18	1	1	0	1	2	2
Project Planning & Development Officer A	15	1	1	0	2	3	3
Project Planning & Development Assistant	13	0	0	0	1	1	1
TOTAL		17	17	0	18	35	35

ARCHITECTURE & ENGINEERING SERVICES SECTOR

PROJECT EVALUATION AND PLANNING

- Sr. Draftsman
 - Retain 1 SG 11 Draftsman (Job holder may be recommended for upgrade or promotion to SG 15 once add'l headcount is approved)
 - Add 8 Sr. Draftsman at SG 15
- Machine Operator, Encoder, Utility – can be outsourced
- Include, as part of Project Management, a PM who will manage projects from start to finish (From PEPD to CMD).
- Another option to take in Manpower Planning is forecasting the number of hires based on the yield/no. of projects from Year 1 to 5:

	Baseline	Year 1 of Implementation of Reorganization (2020)	2021 (Y2)	2022 (Y3)	2023 (Y4)	2024 (Y5)
No. of DED Completed Projects	30	55	79	92	96	112

HEADCOUNT FORECAST	DEPARTMENT	CURRENT HC	ADDITIONAL HC Y1	ADDITIONAL HC Y2	ADDITIONAL HC Y3	ADDITIONAL HC Y4	ADDITIONAL HC Y5
	PEPD HEADCOUNT	14	10	9	9	3	8
	Yield Per Person	2.143	2.292	2.354	2.190	2.133	2.112
	Total No. of Projects Completed	30	55	79	92	96	112

- With a baseline of 30 projects completed per year with 14 regular plantilla, the assumption is that there are 2.1 projects completed per HC. A strategy PEPD can take is to distribute the number of additional headcount for the 5-year period based on the number of projects to be completed per year (with the same yield of 2.1 per HC).

Yield Per Person Formula: Completed Projects/Current HC + Additional HC per year

Note: The same strategy can be done with other departments

ASSET MANAGEMENT SECTOR

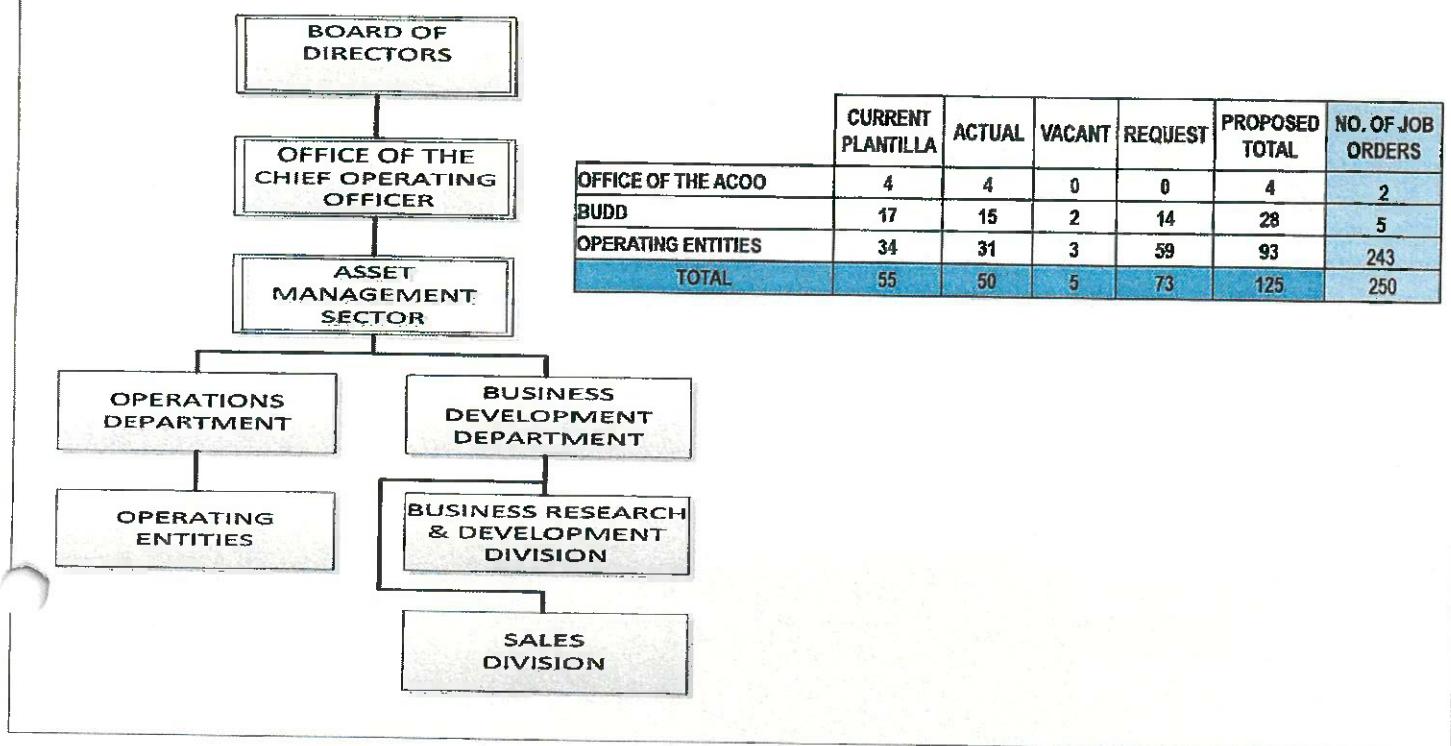
BUSINESS DEVELOPMENT
BUSINESS RESEARCH &
DEVELOPMENT
SALES

OPERATIONS
OPERATING ENTITIES

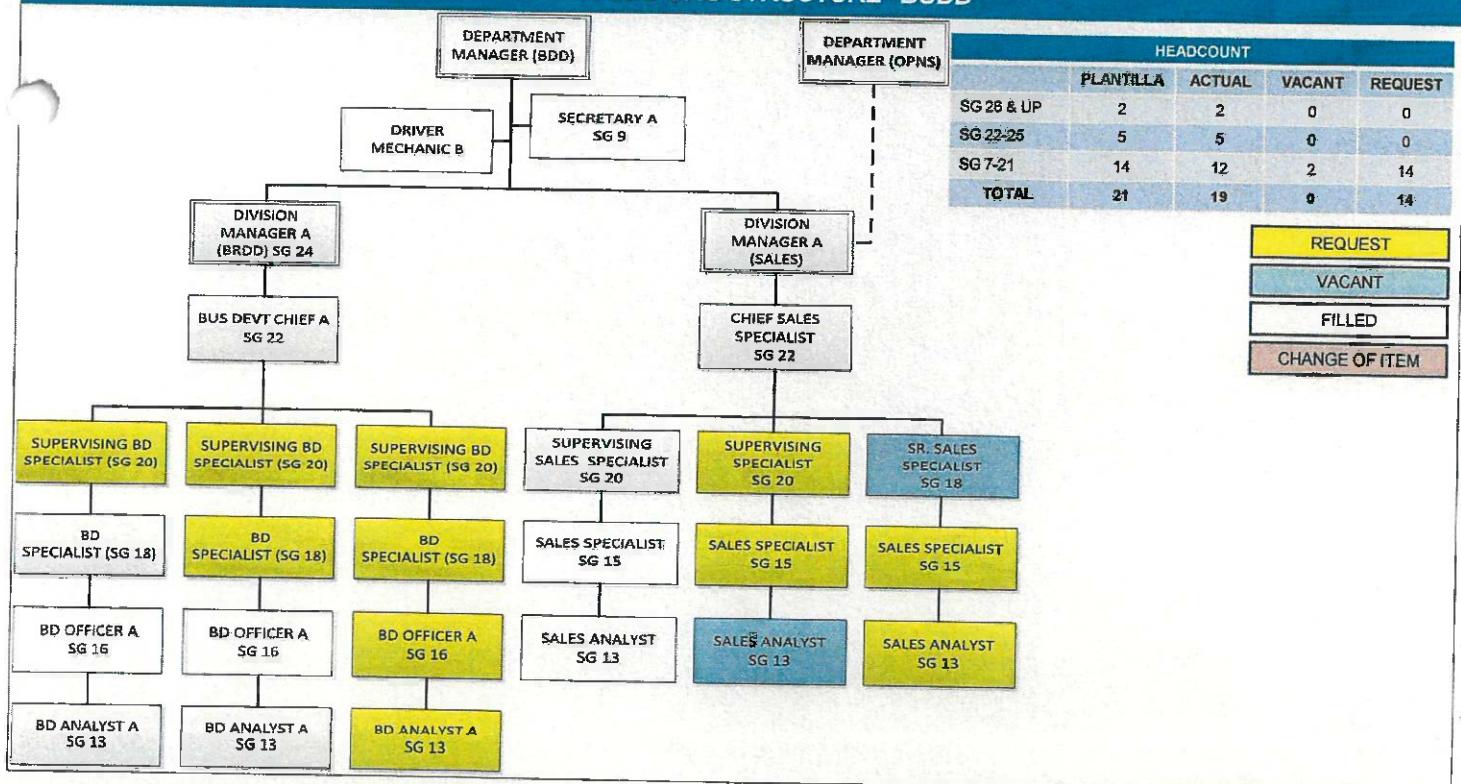
AMS 5-YEAR RESULTS DESIGN FRAMEWORK

SUCCESS INDICATORS	ACCOUNTABLE UNIT/S	BASELINE	YEAR 1 IMPLEMENTATION OF REORGANIZATION	YEAR 2	YEAR 3	YEAR 4	YEAR 5
BUSINESS DEV'T PLAN							
Business Plan		2	3	4	4	6	6
Development Plan		1	1	2	2	3	3
2. INVESTMENT PLANNING (Documentation of Assets)							
No. of assets ready for investment	BRD	3	3	4	6	6	9
3. INVESTMENT PROMOTION							
No. of new leads (Total Assets)	BRD	4	6	8	10	12	14
Converted accounts (Total Assets)		0	1	2	3	4	5
4. SALES							
Leads (No. of Sales calls-Field/Presentations (Operating Entities))	SALES	756	1512	2268	2268	2268	2268
Number of Closed Sales (Operating Entities)	SALES	152	303	454	567	680	793
5. FINANCIAL CONTRIBUTION TO SALES OF OPERATING ENTITIES							
GENERATION OF REVENUE FOR TIEZA OPERATING ASSETS		149.4M	156.8M (based on 5% increase from 2019 targets)	164.7M	172.9M	181.5M	190.6M
	SALES		19.44M (Gross Revenue)	19.83M (Gross Revenue)	20.82M	21.86M	22.95M
FINANCIAL VIABILITY & SUSTAINABILITY OF ASSETS	OPED		23.5M (Net Before Depreciation)	24M	24.5M	25M	25.5M
6. CUSTOMER SATISFACTION RATING (CSAT)							
	SALES (EXTERNAL)	90%	80%	80%	90%	90%	100%
	OPED						

ASSET MANAGEMENT SECTOR



PROPOSED ORG STRUCTURE - BUDD



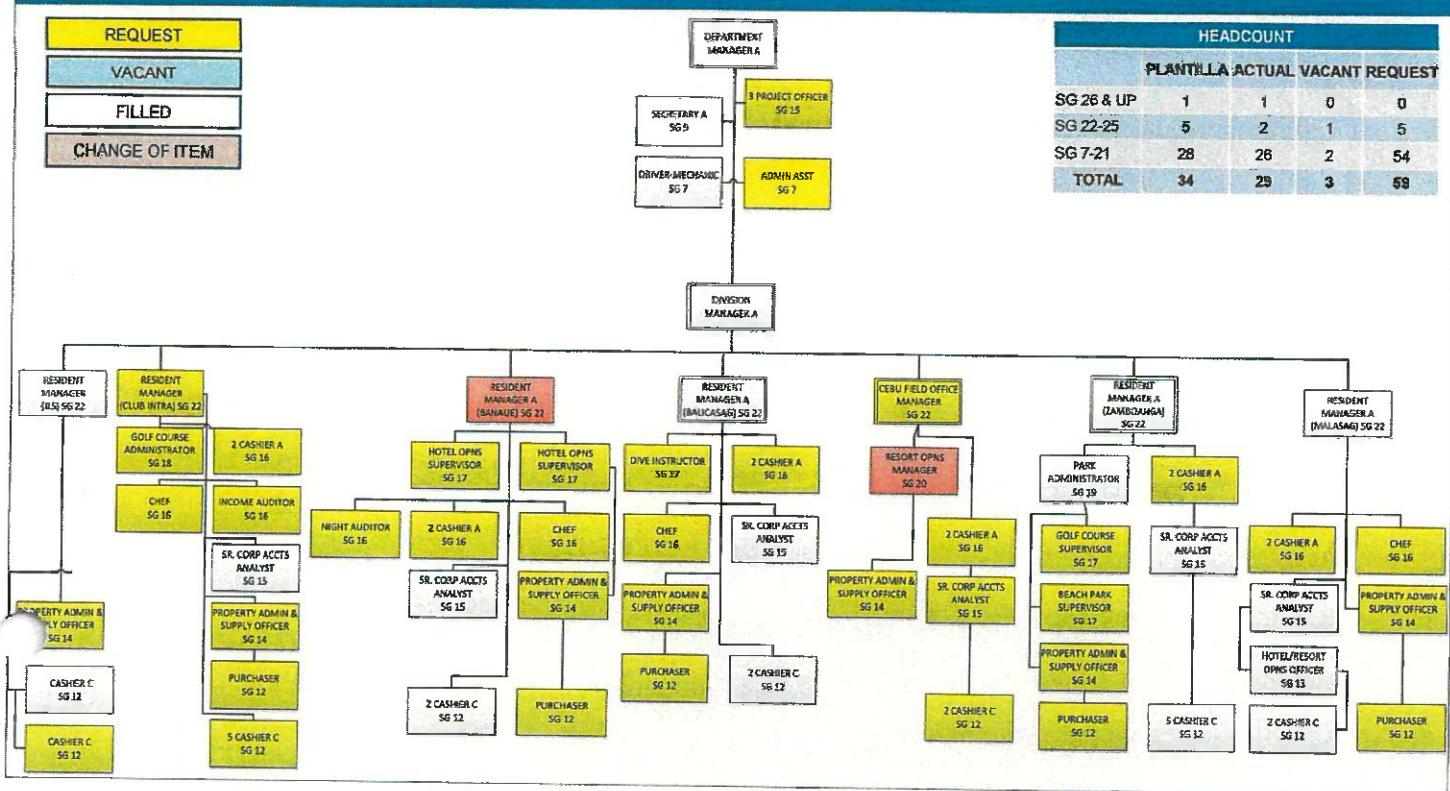
HEADCOUNT DETAILS - BUDD

	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
ASSET MANAGEMENT		4	4	0	0	4	4
Assistant Chief Operating Officer	28	1	1	0		1	1
Technical Assistant A a/	22	1	1	0		1	1
Private Secretary C a/	11	1	1	0		1	1
Driver-Mechanic A a/	9	1	1	0		1	1
BUSINESS DEVELOPMENT	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
Department Manager A	26	1	1	0	0	3	3
Secretary A a/	9	1	1	0		1	1
Driver-Mechanic B a/	7	1	1	0		1	1
BUSINESS RESEARCH		7	7	0	11	14	11
Division Manager A	24	1	1	0	0	1	1
Business Development Chief A	22	1	1	0	0	1	1
Business Development Supervising Specialist	20	0	0	0	3	3	3
Business Development Specialist	18	1	1	0	2	3	3
Business Development Officer A	16	2	2	0	1	3	3
Business Development Analyst A	13	2	2	0	1	3	0
SALES		7	5	2	3	11	11
Division Manager A	24	1	1	0	0	1	1
Chief Sales (Marketing) Specialist	22	1	1	0	0	1	1
Supervising Sales (Marketing) Specialist	20	1	1	0	1	2	2
Sr. Sales (Marketing) Specialist	18	1	0	1	0	1	1
Supervising Reservations Officer	18	0	0	0	0	0	0
Sales (Marketing) Specialist	15	1	1	0	2	3	3
Sales (Marketing) Analyst II	13	2	1	1	1	3	3
Reservations Officer	13	0	0	0	0	0	0
TOTAL		17	15	2	14	28	25

RECOMMENDED: BUSINESS DEVELOPMENT and SALES (MODEL)

- Current responsibilities that include Marketing, Promotions and attending Events will be passed on to Corporate Affairs that will be TIEZA's centralized Marketing Arm
- Focus only on Sales and Revenue Generation for Operating (and Non-Operating) Entities (and potential TEZ properties)
- Adopt an Account Management approach for both BRDD and Sales
 - May be territory-based (Luzon, Visayas, Mindanao) or
 - Small, Medium, Large Account
- Adopt a Hunter-Farmer Model
 - BUDD and Sales will "hunt" or source for and sell properties to clients, Sales and Operations will "farm" or will take care of the clients and ensure repeat business

PROPOSED ORG STRUCTURE - OPED



OPERATIONS / OPERATING ENTITIES-INTRAMUROS (HEADCOUNT DETAILS)

SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	PROPOSED TOTAL
OPERATIONS	4	3	1	6	10	10
Department Manager A	27	1	1	0	1	1
Division Manager A	24	0	0	0	2	2
Tourism Coordinator A	21	1	1	0	1	1
Project Officer	15	0	0	0	3	3
Secretary A a/	9	1	1	0	1	1
Admin Assistant	7	0	0	0	1	1
Driver-Mechanic B a/	7	1	0	1	0	1
SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
INTRAMUROS LIGHT & SOUND	2	2	0	2	4	4
Resident Manager B	20	1	1	0	1	1
Property Administrator & Supply Officer	14	0	0	0	1	1
Cashier C	12	1	1	0	2	2
CLUB INTRAMUROS	6	6	0	12	18	16
Division Manager A	24	1	1	0	0	1
Resident Manager A	22	0	0	0	1	1
Sports Complex Administrator	21	1	1	0	0	1
Golf Course Administrator	18	0	0	0	1	1
Cashier A	16	0	0	0	2	2
Chef	16	0	0	0	1	1
Income Auditor	16	0	0	0	1	1
Sr. Corporate Accounts Analyst	15	1	1	0	0	1
Property Administrator & Supply Officer	14	0	0	0	1	1
Recreation & Sports Development Officer A	13	2	2	0	0	2
Purchaser	12	0	0	0	1	1
Cashier C	12	1	1	0	4	5
					5	3

OPERATING ENTITIES: BANAUE, CEBU, BALICASAG (HEADCOUNT DETAILS)

	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
BANAUE HOTEL							
Division Manager A	24	1	1	0	0	0	0
Resident Manager A	22	0	0	0	1	1	1
Resident Manager C	19	1	1	0	0	0	0
Cashier A	16	0	0	0	2	2	2
Chef	16	0	0	0	1	1	1
Night Auditor	16	0	0	0	1	1	1
Sr. Corporate Accounts Analyst	15	1	0	1	0	1	1
Hotel/Resort Operations Officer B	13	1	1	0	0	1	1
Cashier C	12	2	2	0	2	4	4
Purchaser	12	0	0	0	1	1	1
Hotel Operations Supervisor	17	0	0	0	2	2	2
Property Administrator & Supply Officer	14	0	0	1	1	1	1
	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
CEBU EXTENSION UNIT							
Cebu Field Office Manager	22	0	0	0	8	9	9
Tourism Coordinator B	20	1	1	0	0	1	1
Resort Operations Manager	20	0	0	0	1	1	1
Cashier A	16	0	0	0	2	2	2
Sr. Corporate Accounts Analyst	15	0	0	0	1	1	1
Property Administrator & Supply Officer	14	0	0	0	1	1	1
Cashier C	12	0	0	0	2	2	2
BALICASAG DIVE RESORT							
Resident Manager A	22	1	0	1	0	1	1
Dive Instructor	17	0	0	0	1	1	1
Cashier A	16	0	0	0	2	2	2
Chef	16	0	0	0	1	1	1
Sr. Corporate Accounts Analyst	15	1	1	0	0	1	1
Property Administrator & Supply Officer	14	0	0	0	1	1	1
Recreation & Sports Development Officer A	13	1	1	0	0	1	1
Purchaser	12	0	0	0	1	1	1
Cashier C	12	2	2	0	0	2	2

OPERATING ENTITIES: ZAMBOANGA, GARDENS OF MALASAG (HEADCOUNT DETAILS)

	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
ZAMBOANGA GOLF & BEACH PARK							
Resident Manager A	22	1	1	0	9	14	12
Park Administrator	19	1	1	0	0	1	1
Beach Park Supervisor	17	0	0	0	1	1	1
Golf Course Supervisor	17	0	0	0	1	1	1
Cashier A	16	0	0	0	2	2	2
Sr. Corporate Accounts Analyst	15	1	1	0	0	1	1
Property Administrator & Supply Officer	14	0	0	0	1	1	1
Purchaser	12	0	0	0	1	1	1
Cashier C	12	2	2	0	3	5	3
GARDENS OF MALASAG (CDO)							
Resident Manager A	22	1	1	0	5	10	10
Sr. Corporate Accounts Analyst	15	1	1	0	0	1	1
Hotel/Resort Operations Officer B	13	1	1	0	0	1	1
Cashier C	12	2	2	0	0	2	2
Cashier A	16	0	0	0	2	2	2
Chef	16	0	0	0	1	1	1
Purchaser	12	0	0	0	1	1	1
Property Administrator & Supply Officer	14	0	0	0	1	1	1
TOTAL		34	31	3	59	93	87

- No Account Exec headcount will be assigned in OPED. Account Management role will be under Sales.
- Assume monitoring & evaluation tasks as part of Dept/division function for all
- Revised structure of BUDD – Sales Division by adding dotted line of Division Manager for Sales to Department Manager for Operations
- May reduce number of cashiers in operating entities to cover shifts
 - Adding mobile card terminals can help in the efficiency of cashiering operations
- TIEZA may partner with an entity that has expertise in the management of hotels/resorts/golf courses operations. (i.e. Gokongwei owned Manila Galleria Suites is being run by Holiday Inn under the Intercontinental Hotels Group since June 2003.)

Sources: <https://www.philstar.com/business/2003/05/06/205070/gokongwei146s-manila-galleria-suites-be-run-holiday-inn>
<https://www.philstar.com/business/2003/08/03/215887/gokongwei-owned-hotel-sees-15-revenue-growth-under-new-mgm1461>

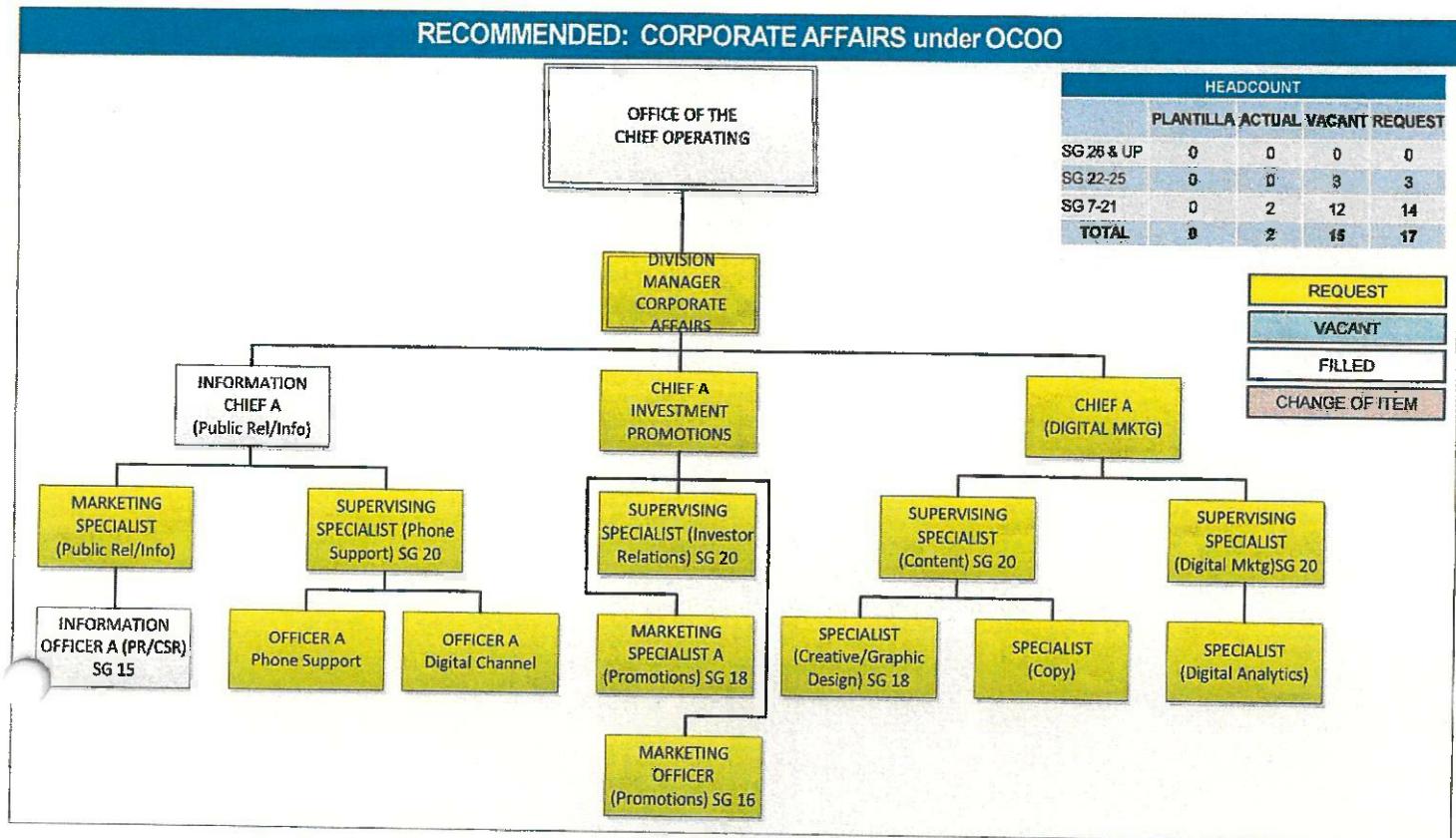
- This move may still reduce number or dissolve some of the headcounts (or division) in OPED, BRDD, Sales and other concerned departments supporting OPED.

CORPORATE AFFAIRS OFFICE

CORPORATE
COMMUNICATIONS & PUBLIC
RELATIONS
TIEZA CARES (CONCIERGE)

BRAND & INVESTMENT
PROMOTIONS
DIGITAL MARKETING

RECOMMENDED: CORPORATE AFFAIRS under OCOO



CORPORATE AFFAIRS DIVISION (HEADCOUNT DETAILS-OPTION 2)

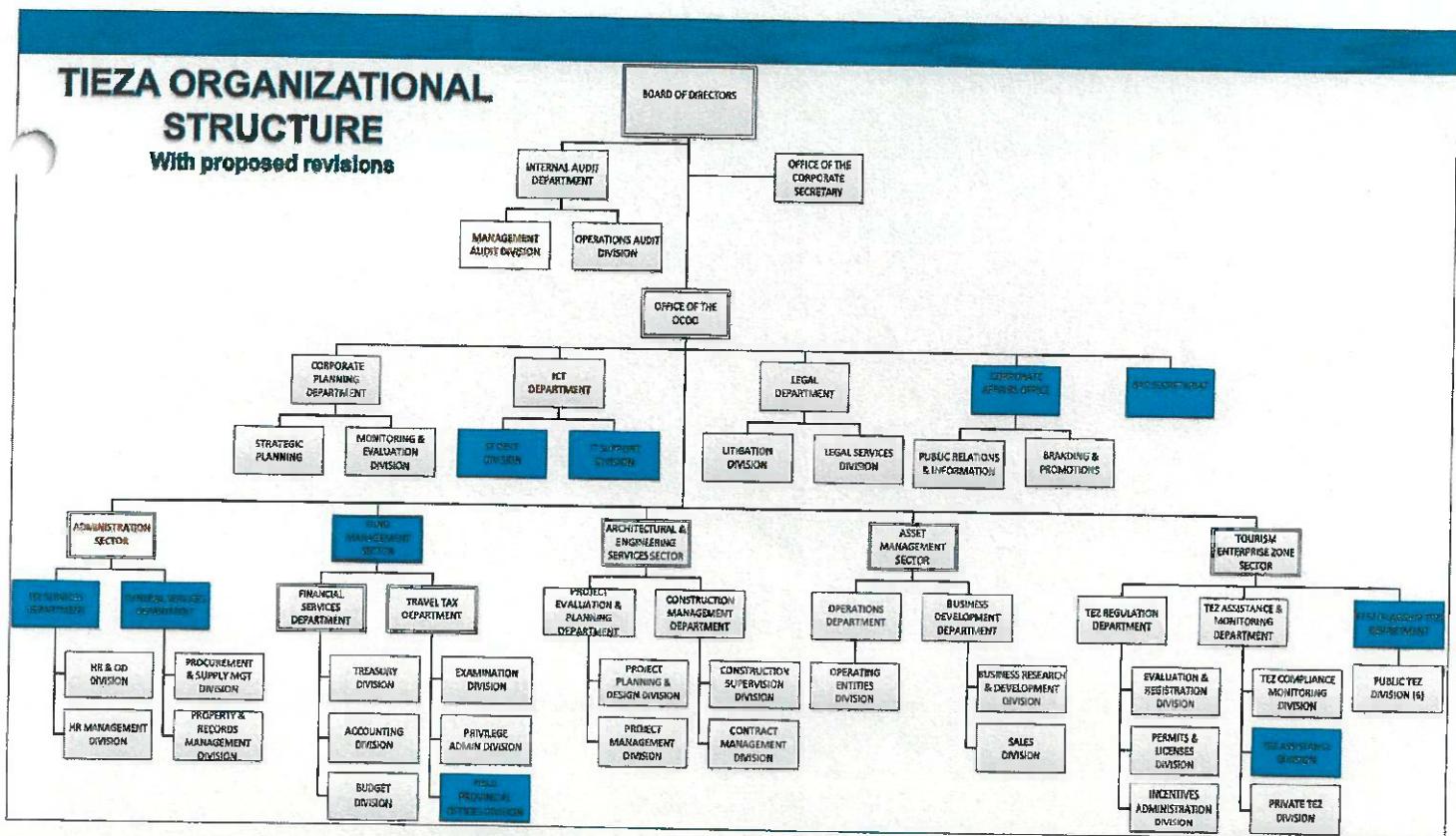
	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	NEW PROPOSED TOTAL
CORPORATE AFFAIRS							
CORPORATE COMMUNICATIONS & PUBLIC RELATIONS		0	2	0	2	4	4
Division Manager	24	0	0	0	1	1	1
Marketing Chief A (Information Chief A)	20	0	1	0	0	1	1
Marketing Specialist	18	0	0	0	1	1	1
Marketing Officer (Information Officer A)	15	0	1	0	0	1	1
TIEZA CARES (or CONCIERGE)		0	0	0	3	3	3
Supervising Specialist	20	0	0	0	1	1	1
Officer A	16	0	0	0	2	2	2
BRAND & INVESTMENT PROMOTIONS		0	0	0	4	4	4
Chief A	22	0	0	0	1	1	1
Supervising Specialist	20	0	0	0	1	1	1
Specialist	18	0	0	0	1	1	1
Officer A	16	0	0	0	1	1	1
DIGITAL MARKETING		0	0	0	6	6	0
Chief A	22	0	0	0	1	1	0
Supervising Specialist	20	0	0	0	2	2	0
Specialist	18	0	0	0	3	3	0
TOTAL		0	2	0	15	17	11

RECOMMENDED: CORPORATE AFFAIRS

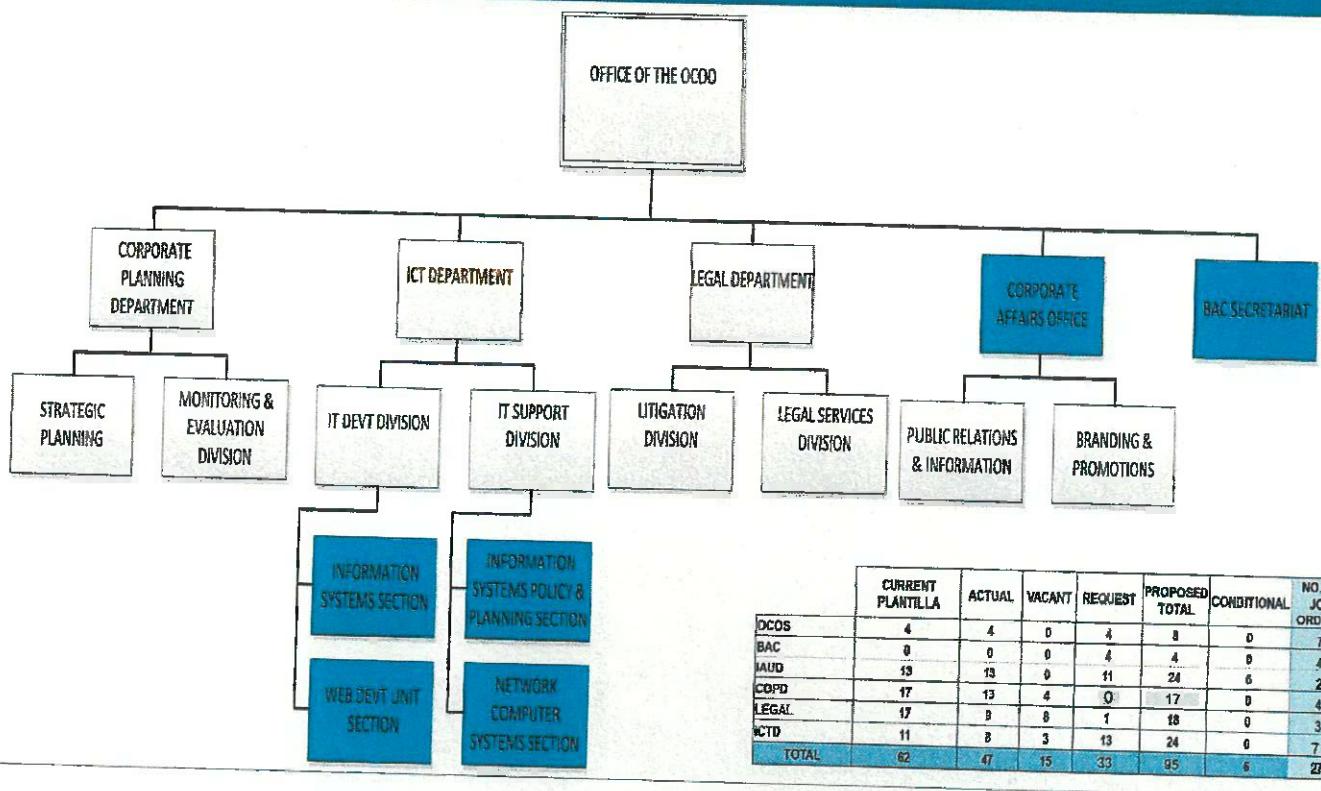
- Team members from Office of the COO, BUDD (BRDD and Sales), TIEZA CARES under TEZ may be moved to/occupy positions in this proposed new office (division) i.e.
 - a) The two information officers under OCOO (in the CPP) is integrated in the proposed division: Corp Communication and PR.
 - b) Other “required” staffing were proposed by BUDD and TERD
- While TIEZA CARES proposed staff is “required” in TERD (3 positions already added/proposed in TERD), decision is needed if the strategy is *just deployment* from new CAD (centralization) or *additional request* of TERD (decentralization)
- Investor Documentation is removed and put under TEZ (FTEZ Licensing) since 3 positions have been proposed/requested by TERD.
- Digital Marketing unit may be outsourced (-6 positions) to a Digital Marketing agency. Monitoring of digital marketing initiatives may be assigned to a Supervising Specialist who has a digital marketing background.

TIEZA ORGANIZATION STRUCTURES : OFFICES UNDER THE COO (OCOO)

August 2019



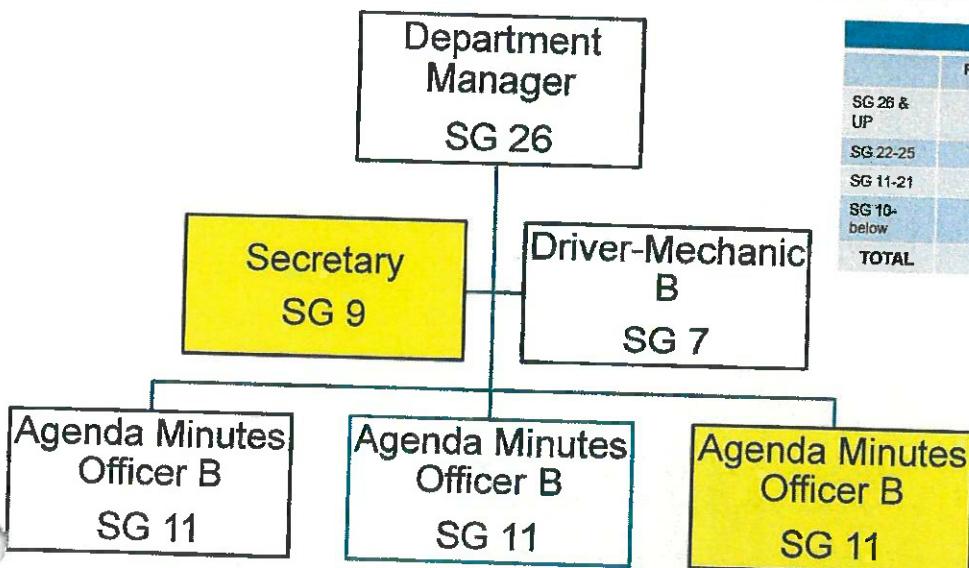
OFFICE OF THE OCOO



OFFICE OF THE BOARD OF DIRECTORS OFFICE OF THE CORPORATE SECRETARY (OCOS)

OFFICE OF THE CORPORATE SECRETARY

Proposed Organizational Structure – revised per ACOO Mtg



	HEADCOUNT - OCOS			
	PLANTILLA	ACTUAL	VACANT	REQUEST
SG 26 & UP	0	0	0	0
SG 22-25	1	1	0	0
SG 11-21	2	2	0	3
SG 10+ below	1	1	0	0
TOTAL	4	4	0	3

REQUEST
VACANT
FILLED
CHANGE OF ITEM, POSITION

HEADCOUNT - OFFICE OF THE CORPORATE SECRETARY

ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL
Board Secretary V	24	1	1	0	0	1
Legal Researcher	13	0	0	0	1	1
Agenda Minutes Officer B	11	2	2	0	1	3
Liaison Officer	11	0	0	0	1	1
Driver-Mechanic B	7	1	1	0	0	1
TOTAL		4	4	0	3	7

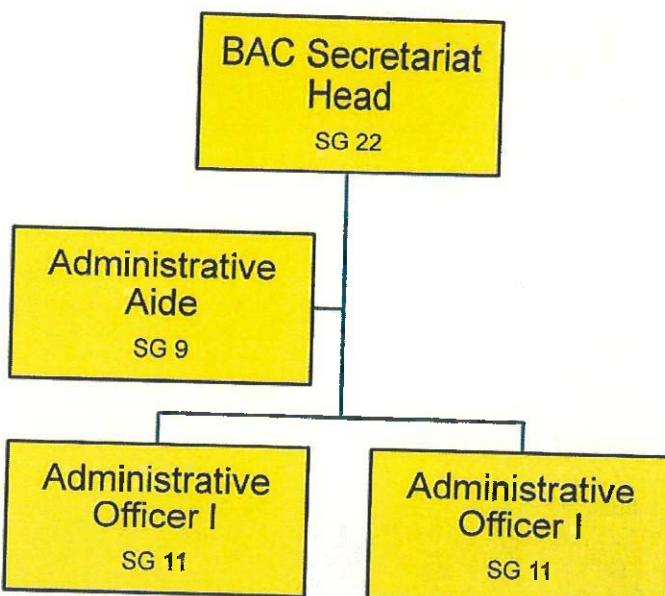
Notes : OCOS

1. The current Board Secretary V position is occupied by only a Division Manager level (SG 24); but as required under the Code of Corporate Governance , it should be upgraded to a Department Manager level (SG 27) in compliance to the Code
2. The three (3) positions , initially requested in the WAP was reduced to only 1 more , just need to fast track hiring for the vacant position
3. Per Feb 8 mtg w/ACOOs - Remove Liaison Officer and Legal Researcher;
4. Upgrade Dept. Mgr. to SG 27; add Secretary

**OFFICE OF THE CHIEF OPERATING OFFICER
BIDS AND AWARDS COMMITTEE (BAC) SECRETARIAT**

BIDS AND AWARDS COMMITTEE (BAC) SECRETARIAT

Proposed Organizational Structure



HEADCOUNT - BAC				
	PLANTILLA	ACTUAL	VACANT	REQUEST
SG 26 & UP	0	0	0	0
SG 22-25	0	0	0	1
SG 11-21	0	0	0	2
SG 10- below	0	0	0	1
TOTAL	0	0	0	4

REQUEST
VACANT
FILLED
CHANGE OF ITEM,
POSITION

HEADCOUNT - BIDS AND AWARDS COMMITTEE (BAC) SECRETARIAT

	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL
BAC Head	22	0	-	-	1	1
Administrative Officer	15	0	-	-	1	1
Administrative Officer	15	0	-	-	1	1
Administrative Assistant	8	0	-	-	1	1
TOTAL		0	0	0	4	4

BIDS AND AWARDS COMMITTEE (BAC) SECRETARIAT HEADCOUNT DETAILS

NOTES : BAC :

- 1) The proposed headcount shall constitute the basic staffing of the BAC Secretariat -- 1 AO shall be in charge of procurement services for infra / goods while the other for consultancy / professional services
- 2) Additional plantilla positions or Contract of Service complement may be authorized as the volume or complexity of transactions so require. The BAC Head should provide supporting data to substantiate the requirement (NB : no workforce analysis (WMI) data was completed)
- 3) The proposed BAC unit / section may be "housed" under the GSD of Administrative Services - not acceptable per June 24 meeting

OFFICE OF THE BOARD OF DIRECTORS INTERNAL AUDIT DEPARTMENT

Management Audit

Operations Audit

Internal Audit

DESIGN FRAMEWORK

Success Indicator	Accountable Units	Year 0 (Baseline)	Year 1 (Implementation)	Year 2	Year 3	Year 4	Year 5
Number of audit conducted based on Annual Calendar of Activities	OAD, MAD	38	46	57	68	72	72
Percentage of report submitted to the COO within 20 WD	OAD, MAD	72.00%	82.00%	92.00%	100.00%	100.00%	100.00%
Desk audit of entities and travel tax offices (Collections and Deposits)	OAD, MAD	0	All Units	All Units	All Units	All Units	All Units
Physical Inventory Count	OAD, MAD	N/A	All	All	All	All	All
Hotel bookings and audit of billings	OAD, MAD	N/A	All	All	All	All	All

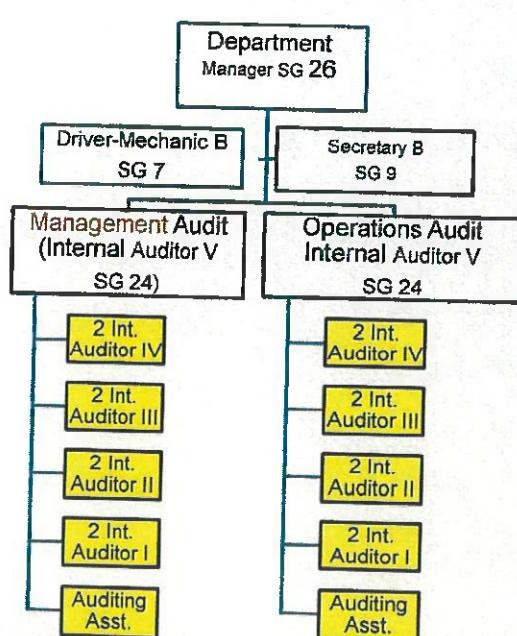
* The 3 managers are now performing audit functions because of lack of technical personnel. Starting Year 2, the managers will revert back to fulfill management functions on full time basis.

as defined in the competency-based job description.

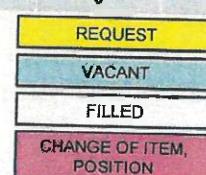
** All Units cover all travel tax field offices and entities.

INTERNAL AUDIT DEPARTMENT

Proposed Organizational Structure



HEADCOUNT - IAUD			
	PLANTILLA	ACTUAL	VACANT
SG 26 & UP	1	1	0
SG 22-25	4	4	0
SG 11-21	6	6	0
SG 10- below	2	2	0
TOTAL	13	13	0
			11



HEADCOUNT - INTERNAL AUDIT DEPARTMENT

INTERNAL AUDIT DEPARTMENT							
ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	PROPOSED NEW TOTAL
OFFICE OF DEPARTMENT MANAGER							
Department Manager A	26	3	3	0	1	4	3
Auditing Assistant	11	0	0	0	0	1	1
Secretary A	9	1	1	0	0	1	0
Driver-Mechanic B	7	1	1	0	0	1	1
MANAGEMENT AUDIT DIVISION							
Internal Auditor V	24	1	1	0	5	10	5
Internal Auditor IV	22	1	1	0	0	1	1
Internal Auditor III	18	1	1	0	1	2	1
Internal Auditor II	15	1	1	0	1	2	1
Internal Auditor I	11	1	1	0	1	2	1
Auditing Assistant	9	0	0	0	1	1	0
OPERATIONS AUDIT DIVISION							
Internal Auditor V	24	1	1	0	0	10	5
Internal Auditor IV	22	1	1	0	1	2	1
Internal Auditor III	18	1	1	0	1	2	2
Internal Auditor II	15	1	1	0	1	2	2
Internal Auditor I	11	1	1	0	1	2	2
Auditing Assistant	9	0	0	0	1	1	0
TOTAL		13	13	8	13	28	17

NOTES : INTERNAL AUDIT DEPARTMENT

- 1.) Per ACOOs Meeting , it is usually COA who does financial audit hence , IAUD can do **management** audit and / other special audit instructed by the BOD. The proposed structure remains the same but the " financial " division is proposed to be renamed to **management**
- 2.) Add assistants per division , SG 9 and 1 auditor per level (Auditor I to IV) per division to address back logs and other functions that are not currently done due to lack of technical staff
- 3.) as option , IAUD structure can be changed to 1 line only , since they usually work in teams. No need to have 2 "lines" (of divisions)

OFFICE OF THE CHIEF OPERATING OFFICER

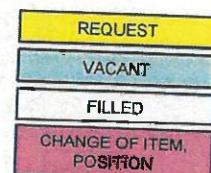
CORPORATE PLANNING DEPARTMENT

Strategic Planning
Monitoring and Evaluation

COPD Proposed Organizational Structure



HEADCOUNT				
	PLANTILLA	ACTUAL	VACANT	REQUEST
SG 26 & UP	1	0	1	0
SG 22-25	4	4	0	0
SG 11-21	10	9	1	0
SG 10- below	2	0	2	0
TOTAL	17	13	4	0



HEADCOUNT - CORPORATE PLANNING DEPARTMENT

ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL
OFFICE OF DEPARTMENT MANAGER						
Department Manger A	26	3	0	3	0	3
Secretary A	9	1	0	1	0	1
Drive-Mechanic B	7	1	0	1	0	1
STRATEGIC PLANNING DIVISION						
Division Manager A	24	7	7	0	0	7
Corporate Planning Chief	22	1	1	0	0	1
Sr. Corporate Planning Specialist	19	1	1	0	0	1
Sr. Corporate Planning Analyst	16	2	2	0	0	1
Corporate Planning Analyst A	13	2	2	0	0	2
MONITORING AND EVAL'N DIVISION						
Division Manager A	24	7	6	1	0	7
Project Planning & Dev't Chief	22	1	1	0	0	1
Sr. Proj. Planning & Dev't Officer	18	2	2	0	0	1
Project Planning & Dev't Officer A	15	2	2	0	0	2
Project Planning & Dev't Officer C	11	1	0	1	0	1
TOTAL						
		17	13	4	0	17

Justification for Additional Positions

1. Additional 3 positions for project - related evaluation : 1 Senior Corporate Planning (CP) Specialist, 1 Sr. CP Analyst and 1 CP Analyst for project assessment work to provide assistance to AES (but per ACOO mtg. such tasks shall revert back to AES, hence NO additional positions for COPD)
2. One Clerk or Administrative Assistant item shall be added to perform support functions for the two divisions.
3. New Division may be added coming from the proposed Corp Affairs Dept – on corp branding and promotions

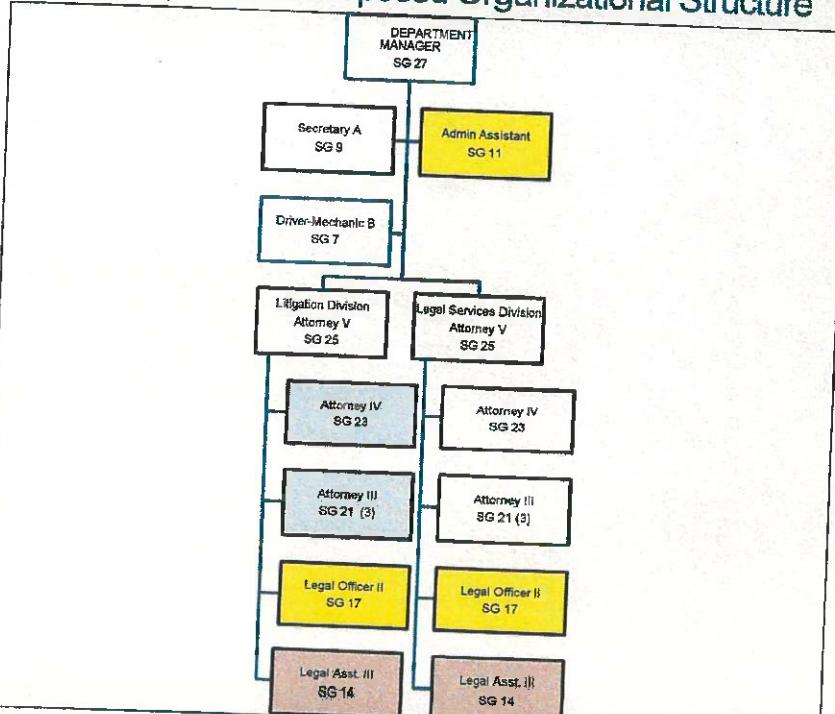
NB: consider the possibility to rename PPDO to Project Officer and upgrade SG, same SG level as those in Strat. Planning Division ?

OFFICE OF THE CHIEF OPERATING OFFICER LEGAL DEPARTMENT

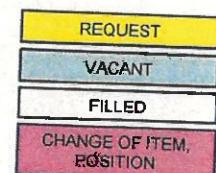
Litigation

Legal Services

LEGAL Department Proposed Organizational Structure



PROPOSED HEADCOUNT				
PLANTILLA	ACTUAL	VACANT	REQUEST	
SG 26 & UP	1	1	0	0
SG 22-25	4	3	1	0
SG 11-21	10	3	7	5
SG 10 below	2	2	0	0
TOTAL	17	9	8	5



LEGAL DEPARTMENT (HEADCOUNT DETAILS) – For BOD Presentation

	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUESTED	PROPOSED TOTAL
OFFICE OF THE DEPT MANAGER		3	3	0	1	4
Attorney VI	26	1	1	0	0	1
Secretary A	9	1	1	0	0	1
Driver-Mechanic B	7	1	1	0	0	1
Admin Asst	11	0	0	0	1	1
LITIGATION DIVISION		7	2	5	2	7
Attorney V	25	1	1	0	0	1
Attorney IV	23	1	0	1	0	1
Attorney III	21	2	0	2	1	3
Attorney II (Scrap)	18	2	0	2	0	2
Legal Officer II	17	0	0	0	1	1
Legal Researcher (Change name to Legal Asst. III, SG 13 to be upgraded to SG 14)	14	1	1	0	0	1
LEGAL SERVICES DIVISION		7	4	3	2	7
Attorney V	25	1	1	0	0	1
Attorney IV	23	1	1	0	0	1
Attorney III	21	2	1	1	1	3
Attorney II (Scrap)	18	2	0	2	0	2
Legal Officer II (Sr. Legal Asst.)	17	0	0	0	1	1
Legal Researcher (Change name to Legal Asst. III, SG 13 to be upgraded to SG 14)	14	1	1	0	0	1
TOTAL		17	9	8	5	18

Actions taken on ACOOs' recommendations

Feb 8 ACOOs Meeting: Actions Taken

1. Titling tasks should be given to Legal, AMS technical people can be assigned as resource persons – included in the functional statements
From AMS (Mylene's material) "Titling of TIEZA assets function shall be transferred from BUDD to the Legal Department; Add a Titling coordinator to be assigned in Legal Department with dotted line in BD. The person will coordinate between BUD Dept. and Legal and ensure that documentations are moving and are being completed." Dep. Head of Legal will determine who will assume this task.
2. Add 2 Legal Researchers - there is no Legal Researcher position title in the IOS. Legal Officer I, SG 14, may be used.
3. Scrap the Atty II positions – done (it has been vacant: dispensable/ no takers at this level)
4. Add 2 Senior Legal Assistant SG 18 each – there is no Sr. Legal Assistant SG 18 in the IOS; Legal Assistant II, SG 12, may be used.
5. Add Legal Assistant (will take charge of disallowances, Senate and Congress hearings, etc.) – Legal Assistant I, SG 10, has been added under the Office of the Department Manager.

Department Manager positions should be upgraded to SG 27 – the TWG/HR Manager should handle this. IOS Occupational Groups usually include positions up to Division Manager levels only. For Legal Dept., the HR Manager should determine if Government Corporate Attorney III, SG 27, would be applicable.

OFFICE OF THE CHIEF OPERATING OFFICER MANAGEMENT INFORMATION AND SYSTEMS (OR *INFORMATION AND COMMUNICATION TECHNOLOGY*) DEPARTMENT

Information Technology Development Div.
 Information Systems Development
 Web Development

Information Technology Support Div.
 Information Systems Policy & Planning
 Network & Computer Services

MISD DESIGN FRAMEWORK

SUCCESS INDICATORS	ACCOUNTABLE UNIT/S	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Strategic Objective: Develop and Implement a New Integrated Automated Information System (Accessible and updated integrated systems & processes)							
1 In-House Development of TIEZA Assets Individual Website	WDU/NCSU	100% Implementation 100% Monitoring & Maintenance	100% Website Enhancement (Booking for Travel Agent)	100% Monitoring & Maintenance			
Online Travel Tax Payment System	All Units	100% (MOA Signed)	100% Systems Development/ Implem.	Phase 2/ Systems Development			
Enterprise Resource Planning	All Units	100% (NOA Signed)	100% Systems Development	100% System Implem	100% Systems Enhancement	100% Monitoring & Maintenance	
Document Management System	ISDU/WDU	100% (NOA Signed)	100% Systems Development/ Enhancement	100% Monitoring & Maintenance			
Communication System (Collaboration Software)	ISDU/WDU	100% (NOA Signed)	100% Systems Development	100% Monitoring & Maintenance			
IT Services (Core Function)							
1% completion of request to update/edit web content	WDU	100%	100%	100%	100%	100%	100%
2% completion on the number of IT Services Request	NCSU/ISPU	80%	90%	90%	100%	100%	100%
3% completion on the number of IT Services Request (Application Systems Related)	ISDU	80%	90%	90%	100%	100%	100%
4 Development, Implementation of in-house Systems (AMET, Budget, Inventory, IPMS)	ISDU	100% Development of Two Systems	100% Development of two(2) remaining systems 100%	100% Implementation of two(2) systems 100% Monitoring/ Enhancement of	100% Monitoring/ Enhancement of four (4) systems	100% Monitoring/ Enhancement of four (4) systems	100% Monitoring/ Enhancement of four (4) systems

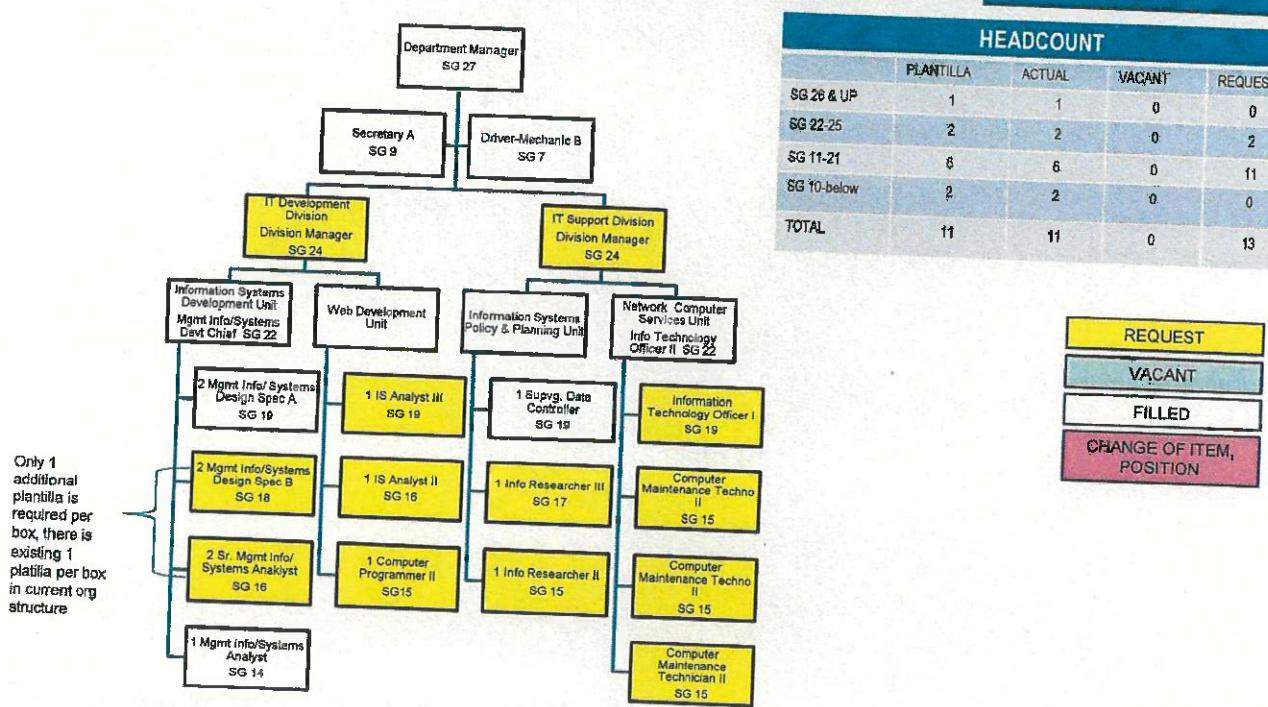
Design Framework : MISD

TOOLKIT
 INFRASTRUCTURE 4000
 ENTERPRISE 2000
 AUTHORITY (TEZA)
 FIVE YEAR PERFORMANCE COMMENDATION

Ms. Abee, per our June 24 meeting this was the one presented (slide 39) at the start of the slide presentation, then slide 38 is also there. I am not sure which one is updated.

Success Indicators	Accountable Unit/s	2019	2020	2021	2022	2023	2024
Developed, Implemented and Maintained a New Integrated Automated Information System							
In House Development of TEZA Access Individual Website							
Online Travel Tax Payment System	MISD						
Enterprise Resource Planning				Systems Development	Systems Implementation	Systems Enhancement	Monitoring and Maintenance
Document Management System				Systems Development	Monitoring and Maintenance		
Communication System (Collaboration Software)				Monitoring and Maintenance			

ICTD PROPOSED ORGANIZATIONAL STRUCTURE (ACOOs' Recommendation)



**MANAGEMENT INFORMATION SYSTEMS DEPARTMENT / INFORMATION AND COMMUNICATION TECHNOLOGY
DEPARTMENT
(HEADCOUNT DETAILS)**

OFFICE OF THE DEPARTMENT MANAGER	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL
Department Manager A	27	3	3	0	0	3
Secretary A	9	1	1	0	0	1
Driver-Mechanic B	7	1	1	0	0	1
INFORMATION TECHNOLOGY DEVELOPMENT DIVISION		6	5	1	6	12
Division Manager A	24	0	0	0	1	1
Management Information/Systems Development						
Chief A	22	1	1	0	0	1
Management Information/Systems Design Specialist A	19	2	2	0	0	2
Information Systems Analyst III	19	0	0	0	1	1
Management Information/Systems Design Specialist B	18	1	1	0	1	2
Sr. Management Information/Systems Analyst	16	1	1	0	1	2
Information Systems Analyst II	16	0	0	0	1	2
Computer Programmer	15	0	0	0	1	1
Management Information/Systems Analyst	14	1	0	1	0	1

INFORMATION AND COMMUNICATION TECHNOLOGY DEPARTMENT

INFORMATION TECHNOLOGY SUPPORT DIVISION	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL
		2	2	0	7	9
Division Manager A	24	0	0	0	1	1
Information Technology Officer II	22	1	1	0	0	1
Supervising Data Controller	19	1	1	0	0	1
Information Technology Officer I	19	0	0	0	1	1
Information Researcher III	17	0	0	0	1	1
Information Researcher II	15	0	0	0	1	1
Computer Maintenance Technologist II	15	0	0	0	3	3
DEPARTMENT TOTAL		11	10	1	13	24

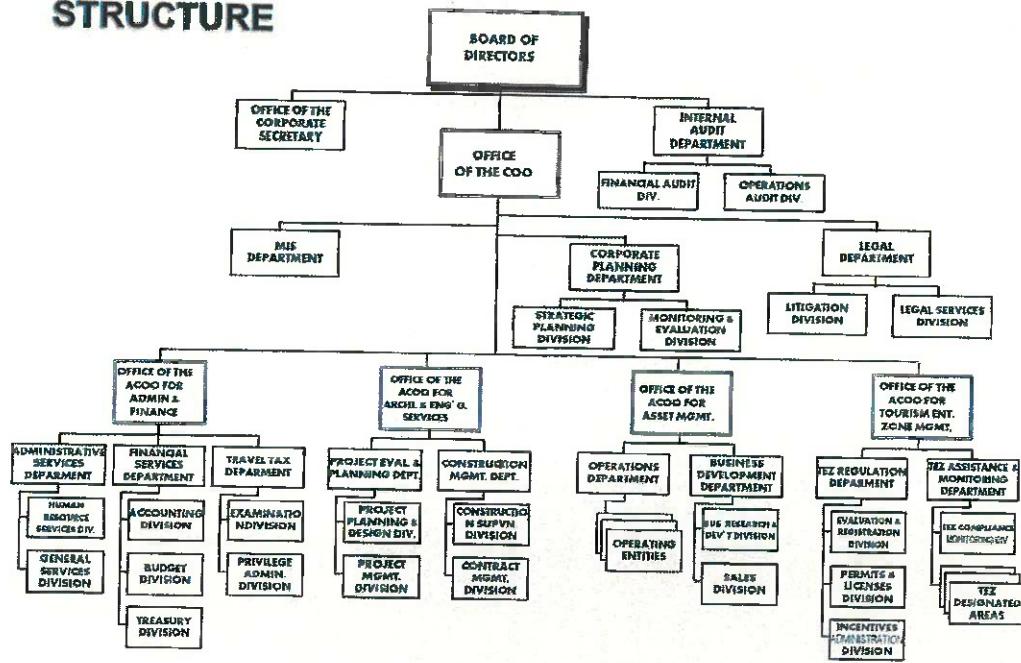
Features of the Proposed Structure

1. The MISD shall be renamed **Information and Communication Technology Department (ICTD)** to reflect the expanded functions it has assumed over the years since its creation in 2012.
2. The MISD was created originally as a straight department, with the assumption that many of its projects will be outsourced. But these eventually became in-house projects. Thus, the need for corresponding level of staffing.

Features of the Proposed Structure

3. There will be two organizational units of division level within ICTD, with one focusing on *IT development* and the other on *IT support*. This will formalize the delineation and scope of functions within the former straight department set-up
4. The two units will be headed by Division Chiefs, additional 2 items in the Department's staffing level; Each division will have a set of staffing based on workload analysis and planning results (WMI-WAP).
5. **Feb 8 ACOOs meeting:** “For the Information Systems Development Unit, there might not be a need to put 2 separate line for the boxes, the number (2) might just be indicated within the boxes of the Systems Design Specialist A SG 19, Systems Design Specialist B SG 18 and Systems Analyst SG 16 to achieve balance For the Information Systems Development Unit,”

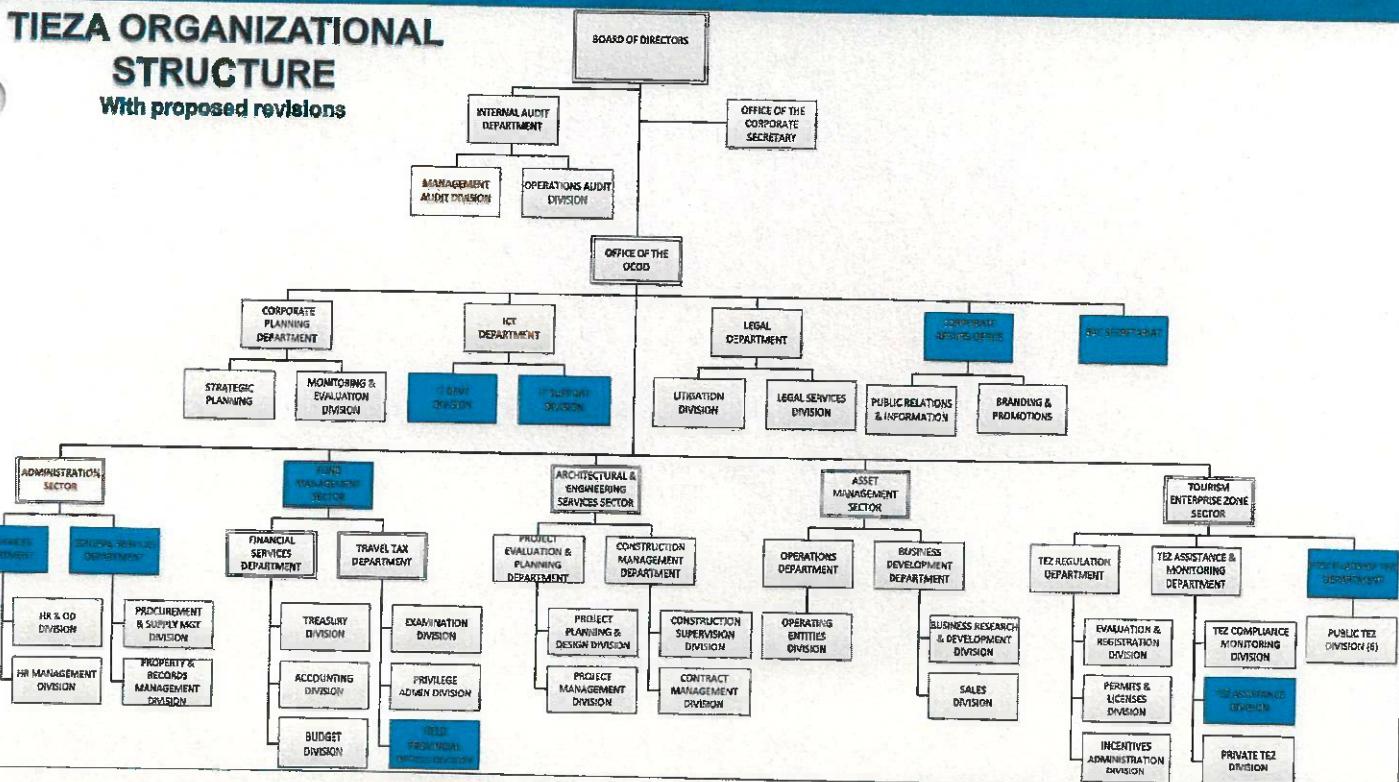
TIEZA CURRENT ORGANIZATIONAL STRUCTURE



Approved by:

CESAR L. VILLANUEVA
Chairman

TIEZA ORGANIZATIONAL STRUCTURE



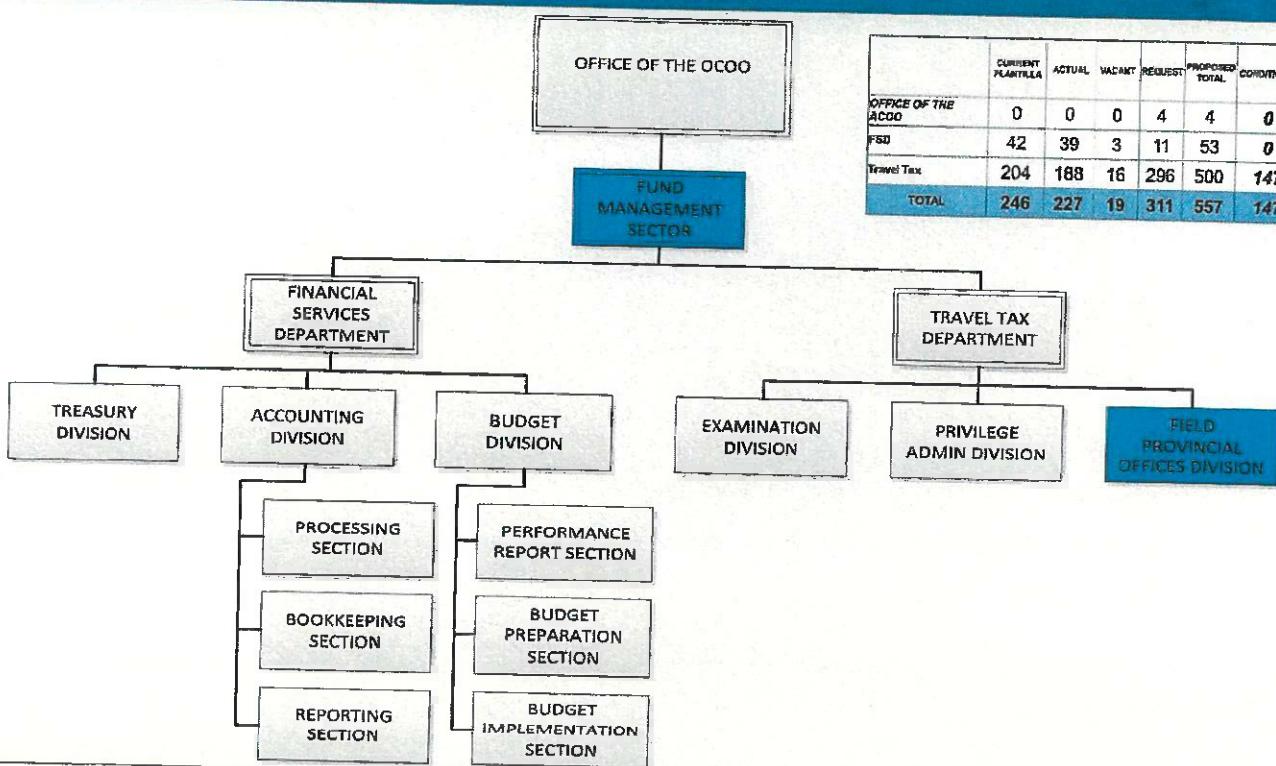
FINANCE (FUND MANAGEMENT) SECTOR

Financial Services Department

Accounting
Budget
Treasury

Travel Tax Department
Privilege Administration
Examination
Field and Provincial Offices

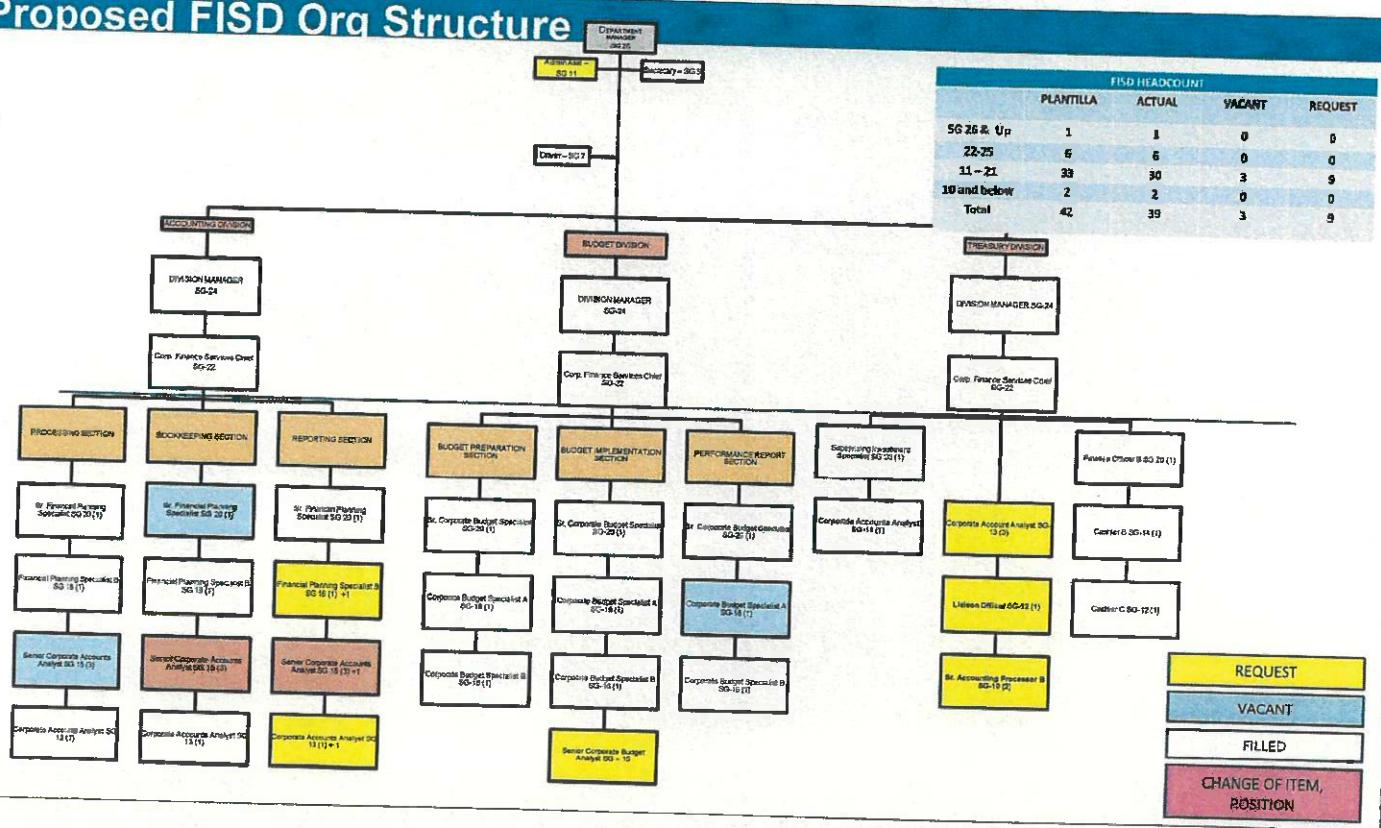
FUND MANAGEMENT SECTOR



FINANCIAL SERVICES DEPARTMENT

Accounting
Budget
Treasury

Proposed FISD Org Structure



Staffing Matrix (If will be elevated to a sector)

Position	SG Level	Current Plantilla Position	Actual (Warm Body)	Add'l. Requested	Proposed Total	JOs
Asst. Chief Operating Officer	28	0	0	1	1	
Technical Assistant A	22	0	0	1	1	
Private Secretary C	11	0	0	1	1	
Driver/Mechanic A	9	0	0	1	1	
TOTAL		0	0	4	4	

HEADCOUNT DETAILS - FISD

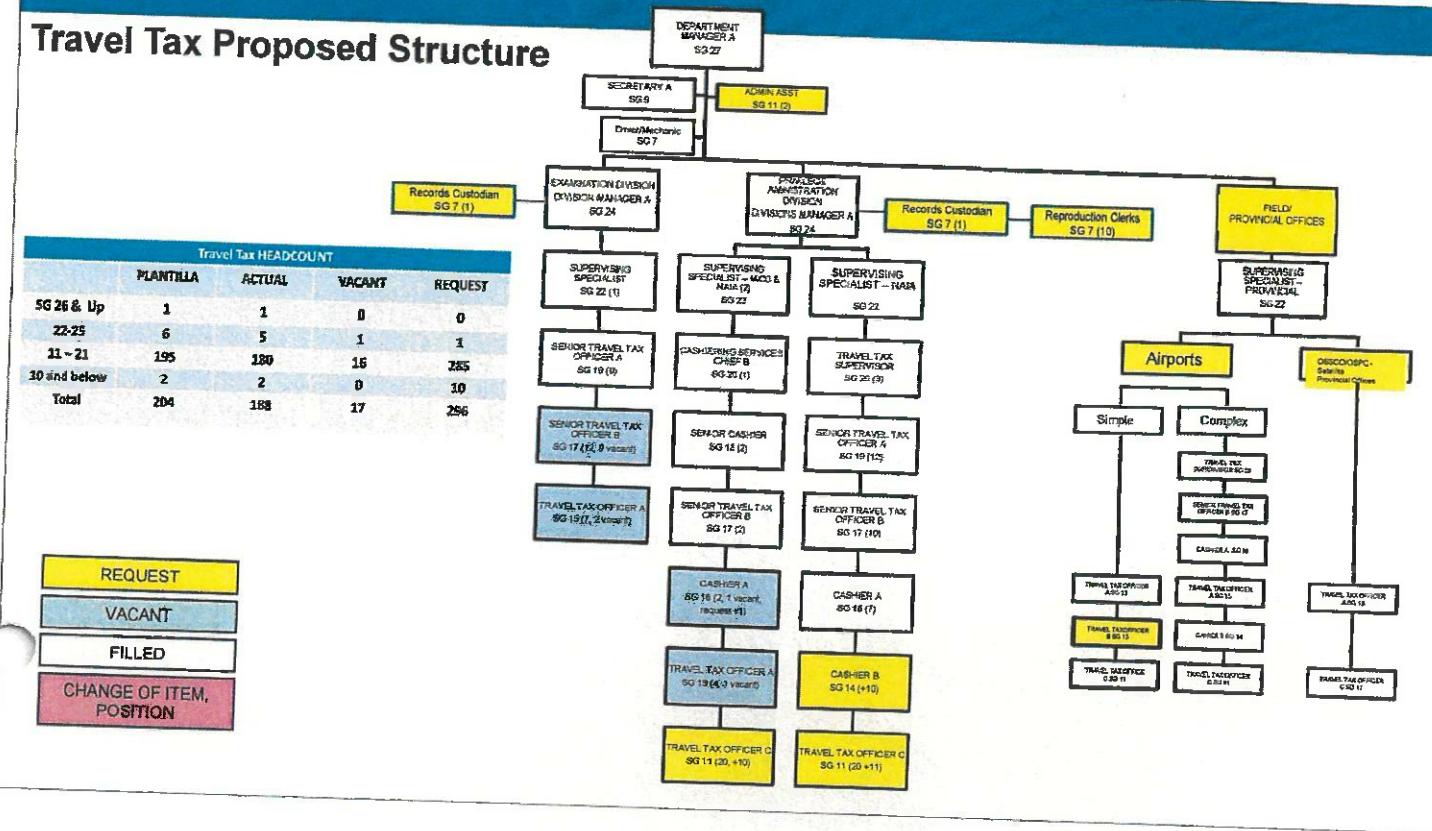
ITEM	SG LEVEL	PLANTILLA	ACTUAL FINANCE DEPARTMENT	VACANT	REQUEST	PROPOSED TOTAL
OFFICE OF DEPARTMENT MANAGER						
Department Manager A	26	3	3	0	1	4
Admin Assistant	11	1	1	0	0	1
Secretary A	9	0	0	0	1	1
Drive-Mechanic B	7	1	1	0	0	1
ACCOUNTING DIVISION						
Division Manager A	24	20	14	6	3	25
Corporate Finance Services Chief	22	1	1	0	0	1
Sr. Financial Planning Specialist	20	1	0	1	0	1
Financial Planning Specialist B	18	3	3	0	0	3
Sr. Corporate Accounts Analyst	15	3	3	0	1	4
Corporate Accounts Analyst	13	9	7	2	1	10
BUDGET DIVISION						
Division Manager A	24	12	10	1	1	13
Corporate Finance Services Chief	22	1	0	0	0	1
Sr. Corporate Budget Specialist	20	1	1	0	0	1
Corporate Budget Specialist A	18	3	3	0	0	3
Corporate Budget Specialist B	16	3	3	0	0	3
Sr. Corporate Budget Analyst	15	4	3	1	0	4
TREASURY DIVISION						
Division Manager A	24	7	6	1	6	13
Corporate Finance Services Chief	22	1	1	0	0	1
Supervising Investments Specialist	20	1	0	1	0	1
Finance Officer B	20	1	1	0	0	1
Cashier B	20	1	1	0	0	1
Corporate Accounts Analyst	14	1	1	0	0	1
Cashier C	13	1	1	0	0	1
Liaison Officer	12	1	1	0	3	4
Senior Accounting Processor B	10	0	0	0	1	1
TOTAL		42	38	8	11	53

TRAVEL TAX DEPARTMENT

Examination
Privilege Administration
Provincial and Field Offices

TRAVEL TAX DEPARTMENT							
5 - YEAR PERFORMANCE COMMITMENTS							
Success Indicators	Accountable Unit/s	Baseline (2018)	2019	2020	2021	2022	2023
Financial Indicator - Increase in Travel Tax Collections ¹							
1a. Gross Collection of Travel Tax Payment	PAD / EXAM	6,900,000,000	7,400,000,000	7,900,000,000	8,400,000,000	8,900,000,000	9,400,000,000
1b. Increase in online collections over Total Travel Tax Collections	PAD / EXAM		25%	27%	29%	31%	33%
Equivalent Amount			1,850,000,000	2,133,000,000	2,436,000,000	2,759,000,000	3,102,000,000
Operational Indicator - Accessible and faster travel tax services							
1a. Number of Travel Tax Service Counters established at various airports	PAD		2	2	2	2	2

Travel Tax Proposed Structure



HEADCOUNT DETAILS – Travel Tax (1/3)

ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	PROPOSED NEW TOTAL
OFFICE OF DEPARTMENT MANAGER							
Department Manager A	26	1	1	0	2	5	5
Admin Assistant	11	0	0	0	0	1	1
Secretary A	9	1	1	0	0	2	2
Drive-Mechanic B	7	1	1	0	0	1	1
EXAMINATION DIVISION							
Division Manager A	24	1	1	0	0	31	31
Supervising Tax Specialist	22	1	1	0	0	1	1
Senior Travel Officer A	19	9	9	0	0	1	1
Senior Travel Officer B	15	12	9	0	0	9	9
Travel Tax Officer A	15	7	5	2	0	12	12
Records Custodian	7	0	0	0	1	7	7
PAD, CO and Satellite Offices							
Division Manager A	24	1	0	1	13	30	30
Supervising Tax Specialist	22	1	1	0	0	1	1
Cashiering Services Chief B	20	1	1	0	0	1	2
Senior Cashier	18	2	2	0	0	1	1
Senior Travel Tax Officer B	17	2	2	0	0	2	2
Cashier A	16	2	1	1	0	2	2
Travel Tax Officer A	15	4	3	1	0	2	2
Travel Tax Officer B - Satellite Offices	13	0	0	0	0	4	4
Travel Tax Officer C	11	4	4	0	5	5	5
Travel Tax Officer C - Satellite Offices	11	0	0	0	0	4	4
Records Custodian	7	0	0	0	5	5	5
Messenger	6	0	0	0	2	2	2

HEADCOUNT DETAILS – Travel Tax (2/3)

NAIA TERMINALS		86	85	0	36	122	122
Supervising Specialist	22	1	1	0	0	1	1
Travel Tax Supervisor	20	3	3	0	0	3	3
Senior Travel Tax Officer A	19	12	12	0	0	12	12
Senior Travel Tax Officer B	17	12	12	0	0	12	12
Cashier A	16	9	9	0	0	9	9
Cashier B	14	9	8	0	9	18	18
Travel Tax Officer C	11	40	40	0	21	61	61
Reproduction Clerks	7	0	0	0	6	6	6
PROVINCIAL		68	60	8	97	165	165
Division Manager A	24	0	0	0	1	1	1
Supervising Tax Specialist	22	1	1	0	0	1	1
Travel Tax Supervisor	20	2	2	0	0	2	2
Senior Travel Tax Officer B	17	8	6	2	0	8	8
Cashier A	16	3	3	0	0	3	3
Travel Tax Officer A	15	16	16	0	20	36	36
Cashier B	14	9	7	2	5	14	14
Travel Tax Officer B	13	0	0	0	26	26	26
Travel Tax Officer C	11	29	25	4	45	74	74
TOTAL		204	187	16	149	353	353

HEADCOUNT DETAILS – Travel Tax (3/3)

Note: Projected Number for airports that might be built in the next 5 years

5 Complex

Travel Tax Supervisor	20	0	0	0	5	5	0
Senior Travel Tax Officer B	17	0	0	0	15	15	0
Cashier A	16	0	0	0	5	5	0
Travel Tax Officer A	15	0	0	0	15	15	0
Cashier B	14	0	0	0	20	20	0
Travel Tax Officer C	11	0	0	0	15	15	0
10 Simple							
Travel Tax Officer A	15	0	0	0	20	20	0
Travel Tax Officer B	13	0	0	0	20	20	0
Travel Tax Officer C	11	0	0	0	20	20	0
TOTAL		0	0	0	135	135	0

Note: Projected Number for Satellite Offices/OSSCOs in the next 5 years

6 Satellite Offices/OSSCOs

Travel Tax Officer A	15	0	0	0	6	6	0
Travel Tax Officer C	11	0	0	0	6	6	0

TOTAL

0	0	0	12	12	0
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OVERALL TOTAL

204	187	16	296	500	353
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To be requested for projected additional airports in the next 5 years

Assumptions:

- 10 S/M (Simple)
 - 2 shifts (Total per airport = 1 TTO A, 1 TTOB, 1 TTOC)
 - Refers to the small and medium sized airports in the work measurement analysis
 - # of transactions
 - 5 L (Complex)
 - 3 shifts
 - covers both domestic and international relative to the volume of transactions, i. e Cebu, DMIAA and Davao (?)
 - Refers to large sized airports in the work measurement analysis
 - # of transactions
- Satellite Office/OSSCOs - One Stop Service Center for OFWs (TTO A, TTO C)
- 6 projected

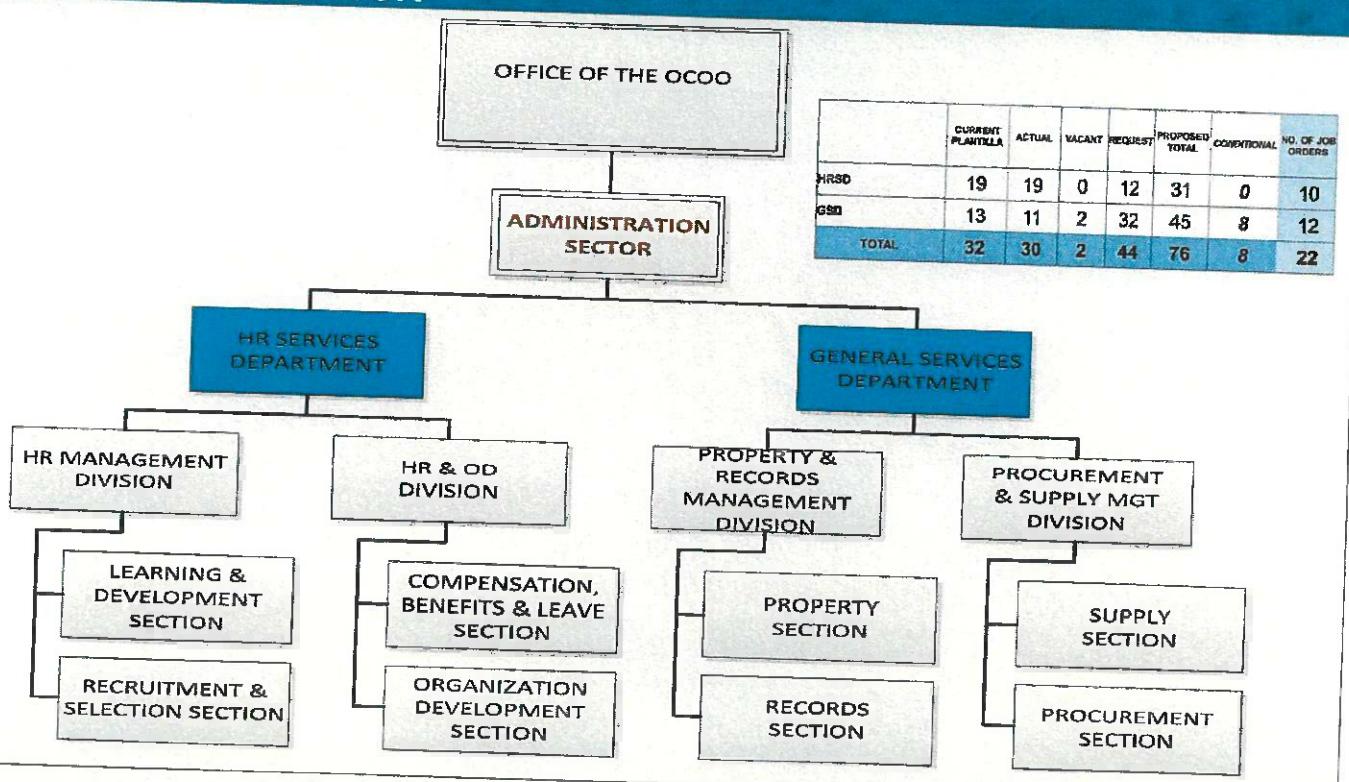
For Satellite Offices/OSSCOs

1. 1 shift
2. Travel Tax Officer A and Travel Tax Officer C
3. Additional 6 sites of either Satellite Offices or OSSCOs

ADMINISTRATIVE SECTOR

Human Resource Services Department
General Services Department

ADMINISTRATION SECTOR



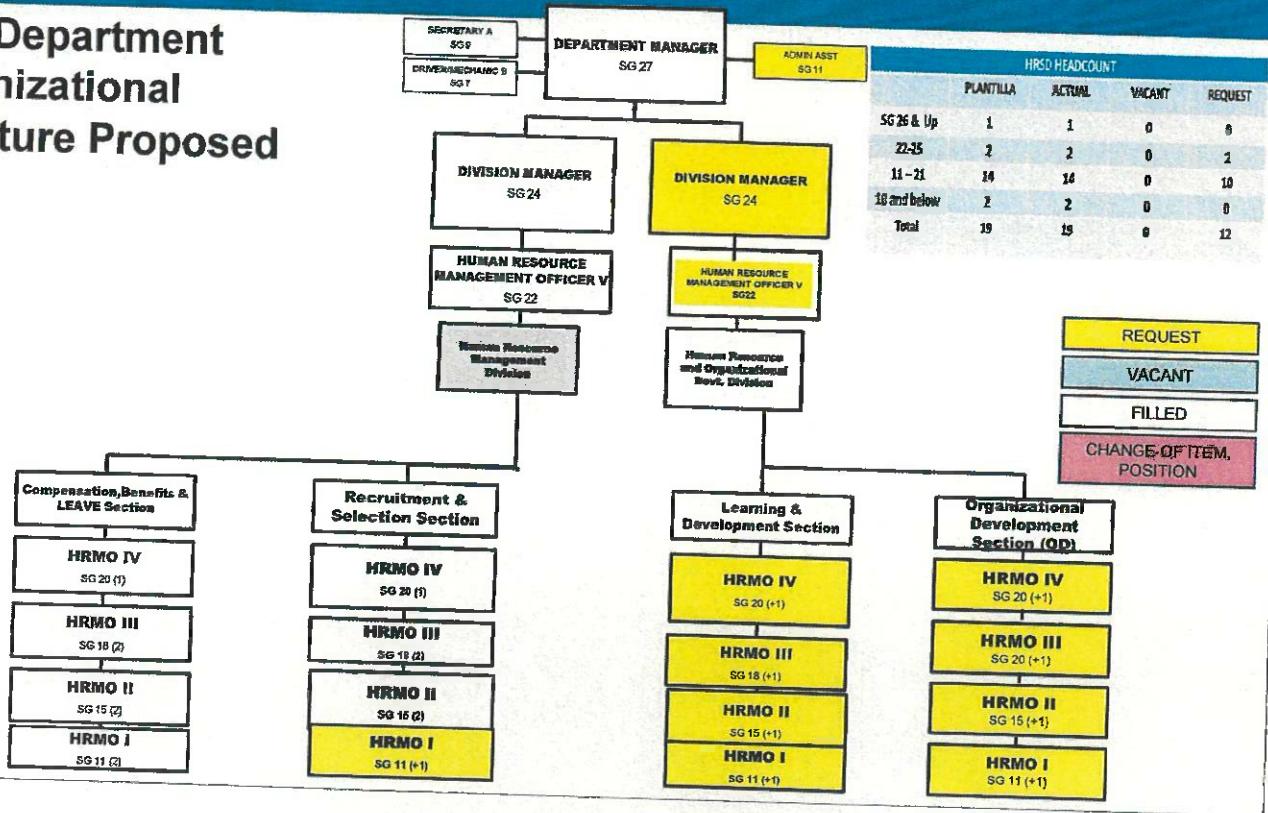
HUMAN RESOURCE SERVICES DEPARTMENT

Human Resource Management
Human Resource and Organizational Development

HRSD 5-Year Performance Commitment (Design Framework)

Success Indicators	Accountable Unit/s	Year 1 of Implementation of Reorganization (2019)	2020	2021	2022	2023	2024
STRENGTHEN HUMAN & ORGANIZATIONAL CAPABILITIES:							
Revised Organizational Structure and Staffing Pattern	ADSD-HRSD	Personnel Audit (VIAO)	Request for the new OESP (recommendations to approval of the Board, GCG and CSC)	Transition	Implementation of approved OESP (SIP, filling in the newly approved positions)	80% positions filled-up	100% positions filled-up
Institutionalized Strategic Competency-Based Human Resource System	ADSD-HRSD	Addressing the needed interventions on the IDP of incumbents	Addressing the needed interventions on the IDP of incumbents ► Succession Planning & Replacement Plan	Continuous learning and development programs for incumbents in preparation for their bigger roles	Establishment of ICEDD of newly-appointed personnel based on the new OESP	Addressing the needed interventions in the IDP of the newly appointed personnel based on the new OESP - 50%	Addressing the needed interventions in the IDP of the newly appointed personnel based on the new OESP - 100%
Gradual integral of Competency-Based elements in the components of the TIEZA HR System					Performance Management ► CI Performance Manual ► CR PRAISE Manual		
Organizational Capacity Assessment Program		Baseline 2018 result done by consultants		Start-up, entering, contracting phase	Diagnosis	Identification and application of interventions	Organizational assessment
Automated HR and Procurement Systems	HRSD/GSD						
TIEZA - Owned building		Planning in collaboration with the COO, AEIS and RAC a) Land acquisition b) Feasibility Study c) Identification and acquisition of suitable location	Approval of Budget and Building Plan a) Proposal of Design, Requirements b) Preparation of Budget of Capital Expenditure and Strategic Acquisition Initiatives c) Foundation plan, plans and designs	Construction/Acquisition of TIEZA at least 40%	80% On-going Construction/Acquisition of TIEZA Building	Completion of Construction/Acquisition of TIEZA Building	Moving-in to the new TIEZA owned Building

HRS Department Organizational Structure Proposed



HEADCOUNT DETAILS - HRSD

ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL
OFFICE OF DEPARTMENT MANAGER						
Department Manager A	27	3	3	0	1	4
Admin Assistant	11	1	1	0	0	1
Secretary A	9	0	0	0	1	1
Drive-Mechanic B	7	1	1	0	0	1
HRM DIVISION						
Division Manager A	24	16	16	0	1	17
HRMO V (Deployed to GSD)	22	1	1	0	0	1
HRMO IV	20	2	2	0	0	1
HRMO III	18	4	4	0	0	2
HRMO II	15	4	4	0	0	4
HRMO I	11	4	4	0	1	4
HROD DIVISION						
Division Manager A	24	0	0	0	10	10
HRMO V	22	0	0	0	1	1
HRMO IV	20	0	0	0	1	1
HRMO III	18	0	0	0	2	2
HRMO II	15	0	0	0	2	2
HRMO I	11	0	0	0	2	2
OVERALL TOTAL for HRSD						
		19	19	0	12	31

For HRSD

1. Be elevated to become a full department with 2 Divisions:
 - a. HRMD (Recruitment, Compensation and Benefits Division)
 - b. HROD (Learning and Development, OD and HR Policy Research Division)

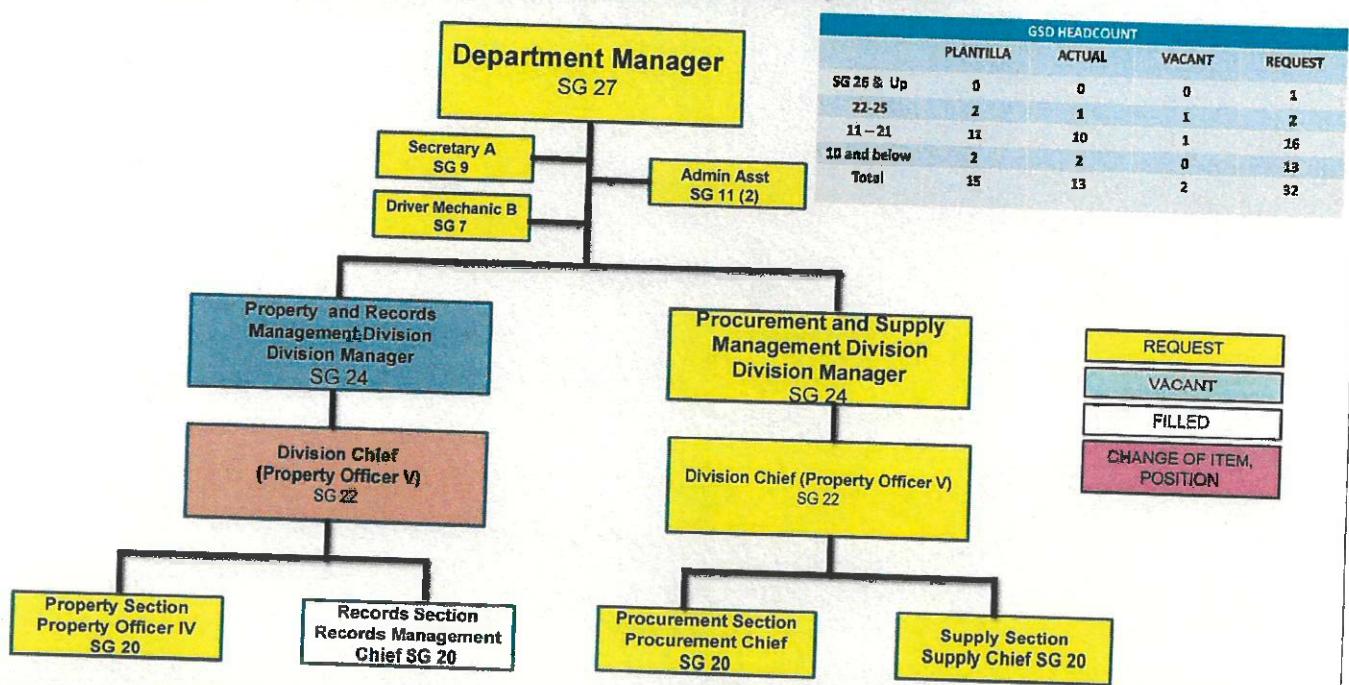
Scope of Organizational Development

- Establishing relationships with key personnel in the organization (sometimes occurring in phases called "start-up", "entering" and/or "contracting" with the client organization);
- Researching and evaluating systems in the organization to understand dysfunctions and/or goals of the systems in the organization ("diagnosing" the systems in the organization);
- Identifying approaches (or "interventions") to improve the effectiveness of the organization and its people;
- Applying approaches to improve effectiveness (methods of "planned change" in the organization); and
- Evaluating the ongoing effectiveness of the approaches and their results.

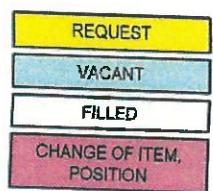
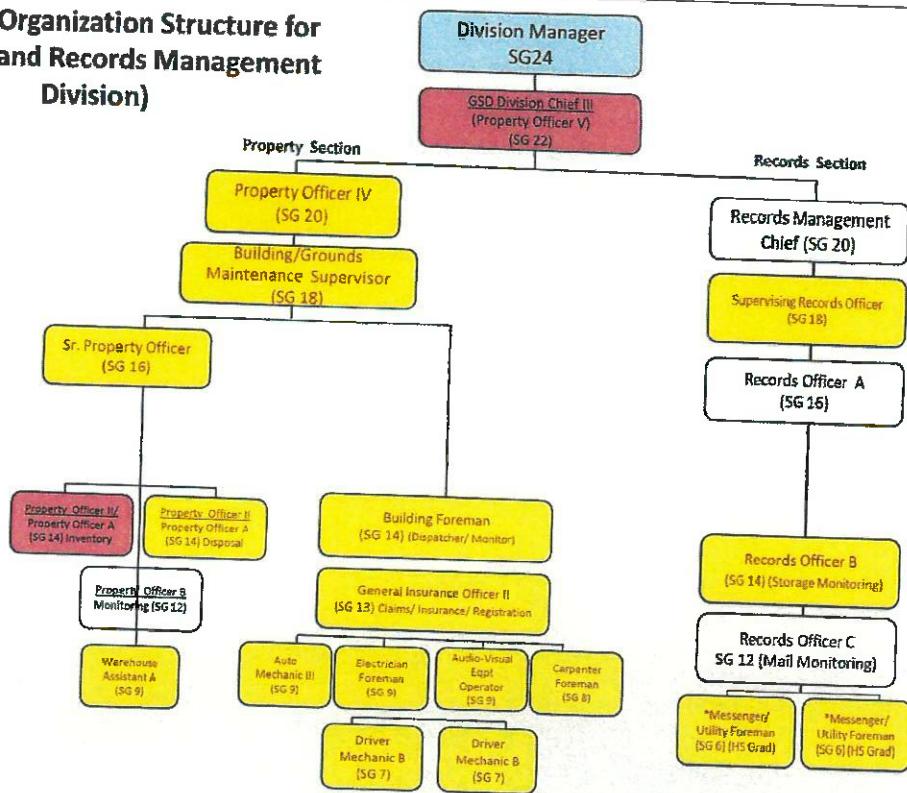
GENERAL SERVICES DEPARTMENT

Property and Records Management
Procurement and Supply Management

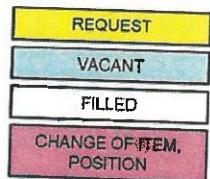
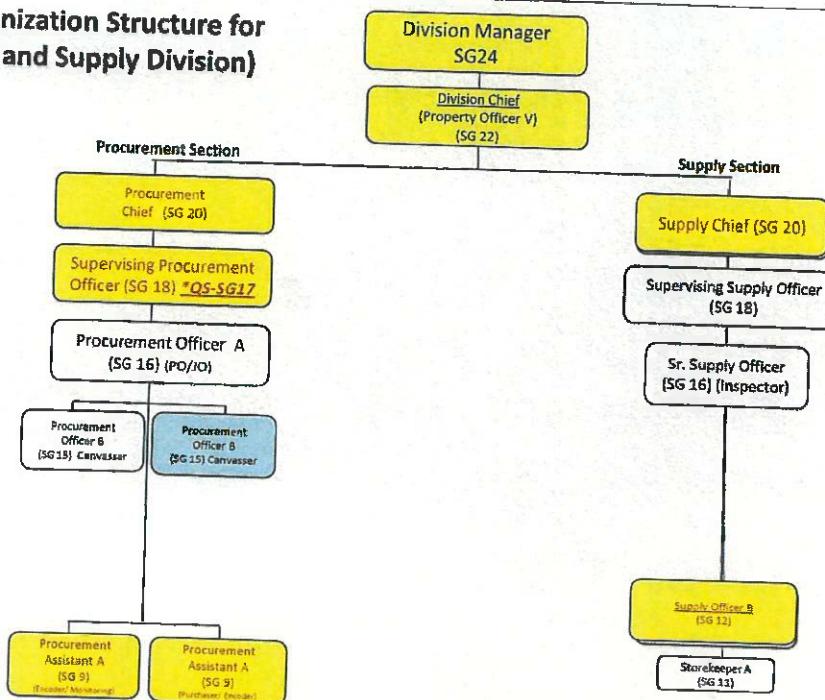
Proposed Organization Structure for GS Department



Proposed Organization Structure for (Property and Records Management Division)



Proposed Organization Structure for (Procurement and Supply Division)



HEADCOUNT DETAILS – GSD (1/2)

ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	PROPOSED NEW TOTAL
OFFICE OF DEPARTMENT MANAGER			0	0	0	5	5
Department Manager A	27	0	0	0	1	1	1
Admin Assistant	11	0	0	0	2	2	2
Secretary A	9	0	0	0	1	1	1
Drive-Mechanic B	7	0	0	0	1	1	1
PROPERTY and RECORDS MGMT DIVISION			8	7	1	18	18
Division Manager A	24	1	0	1	0	1	1
Property Officer V/Division Chief	22	1	1	0	0	1	1
Records Management Chief	20	1	1	0	0	1	1
Property Officer IV	20	0	0	0	1	1	1
Supervising Supply Officer	18	1	1	0	0	1	1
Bldg/Grounds Maintenance Supervisor	18	0	0	0	1	1	1
Supervising Records Officer	18	0	0	0	1	1	0
Records Officer A	16	1	1	0	1	2	2
Sr Property/Supply Officer	16	0	0	0	1	1	1
Property Officer A	14	1	1	0	1	2	2
Bldg Foreman (Dispatcher/Monitor)	14	0	0	0	1	1	1
Records Officer B (Storage Monitoring)	14	0	0	0	1	1	1
Gen Insurance Ofcr II (Claims/Insurance/Registration)	13	0	0	0	1	1	1
Property Officer B	12	1	1	0	0	1	1
Records Officer C	12	1	1	0	0	1	1
Warehouse Assistant	9	0	0	0	1	1	1
Auto Mechanic III	9	0	0	0	1	1	0
Electrical Foreman	9	0	0	0	1	1	0
Audio Technician	9	0	0	0	1	1	0
Carpenter Foreman	8	0	0	0	1	1	1
Driver Mechanic B	7	0	0	0	2	2	0
Messenger/Utility Foreman	7	0	0	0	2	2	0

HEADCOUNT DETAILS – GSD (2/2)

PROCUREMENT and SUPPLY							
MGMT DIVISION		5	4	1	9	14	14
Division Manager A	24	0	0	0	1	1	1
Property Officer V/Division Chief	22	0	0	0	1	1	1
Procurement Chief	20	0	0	0	1	1	1
Supply Officer Chief	20	0	0	0	1	1	1
Supervising Procurement Officer	18	0	0	0	1	1	1
Sr. Supply Officer	16	1	1	0	0	1	1
Procurement Officer A	16	1	1	0	0	1	1
Procurement Officer B	15	2	1	1	1	3	3
Supply Officer B	12	0	0	0	1	1	1
Storekeeper A	11	1	1	0	0	1	1
Procurement Asst A	9	0	0	0	2	2	2

TOTAL

13

11

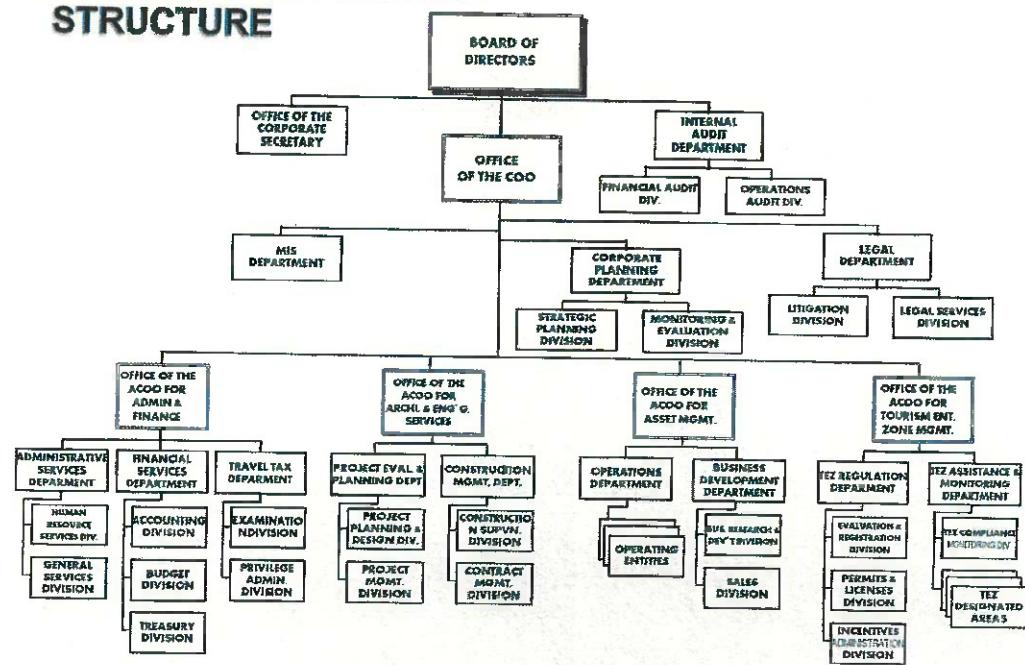
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32

45

37

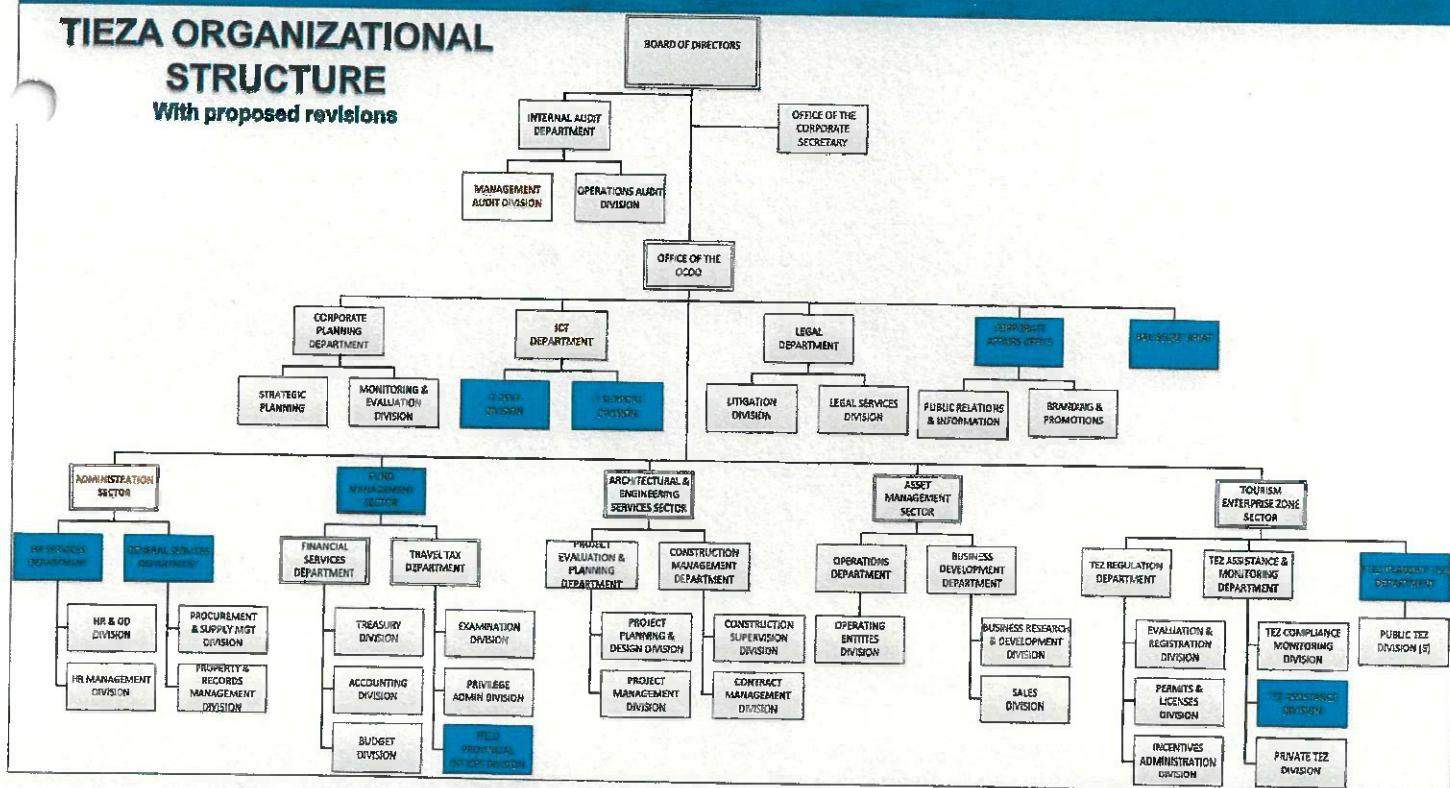
TIEZA CURRENT ORGANIZATIONAL STRUCTURE



Approved by:

 CESAR L. VILAHUEVA
 Chairman

TIEZA ORGANIZATIONAL STRUCTURE With proposed revisions



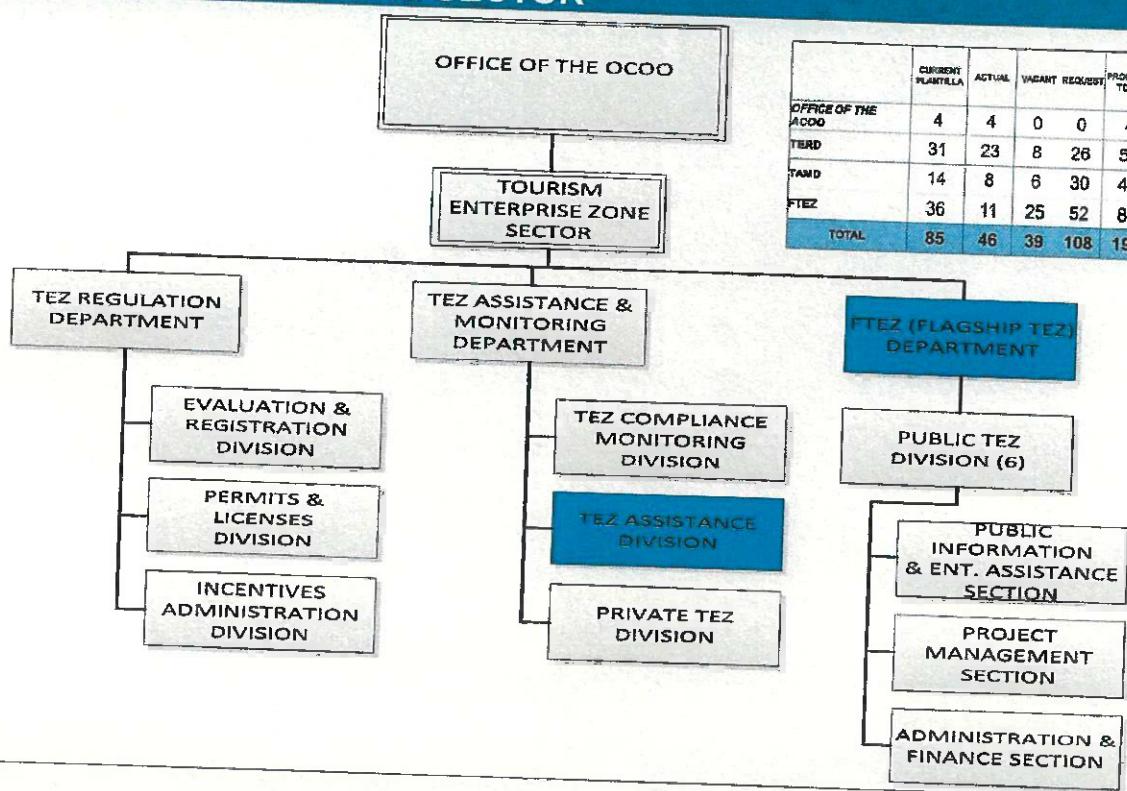
TOURISM ENTERPRISE ZONE MANAGEMENT SECTOR (TEZ)

TEZ Regulation Department
 Evaluation and Registration
 Permits and Licenses
 Incentives Administration

TEZ Assistance and Monitoring
 Department
 Compliance Monitoring
 Assistance
 Private TEZ

FTEZ Department
 Public TEZ Division

TOURISM ENTERPRISE ZONE SECTOR



TEZ REGULATION DEPARTMENT

EVALUATION and REGISTRATION
PERMITS and LICENSES
INCENTIVES ADMINISTRATION

RESULTS DESIGN FRAMEWORK – TERD

RESULTS DESIGN FRAMEWORK

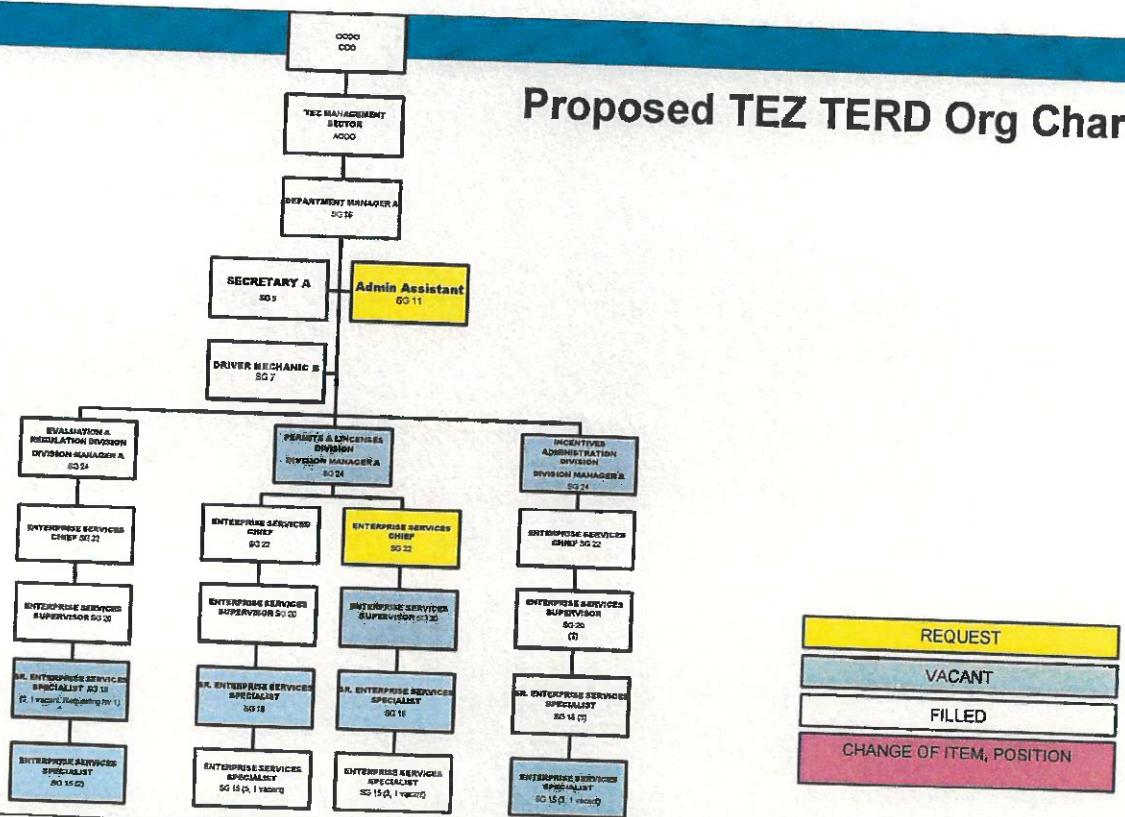
ERD REVENUE
PROJECTIONS (2020 -
2024)

ERD Fees	Baseline	2019	2020	2021	2022	2023	2024
TEZ Designation	7	3	3	4	5	6	7
TE Registrations	6	4	5	6	7	8	9
TEZ Fees		1,350,000	1,350,000	1,800,000	2,250,000	2,700,000	3,150,000
RTE Fees		880,000	1,100,000	1,320,000	1,540,000	1,760,000	1,980,000
TEZ Renewal	150,000	1,500,000	1,950,000	2,550,000	3,300,000	4,200,000	5,250,000
RTE Renewal	50,000	500,000	300,000	1,050,000	1,400,000	1,800,000	2,250,000
Projected Revenue		4,230,000	4,700,000	6,720,000	8,490,000	10,460,000	12,630,000
PLD		337,716	521,926	736,836	982,449	1,258,763	
IAD		72,000	91,800	114,800	126,000	170,400	
Income from TERD		5,109,716	7,333,726	9,341,636	11,568,449	14,059,163	

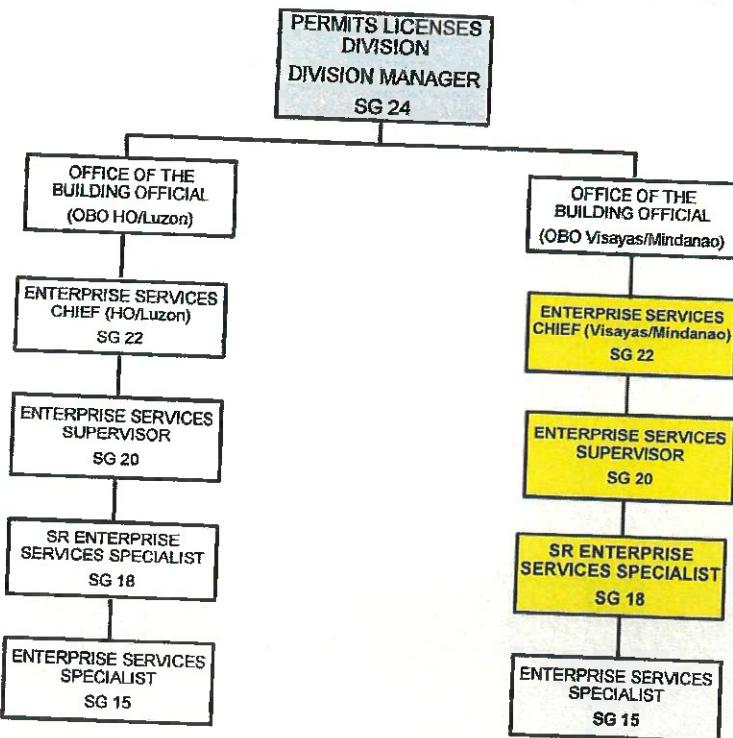
Staffing Matrix (Office of the ACOO for TEZ) Headcount Details

Position	SG Level	Current Plantilla Position	Actual (Warm Body)	Add'l. Requested	Proposed Total
Asst. Chief Operating Officer	28	1	1	0	1
Technical Assistant A	22	1	0	0	1
Private Secretary C	11	1	1	0	1
Driver/Mechanic A	9	1	1	0	1
TOTAL		4	3	0	4

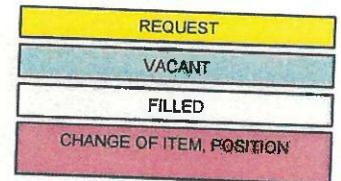
Proposed TEZ TERD Org Chart



Proposed PLD Org Chart As of March 1



	TERD HEADCOUNT	PLANTILLA	ACTUAL	VACANT	REQUEST
SG 26 & Up	1	1	0	0	0
22-25	6	4	2	1	1
11 - 21	22	24	5	25	25
10 and below	2	2	0	0	0
Total	31	21	10	26	



HEADCOUNT DETAILS - TERD

ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	PROPOSED NEW TOTAL
OFFICE OF DEPARTMENT MANAGER							
Department Manager A	26	3	3	0	2	5	5
Admin Assistant		1	1	0	0	1	1
Secretary A	11	0	0	0	0	2	2
Drive-Mechanic B	7	1	1	0	0	1	1
EVALUATION AND REGULATION DIVISION							
Division Manager A	24	1	1	0	1	3	3
Enterprise Services Chief	22	1	1	0	0	1	1
Enterprise Services Supervisor	20	1	0	1	0	1	1
Sr. Enterprise Services Specialist	18	2	1	1	0	1	1
Enterprise Services Specialist	15	2	0	2	0	2	3
INCENTIVES ADMINISTRATION DIVISION							
Division Manager A	24	1	1	0	0	10	10
Enterprise Services Chief	22	1	1	0	0	1	1
Enterprise Services Supervisor	20	2	2	0	0	1	1
Sr. Enterprise Services Specialist	18	3	3	0	0	2	2
Enterprise Services Specialist	15	3	2	1	0	3	3
PERMITS AND LICENSES DIVISION							
Division Manager A	24	1	0	1	2	32	24
Enterprise Services Chief	22	1	1	0	0	1	1
Enterprise Services Supervisor	20	2	0	1	1	2	2
Engineer IV	20	0	0	2	0	2	2
Architect IV	20	0	0	0	10	10	6
Sr. Enterprise Services Specialist	18	2	2	0	6	6	4
Engineer III	18	0	0	0	0	2	2
Enterprise Services Specialist	15	5	4	1	4	4	2
TEZA CARES RECORD OFFICE							
Enterprise Services Supervisor	20	0	0	0	2	2	2
Sr. Enterprise Services Specialist	18	0	0	0	1	1	1
Enterprise Services Specialist	15	0	0	0	1	1	1
TOTAL		31	22	9	26	57	49

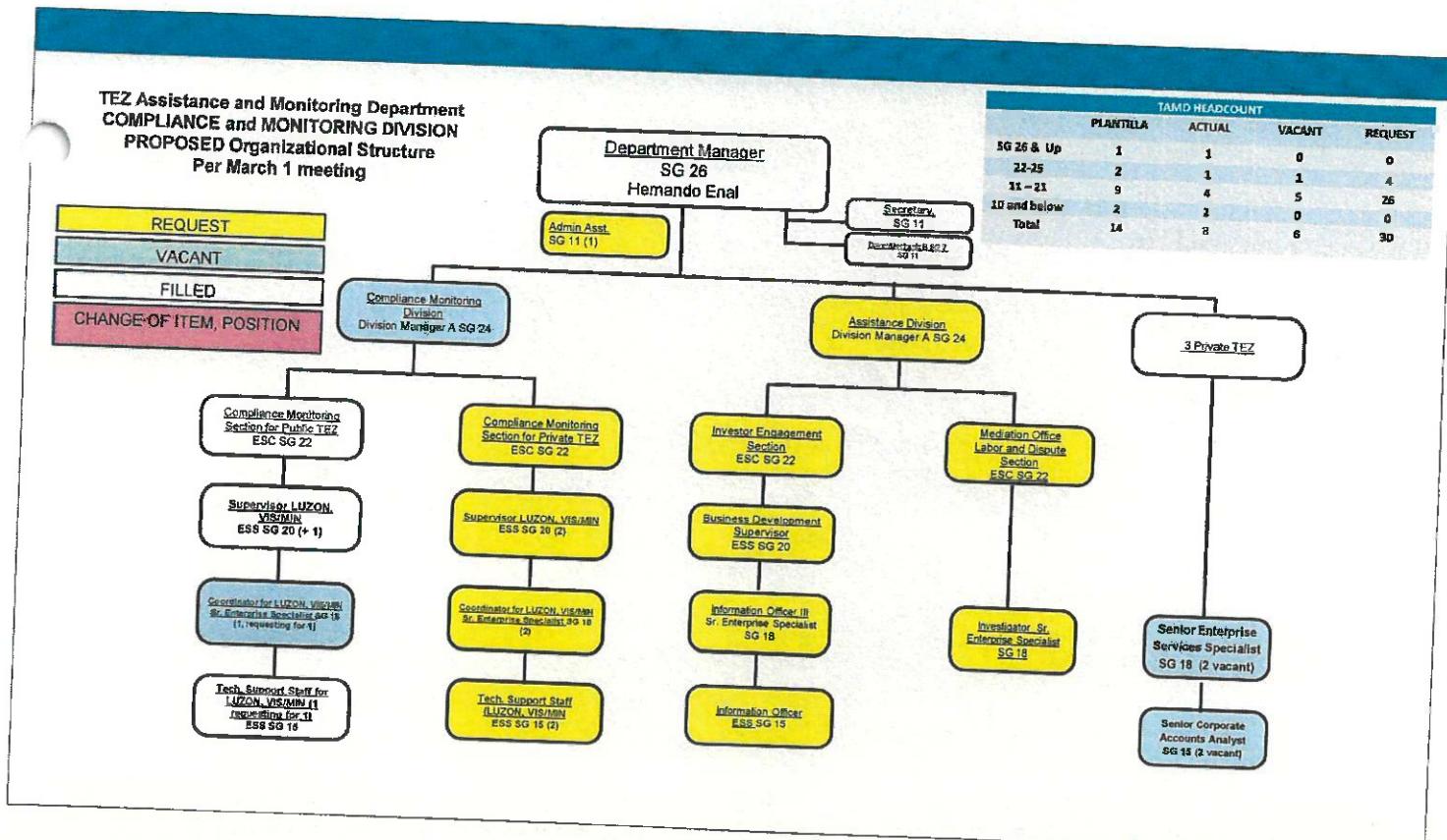
Notes:

1. It is *projected* that in the coming years, the sector is expected to have an increased number of TEZ designated and RTEs registered per year.
2. *Assume an extension of 10 years for the incentives for TEZ , regarding the initial threat of Sunset provision in RA 9593*
3. Need to do more work on road shows and promotions.
4. This expectation can only be met if they have available staff / workforce to do tasks related to accepting and processing applications, inspecting and finally recommending for approval applicants for the sites.
5. The tasks are usually done in teams and the members of the team should be composed of at least 12 different types of engineers, architects etc. They are also required to go to specific sites and spend at least 3 days doing technical work.
6. The proposal for PLD is to have at least 2 teams composed of the different technical staff, per Building code , 1 team for the head office/Luzon and 1 for Visayas and Mindanao

TEZ ASSISTANCE & MONITORING DEPARTMENT

COMPLIANCE MONITORING
ASSISTANCE
PRIVATE TEZ

Success Indicators	Accountable Unit/s	Design Framework for TAMD				
		Baseline (2018)	Year 1 of Implementation of Reorganization (2020)	2021	2022	2023
Monitoring of PTEZs and RTEs (Percentage of the M & E Plan Achieved)	TAMD-CMD	66%	70%	75%	85%	95%
Timely Inspection of TAMD-CMD all Imported Items with Valid Import Permit		2	36	66	102	144
TIEZA Owned Properties Acquired and Site Development	TAMD-CMD		Acquisition	Business Model with JV and Investment Promotion	Acquisition Site Development	Business Model for JV and Investment Promotion
TIEZA Owned/Operated TEZ	TAMD-CMD	Due Diligence	Acquisition	Master Plan	Designation	Operation and Investment Promotion



HEADCOUNT DETAILS - TAMD

ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	PROPOSED NEW TOTAL
OFFICE OF DEPARTMENT MANAGER							
Deparment Manger A	27	3	3	0	1	4	4
Admin Assistant	11	1	1	0	0	1	1
Secretary A	9	0	0	0	1	1	1
Drive-Mechanic B	7	1	1	0	0	1	1
COMPLIANCE MONITORING DIVISION							
Division Manager A	24	5	3	2	10	15	8
Enterprise Services Chief	22	1	1	0	0	1	1
Enterprise Services Supervisor	20	1	0	1	1	2	2
Sr. Enterprise Services Specialist	18	1	1	0	3	4	2
Enterprise Services Specialist	15	1	0	1	3	4	2
TEZ ASSISTANCE DIVISION							
Division Manager A	24	0	0	0	7	7	6
Enterprise Services Chief	22	0	0	0	1	1	1
Enterprise Services Supervisor	20	0	0	0	2	2	2
Sr. Enterprise Services Specialist	18	0	0	0	1	1	1
Enterprise Services Specialist	15	0	0	0	2	2	2
Private TEZ							
Sr. Enterprise Services Specialist	18	6	2	4	12	18	18
Enterprise Services Specialist	15	3	1	2	6	9	9
TOTAL		14	8	6	30	44	36

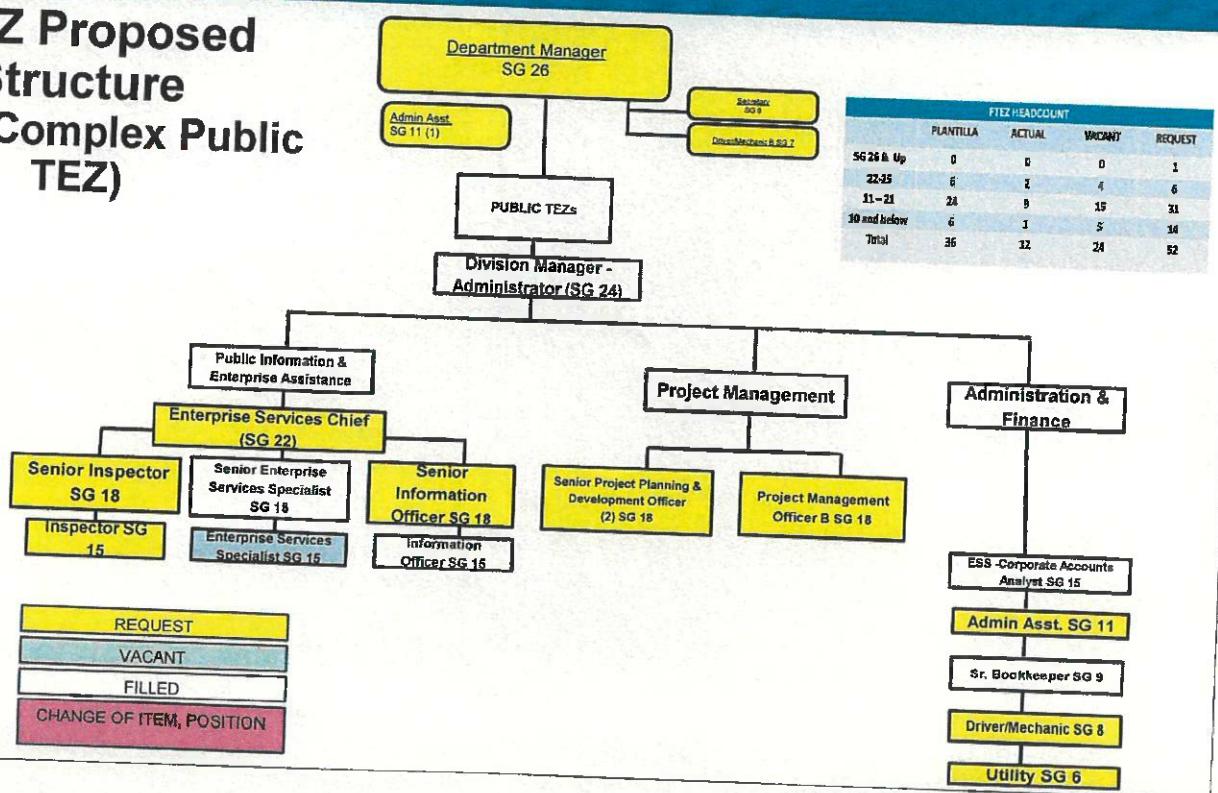
Notes:

1. As stated in RA 9593 Section 83, "TIEZA shall establish a civil dispute mediation office to effectively and efficiently resolve civil disputes concerning tourism enterprises and/or tourism-related issues within a TEZ." Thus, the request for the additional positions for 1/2 new section/s.
2. Private TEZ officer positions are also being requested who will take care/charge of LUZON, VISAYAS / MINDANAO matters.

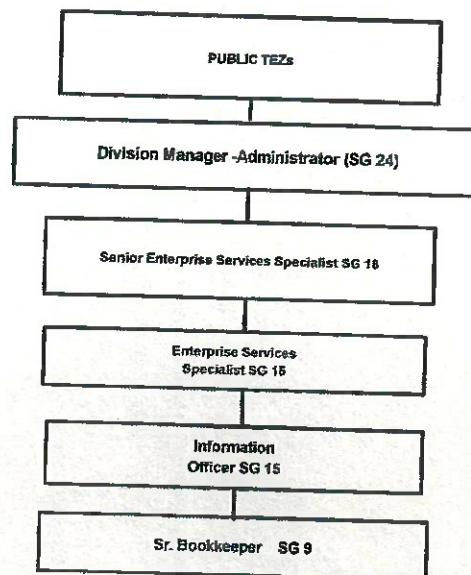
FTEZ DEPARTMENT

Public TEZ Division (6)

FTEZ Proposed Structure (For 3 Complex Public TEZ)



FTEZ Department Proposed Structure (For 3 Simple Public TEZ)



HEADCOUNT DETAILS – FTEZ

ITEM	SG LEVEL	PLANTILLA	ACTUAL	VACANT	REQUEST	PROPOSED TOTAL	PROPOSED NEW TOTAL
OFFICE OF DEPARTMENT MANAGER							
Department Manager A	26	0	0	0	4	4	4
Admin Assistant	11	0	0	0	1	1	1
Secretary A	9	0	0	0	1	1	1
Drive-Mechanic B	7	0	0	0	1	1	1
FTEZ							
Division Manager A	24	6	11	25	48	84	51
Enterprise Services						6	6
Chief	22	0	0	0	6	6	3
Sr. Enterprise Services Specialist	18	6	2	4	24	30	12
Enterprise Services Specialist	15	12	3	9	6	18	12
Information Officer	15	6	3	3	0	6	6
Senior Bookkeeper	9	6	1	5	0	6	6
Driver/Mechanic	8	0	0	0	6	6	3
Utility	6	0	0	0	6	6	3
TOTAL		36	11	25	52	88	55

Workforce Measurement Initiative (WMI) towards Rationalizing The JOs (WMI - RAP Project OVERVIEW)

For Board Of Directors

August 29, 2019

WHY (the initiatives)?

There is need to ...

1. comply with the CSC COA DBM Joint Circular #1 2018 on Job Order (JO) workers
2. address issues that emerged from Current Situational Assessment (CSA)
 - * OA 8S survey results (esp. structure, staff & style)
 - * Strategic issues from SWOT analysis and External Stakeholders' expectations
3. respond to staffing/structure related concerns from results of WMI - WAP

WHAT?

PROJECT COMPONENTS

PARTS 1 & 2 : Workforce
Measurement Initiative & Action Plan
(WMI – WAP PHASES 1-5)

PART 3 : Development of a Reorganization or
Rationalization Plan (RaP)
(PHASES 6-8)

HOW ? (Organizational Design Process)

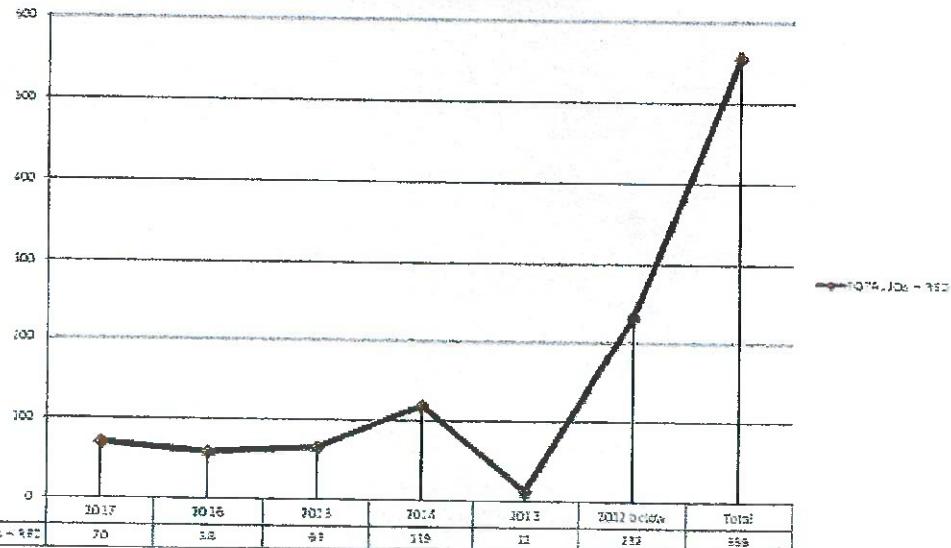


- Source: Center for Organizational Design
<http://www.centerod.com/2012/02/transformational-process-intro/>

Profile of JO Hiring

PROFILE OF JO HIRING 2012 to 2017

TIEZA-WIDE JO HIRING





www.tieza.gov.ph



@TIEZAOfficial

TIEZA
WORKS
TOURISM IMPACTED CRAFT AND ENTERPRISE ZONE AUTHORITY

TIEZA Personnel Complement

AO June 30 2019

Dept/Div/Office	Permanent/Co Term/CPOE/CTI CEP/Consultant/Casual	JO Workers	TOTAL
OCOS	4	7	11
OCOO	67	24	91
ACOO Admin/Finance	289	159	448
ACOO AES	38	34	72
ACOO AMS	68	244	312
ACOO TEZ	52	6	58
Detailed to Other Agency	1	6	7
Grand Total TIEZA	519	480	999
TIEZA	519	480	999
TRO (Boracay)	9	2	11
Total Number of Actual Employees			1,010

CURRENT SITUATIONAL ASSESSMENT :

- ✓ a.OA 8Ss Survey Results
- b. WMI – WAP Results

8S Elements Ratings (per CSC cluster = Most are at **BASIC LEVEL**)

8S Elements	Top Management	Middle Management	Rank & File
Shared Values	3.07	3.10	2.83
Strategy	2.90	2.98	2.78
Skills	3.01	2.89	2.68
<i>Staff & Style</i>	2.75	2.91	2.67
<i>Systems & Infrastructure</i>	2.56	2.52	2.43
<i>Structure</i>	2.85	2.66	2.47
Support for Change	2.70	2.62	2.61

CURRENT SITUATIONAL ASSESSMENT :

- a.OA 8Ss Survey Results
- ✓ b. WMI – WAP Results

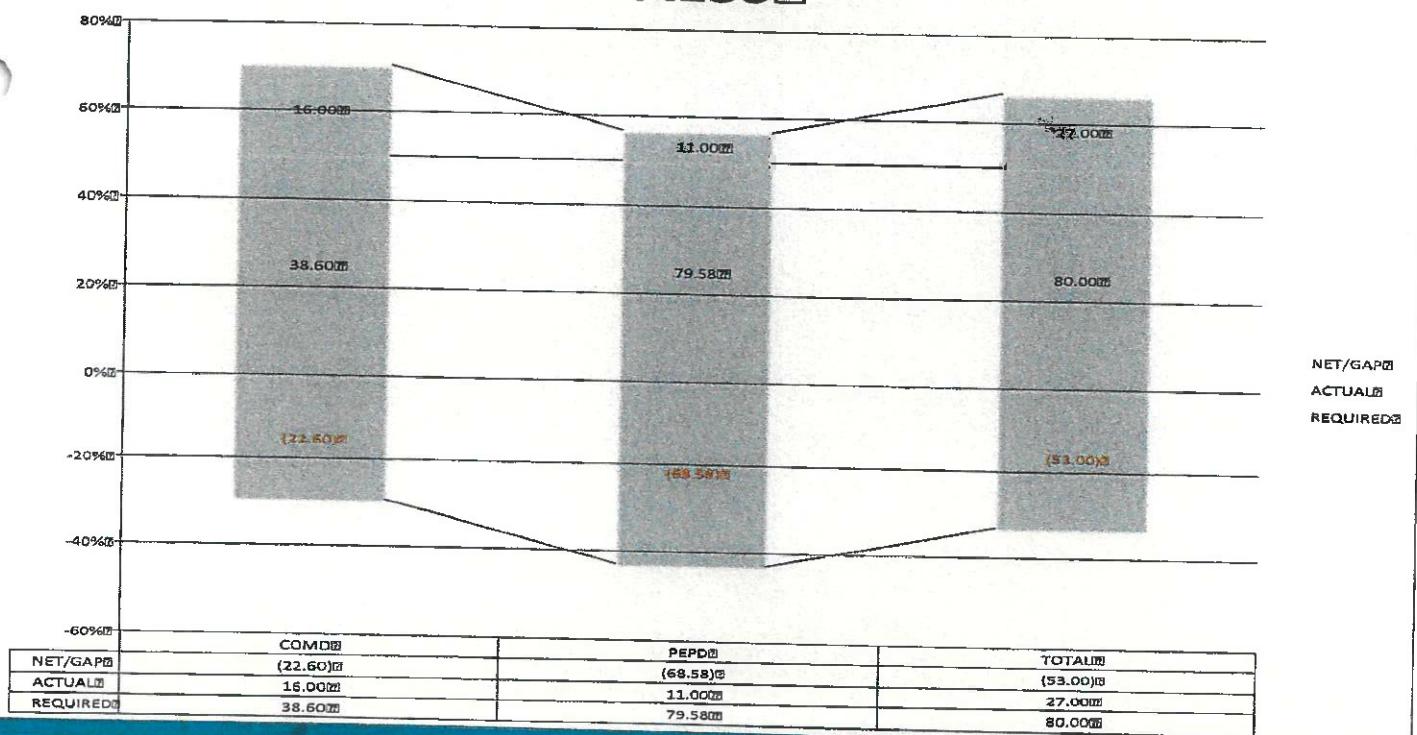
BENEFITS WMI - WAP Project :

1. Identify staffing requirements and patterns
2. Determine required *quantity and quality* of position holders
3. Clarify and update roles or key processes
4. Develop action plans to address personnel / talent gaps in the organization
5. Input for the redesign of office structures

AESS - COMD

POSITION	REQUIRED	ACTUAL	NET/GAP
Division Manager	1.14	2.00	0.86
Department Secretary	0.66	1.00	0.34
PMO-A	0.12	1.00	0.88
PMO-B	3.14	1.00	(2.14)
PPDA	1.85	1.00	(0.85)
PPDO	5.88	1.00	(4.88)
Records Officer	3.69	0.00	(3.69)
SPPDO	5.00	1.00	(4.00)
Clerk	0.45	0.00	(0.45)
Engineer 4	4.56	3.00	(1.56)
Engineer 5	5.10	2.00	(3.10)
Supervising Engineer	7.01	3.00	(4.01)
SUM	38.6	16	22.6

AESS



Criteria for Final WF requests and Action planning (WAP)

1. Be guided by an increase in personnel and budget of around 15% - 20 % only
2. Apply Staffing and Job/Organization Design principles such as the following , among others :
 - scalar chain
 - Span of control
 - Fixed staffing vs, Variable
 - Flexibility to allow job enrichment
3. Address duplicating / overlapping or redundant functions
4. Additional WF "requests" should be based -on or justified by targets , projected additional volume of transactions (VOT) or new functions/tasks

AESPEPDE.COM

SG BRACKET	REQUIRED(WMI)	%	ACTUAL	%	REQUESTED(WAP)	%	GAP	%
SG 1 (GENERAL STAFF)	21.23	18%	4.00	13%	18.00	19%	(17.23)	19%
SG 2 (TECHNICAL STAFF)	77.36	64%	16.00	53%	55.00	58%	(61.36)	68%
SG 2 (MANAGERIAL)	20.26	17%	8.00	27%	20.00	21%	(12.26)	13%
SG 6 (EXECUTIVE)	2.00	2%	2.00	7%	2.00	2%	0.00	0%
TOTAL	120.85	100%	30.00	100%	95.00	100%	(90.85)	100%

OPED ENTITIES

SG BRACKET	REQUIRED (WMI)	%	ACTUAL	%	REQUESTED (WAP)	%	GAP	%
SG1 (GENERAL STAFF)	3.00	4%	2.00	7%	1.00	2%	(1.00)	2%
SG1.2 (TECHNICAL STAFF)	71.00	87%	21.00	72%	56.00	93%	(50.00)	94%
SG1.2.2 (MANAGERIAL)	7.00	9%	5.00	17%	3.00	5%	(2.00)	4%
SG1.2.3 (EXECUTIVE)	1.00	1%	1.00	3%	0.00	0%	0.00	0%
TOTAL	82.00	100%	29.00	100%	60.00	100%	(53.00)	100%

OPED

SG BRACKET	REQUIRED (WMI)	%	ACTUAL	%	REQUESTED (WAP)	%	GAP	%
SG1 (GENERAL STAFF)	3.00	27%	2.00	50%	1.00	17%	(1.00)	14%
SG1.2 (TECHNICAL STAFF)	5.00	45%	1.00	25%	3.00	50%	(4.00)	57%
SG1.2.2 (MANAGERIAL)	2.00	18%	0.00	0%	2.00	33%	(2.00)	29%
SG1.2.3 (EXECUTIVE)	1.00	9%	1.00	25%	0.00	0%	0.00	0%
TOTAL	11.00	100%	4.00	100%	6.00	100%	(7.00)	100%

SUMMARY of Strategic Issues

1. Limited number and inappropriate plantilla positions (ESS viz engineers/architects; marketing officers, MIS vs. ICT officer)
2. Insufficient workforce (hence, the proliferation of JOs)
3. Accomplishments are below the projected targets (audit targets, infra backlogs, asset management targets, among others)
4. Challenges in keeping up with technological advancement: access to internet and social media, updating office/productivity applications, digital IEC and marketing
5. Slow procurement and eventual implementation process (e.g., infra project and integration of ICT systems)
6. Need for efficient, fast/responsive and quality service for better customer satisfaction
7. Performance related issues (e.g. ; job mismatch; competency gaps)
8. Assets /properties not maximized