



Department of Health



Competency Catalog

for Regional Offices

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About the DOH Competency Catalog

This Competency Catalog was developed as a resource for officers, employees, health providers and clients of the Department of Health (DOH). The Catalog provides an inventory of specific competencies necessary for effective job performance aligned to the following department's objectives:

1. Leadership in health;
2. Enabler and capacity builder;
3. Administrator of specific services;
4. Continuous technical assistance to health providers and clients; and
5. Performance of its role to improve the country's health care system.

A. PURPOSE AND SCOPE

The purpose of this Competency Catalog is to define competencies as an observable and measurable knowledge, skills, abilities or behavioral attributes that contribute to successful job performance for identified positions across selected DOH Regional Offices, City Health Offices and Rural Health Units.

The Catalog provides an understanding of the meaning, nature, and use of competencies, rubrics, and proficiency levels. Competency Models are written and compiled in the Competency Dictionary provided in the second part of this Catalog.

B. THE COMPETENCY CATALOG AND ITS ADVANTAGE TO DOH HUMAN RESOURCE MANAGEMENT DIVISION

This Competency Catalog provides a common and immediate reference to the DOH's Human Resource Management Division to support its following activities:

1. The Competency Catalog serves as immediate reference and guide of HRMD to support the following activities:
 - a) **Recruitment and Selection**
 - Development of Competency-based assessment tools
 - Development of Competency-based Job Descriptions
 - b) Development of **Competency-based Performance Management System** by building a fair performance appraisal system (results-focused) by structuring evaluation devices around competencies
 - c) **Career Development** of DOH Employees by establishing criteria for promotion or development of career path within the Department
 - d) **Learning and Development**
 - Competency-based curriculum development and design
 - Competency-based Training Needs Assessment



- e) **Workforce Analysis and Planning** in assessing current and future needs of DOH organization based on strategic plan, goals and objectives, priority programs and projects
- f) **Succession Planning** to manage the gap that will occur when employees of key positions leave or are promoted
- g) **Reward Management** for positive recognition of employees' work to motivate and improve their performance. This is also an important factor in recruitment and retention of high performing employees.

C. UNDERSTANDING OF COMPETENCIES

1. Competency Definition

A **competency** is defined as “a cluster of related knowledge, skills, and attitudes (KSA) that affects a major part of one’s job (a role or a responsibility), that correlated with performance on the job, that 1) can be measured against well-accepted standards, and that 2) can be improved via training and development.” (Parry, 1996)

2. Competency KSA Framework

- a) **Knowledge.** Understanding acquired through training.
- b) **Skills.** Capabilities acquired through practice.
- c) **Attributes.** Inherent characteristics which are brought to the job.
- d) **Behavior.** The observable demonstration of competency, skill, knowledge and personal attributes related to excellent performance.

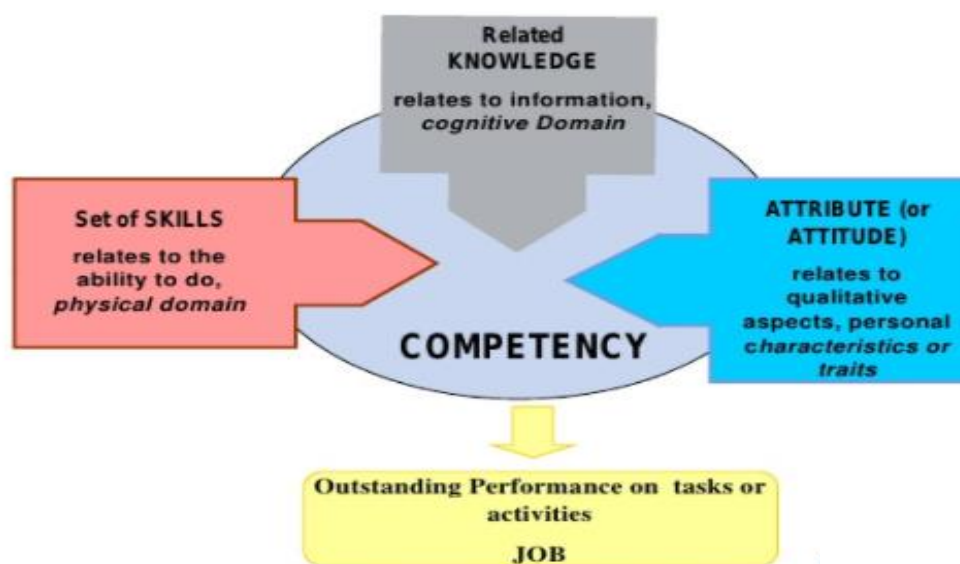


Figure 1. The KSA Framework



3. Characteristics of Competency

- Skills and knowledge that can be learned
- Expressed in behaviors
- Drives achievement of objectives
- Building block of success
- Competency must be demonstrated and hence, must be observable.
- Competency embodies the capacity to transfer skills and abilities from one area to another

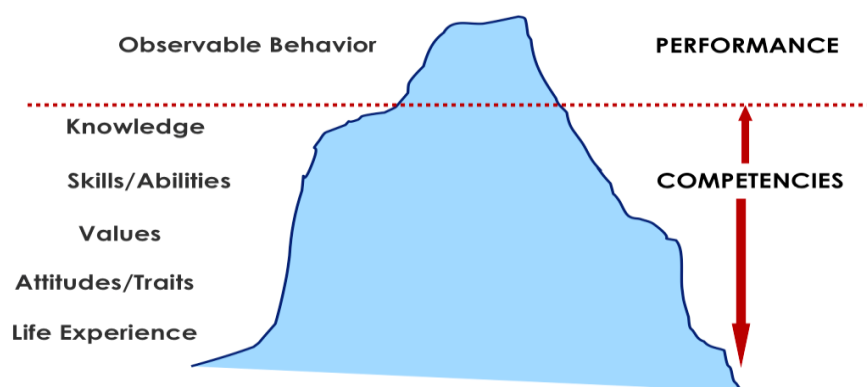


Figure 2. The Iceberg Model

4. Benefits of Using Competencies

a) For the Organization

- Provides an integrating framework for designing HR systems such as recruitment and selection, learning and development, performance management, career development, workforce analysis and planning, succession planning, and rewards management (a.k.a. competency-based HR system).
- Align individual contribution to organizational goals since competency models are anchored on strategic directions of the organization.
- Fosters performance-driven culture as it defines what an average job holder needs to do to attain superior performance, while it provides behaviorally-anchored standards for recognizing exemplary performers.
- Helps in planning and budgeting HR development in a more rational and purposive way since critical competency gaps are systematically identified and addressed.
- When developing new position, enables organizations to “begin with the end in mind,” i.e., defining expected outputs and outcome from the job rather than beginning with a list of tasks and activities.
- For succession planning, facilitates the selection and placement of best candidate or develops the right competencies of potential successors to critical positions.



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b) For the Management

- Provides the foundation for sharpening their ability to select and hire best fit candidates
- Provides more objective performance standards since competencies are anchored on specifics, measurable behaviors
 - ✓ Enables managers to clearly communicate performance expectations to staff
 - ✓ Minimizes subjectivity in assessing performance
 - ✓ Creates solid platform for dialogue between managers and staff on performance as well development and career-related issues
 - ✓ Guides managers in identifying staff development initiatives in a more purposive and effective manner

c) For the Employees

- Provides the foundation for sharpening their ability to select and hire best fit candidates
- Clarifies success factors in their current roles enabling them to give their best on the job
- For career planning, provides information on what it takes to move to their targeted positions whether this is a lateral transfer or promotion
- Empowers staff to proactively seek competency-development activities (i.e., instead of just relying on the sponsorship of their leaders or the organization)

D. COMPETENCY MODEL / FRAMEWORK

A competency model is a written description of the competencies required for successful or exemplary performance in a job category, work team, work setting, profession, organization or industry. It is the output of analyses conducted to differentiate high performers from average and low performers.

Competency models represent the most critical knowledge, skills, and behaviors that drive successful performance. They are described in behavioral terms, using behavioral indicators so that the competencies are recognized when demonstrated.

1. Elements of a Competency Model

A typical competency model has the following elements:

- a) **Competency Title/Name.** The name or title indicates the competency being described. Others refer to this as competency label.

Examples: *Leading Change*
Customer Focus
Solving Problems and Making Decision
Managing Information



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- b) **Competency Definition.** This is a brief description of the competency, which provides the reader a broad understanding of the type of behavior expected of this competency.

Example 1:

Competency: Leading Change

Definition: *Ability to initiate and facilitate change and motivate people to embrace it.*

Example 2:

Competency: Customer Focus

Definition: *Ability to meet and exceed customer/client needs and expectations.*

Some competency model builders use more rigorous definitions, which can be considered as operational definitions of the competencies. The operational definition includes the critical few tasks and outcomes required of the job holder. It may also state how output is done and its desired outcome, and may describe important contextual factors (e.g., technical requirements, legal certification requirements, and customer or client requirements) related to the acquisition of competencies.

Example 1:

Competency: Solving Problems and Making Decisions

Definition:

Task – *Ability to resolve deviations and exercise good judgment*

How it is done – *by using fact-based analysis*

Outcome – *and generating and selecting appropriate course of action*

Output – *to produce positive results*

Example 2:

Competency: Customer Focus

Definition:

Task – *Ability to meet customer needs and expectations*

Output – *by consistently adhering to and/or exceeding service standards*

How it is done – *ensuring positive feedback on customer satisfaction*

Outcome – *thereby developing and sustaining productive customer relationships*

Key Point: *Whether to use a general definition or an operational definition of the competency is a matter of style and philosophy. The more specific the definition, the clearer the competency is communicated to all users.*



Sample Diagram of Competency Model

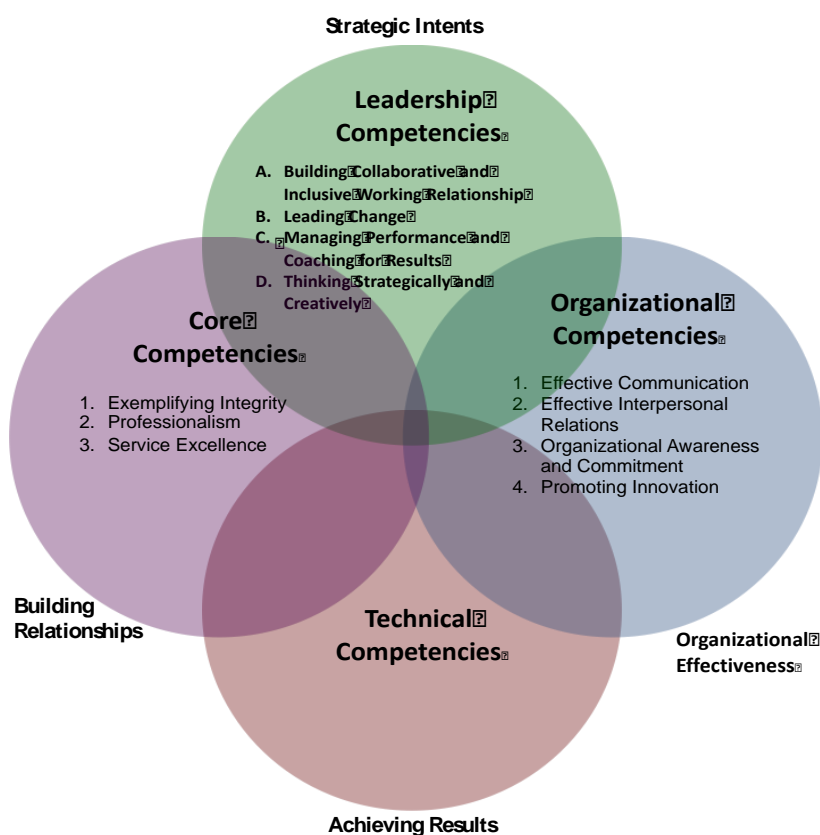


Figure 3. Sample Competency Model of DOH's Organization

- c) **Competency Rubric.** A rubric is an explicit set of criteria used for assessing a particular type of work or performance. It articulates in progressing order the quality of each criterion, from the simplest manifestation of desired behaviors to the most complex. A rubric may also include work and performance samples that typify each of the levels.

i. Progression Levels of Competencies

- ① **INTENSITY** of the intention involved or completeness of action taken to carry out an intention
- ② **COMPLEXITY** in making more things, people, data, concepts, or causes into account
- ③ **TIME HORIZON** in seeing further into the future, and planning or taking action based on anticipation of future situations
- ④ **BREADTH OF IMPACT** on the number and position people affected; or the size of the problem addressed



ii. Other dimensions to determine Progression Levels of Competencies

- ① **SCOPE** - The range of responsibilities; from narrow and related to broad variety of responsibilities; the degree to which variability of task assignments is present (i.e., from similar tasks in a narrow environment to great variability in a broad work environment)
- ② **CONTEXT** - The environment in which the job responsibilities are completed and carried out, from a wide variety of environment to narrowly defined work context
- ③ **AUTONOMY** – The level of supervision received and the amount of decision making power

Rubrics: Leveling Guide for Competencies

Criteria	Level 1	Level 2	Level 3	Level 4
Depth of Knowledge	Established practices of some WLP elements	Established practices of all WLP elements	New practices of all WLP elements	New practices/concepts and theories of all WLP elements; is a credible resource in this area
Scope	Specific area	Integration with concerned areas	Integration with business or organizational strategies	Integration with sector/industry
Consistency of Application	sustained application of competency over time	sustained application of competency over time in a variety of situations	sustained application of competency over time in complex situations	able to innovate and formulate strategies; able to model/guide/lead /coach/teach others the competency or how to apply the competency
Thinking Challenge	Within establish procedures or similar situations	A wide variety of situations	No established procedures	Requires developing imaginative procedures
Impact on	Specific WLP task	Specific WLP projects	Management decision	Sectoral/industry practices
Reach of Influence	Individuals	Unit/groups	Corporate/institutional	Sector/industry
Scorecard Measurement	Internal operations perspective	Workforce or line operations perspective	Corporate/institutional success perspective	Sectoral/industry success perspective
Degree of Autonomy	able to apply knowledge and skills with some supervision	able to apply knowledge and skills with confidence and without guidance from others	able to apply knowledge and skills with confidence and without guidance from others	able to apply knowledge and skills with confidence and without guidance from others
Success Indicator	Intervention efficiency	Intervention effectiveness	Business outcomes; organizational effectiveness and learning	Sectoral/industry effectiveness and learning

Source: PSTD Competency and Certification Committee, May 2010

Source: Annex 3 or PAHRODF's Guidebook on Competency Modeling

Figure 4. Rubrics: Leveling Guide for Competencies

The rubrics provide concrete parameters in developing a proficiency matrix or table, which reflects progressive levels of mastery in particular behaviors or areas of work under a competency. A set of rubrics that is generated through consultation and agreed upon by key clients in the organization is a prerequisite for the development of proficiency levels.



CUSTOMER FOCUS: Ability to meet client needs and expectations by consistently adhering to and/or exceeding service standards ensuring positive feedback on customer satisfaction thereby developing and sustaining productive customer relationships.				
RUBRICK	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Intensity: the intention involved or completeness of action taken to carry out an intention	Strives to consistently meet service standards.	Strives to consistently meet and sometimes exceed service standards.	Strives to exceed service standards all the time.	Strives to consistently meet service standards and anticipates clients' upcoming needs and concerns.
Complexity: intricacy of service provided to the client.	Responds to simple client concerns in a friendly and courteous manner; refers challenging client situation to immediate superior.	Responds to complex clients concern in a courteous and friendly manner; and refers challenging client situations to immediate superior.	Responds to all types of client issues and concerns in a timely, professional, helpful and courteous manner, regardless of client attitude.	Responds to all types of client issues and concerns in a timely, professional, helpful and courteous manner, regardless of client attitude; provides clients with tips and advice to avoid these issues and concerns from occurring again in the future
Autonomy: Degree to which job holder is able to work independently	Addresses client concerns with the use of job aid and under supervision	Addresses client concerns with limited reference to job aid and minimal supervision	Addresses client concerns without use of job aid and supervision	Addresses client concerns independently and recommends innovative approaches to better address client concerns

Source: PAHRODF's Guidebook on Competency Modeling and Profiling

Figure 5. Example of how competency levels are created based on rubrics



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- d) **Proficiency Levels** – serve several purposes. They facilitate comparison of jobs and roles in terms of competency requirements and proficiency levels needed using a common incremental scale. For example, oral communication skills may be a requirement for most entry level jobs as well as for executive levels. However, the degree of oral communication proficiency needed at these two levels may be quite different. This information is necessary input to DOH's selection, hiring and placement system.

BASIC 1	INTERMEDIATE 2	ADVANCED 3	EXPERT 4
<ul style="list-style-type: none"> ▪ Uses competency on basic tasks ▪ Applies rudimentary understanding entailed in the competency ▪ Partial application of the competency ▪ Needs to develop capability to guide others 	<ul style="list-style-type: none"> ▪ Full application of the competency ▪ Consistent application of the competency across different conditions ▪ Capable to assist others and review the work of others related to the competency 	<ul style="list-style-type: none"> ▪ Able to critique processes and manner of applying competency ▪ Recommends improvements in the work processes ▪ Able to transfer competency to a wider range of users ▪ Provides technical assistance to different users with varying situations 	<ul style="list-style-type: none"> ▪ Provide innovative or creative solutions to a problem or situation ▪ Provides technical assistance to different users with varying situations ▪ Ability to mentor/coach ▪ Develops standards / guidelines ▪ Can be consulted for advise and guidance on strategic direction

Source: HRMD, Department of Health

Figure 6. DOH's Competency Proficiency Levels



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- e) **Behavioral Indicators** – A behavioral indicator is a statement of what can be observed from an individual manifesting the competency. It provides objective evidence that the individual possesses the competency and shows what effective performance looks like.

Example 1:

Competency: Personal Effectiveness

Definition: Maintains effective behavior in challenging situations having the resilience to bounce back in the face of setbacks; demonstrates a strong desire to advance oneself and one's career, propelled by confidence and belief in one's capacities, and tempered by honesty and integrity in one's undertaking.

Sample Behavioral Indicators

- Able to overcome obstacles within his/her area of control and takes responsibility for results of own action (*manifested behavior*); does not blame others (*missing behavior*)
- Avoids transactions and interactions that exposes himself/herself to personal gain or conflict of interest (*missing behavior*)

Example 2:

Competency: Customer Focus

Definition: Ability to meet customer needs and expectations by consistently adhering to and/or exceeding service standards ensuring positive feedback or customer satisfaction thereby developing and sustaining productive customer relationships.

Sample Behavioral Indicators

- Acts to prevent problems, reporting issues where necessary (*manifested behavior*)
- Avoids overpromising service delivery to clients (*missing behavior*)

Key Points: *Not all behavioral indicators that are generated and captured in the competency table may be applicable to a job or role. They are simply sample of behaviors and are by no means an exhaustive list nor meant to be used as behavioral checklist. Rather it is an indicator to help guide assessment of competence.*

Formula for stating behavioral indicators:

Behavioral indicators = action verb + object + qualifier or criterion

Example 1:

Example of a well-stated behavioral indicator

Competency: Managing Information

Definition: Describes and distinguishes data or information that is **relevant to the job** and the value this brings to one's functional role, group or the organization.



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Example 2:

Example of a well-stated behavioral indicator

Competency: Customer Focus

Definition: Follows up with clients during and after delivery of services to ensure that their needs have been met

Legend: Action Verb

Object

Qualifier, Criterion

Characteristics of ideal Behavioral Indicators:

- Concrete and specific behaviors that are observable, verifiable and must lend themselves to measurement
- Illustrate what a person does, as if the competency has already been acquired
- Can be taught or altered through training, coaching and other development strategies

E. COMPETENCY DICTIONARY

1. Introduction

DOH, in its effort to build Competency Models for its organization, establishes Competency Dictionary that compiles in a single document the competencies needed across its selected Regional Offices, City Health Offices and Rural Health Units.

a) Competency Dictionary represents the Core, Organizational, Leadership, and Technical competencies that apply to jobs at the selected DOH's Regional Offices, City Health Offices and Rural Health Units.

b) Purpose

To enhance Human Resource Management system on the following areas:

- Recruitment and Selection
- Learning and Development
- Performance Management System
- Succession Planning

c) DOH's Competency Dictionary includes needed competencies for positions / job roles in its selected health offices and units. These competencies are categorized as follows:

i. Core Competencies

These are characteristics that collectively lead to desired outcomes in the Department. Sometimes referred to as foundational or organizational competencies, these consist of behaviours that everyone in the organization must possess regardless of function



because they drive overall desired results. Core competencies are founded on the DOH's mission, vision and values, including culture (the way things are done in DOH).

ii. Organizational Competencies

These are competencies required to perform similar functions within DOH; and are expected of majority of positions in the Department. These competencies cannot be considered as core competencies though because not everyone is required to possess them.

iii. Leadership Competencies

These are knowledge, skills and behaviours needed to perform management / leadership functions and processes. These are expected of individuals who supervise staff, or who work through others or a team to get the job done.

iv. Technical or Functional Competencies

These are behaviors or abilities that pertain to a specific body of knowledge and skills required to perform a function or job. It includes abilities to use procedures, techniques and knowledge of a specialized field. Technical competencies are linked to job roles and the way in which they interact with other roles. These competencies may be transferable if a person accepts a similar job in another organization.



Core Competencies

EXEMPLIFYING INTEGRITY			
Definition		Ability to establish and maintain social, ethical and organizational norms within the organization and towards clients in accordance to the Code of Conduct and Ethical Standards for Public Officials and Employees (RA 6713).	
Proficiency Level	Core Description	Behavioral Indicators	Means of Verification
BASIC	1 Exhibits an honest behavior	<ul style="list-style-type: none"> Demonstrates openness and honesty with clients and others Devotes to meet the organization's standards Acts professionally at all times, is punctual, reliable, and prompt in delivering services 	Adherence to the standards of ethical conduct (RA 6713) and compliance
INTERMEDIATE	2 Is more critical of behavior's implications to self, stakeholders, and organization in accordance to RA 6713	<ul style="list-style-type: none"> Analyzes own performance truthfully, and offers ideas and gives feedback for improvement Is flexible to meet the needs of the organization and clients Refuses and/or avoids malicious and unethical situations 	<ul style="list-style-type: none"> Guidance on the compliance to RA 6713 Helps maintains confidentiality of sensitive information Objective and honest ICPR (Individual Performance and Commitment Review) exercise
ADVANCED	3 Expects uprightness from the team and/or organization and adherence to RA 6713	<ul style="list-style-type: none"> Includes integrity checks in the team's performance review Understands and actively promotes the organization's standards and ethics to colleagues and to others outside the organization Monitors self and others to acting in accordance with the organization's standards and values 	Recommends policies and procedures that promote adherence to RA 6713
EXPERT	4 Protects the integrity and image of the organization by adhering to RA 6713	<ul style="list-style-type: none"> Upholds at all times the fundamental values of good governance Ensures organizational compliance with legislation, regulatory requirements and best practices Stands up publicly for beliefs and challenges the unethical behavior of others 	Upholds the objectives and principles of RA 6713 in consistent and non-biased manner

Figure 7. Sample of DOH Competency Dictionary



F. COMPETENCY MAP / STANDARDS

1. Introduction

- a) Competency Map identifies the key competencies for an organization and/or job and incorporating those competencies throughout the various HR core processes (i.e. recruitment and selection, career development, learning and development, and performance management system).

DOH has undergone job analysis and other methodologies which results helped develop the competency-based job descriptions. The competency-based job description serves as the basis in the establishment of the Department's Competency Map. The Competency Map illustrates the competencies which are categorized as Core Competencies, Organizational Competencies, Leadership Competencies and Technical Competencies needed to be able to meet the demands in employee's particular role and help him/her develop toward the ultimate success of DOH's organization.

- b) Purpose of Competency Map

To enhance Human Resource Management system in the following areas:

- Recruitment and Selection
- Learning and Development
- Performance Management System
- Succession Planning



DOH COMPETENCY MAP

COMPETENCIES		Dir.	Mun. Health Officer	Doc to the Bo.	Dev Mgt Off	Med Off	Hlth Prog Officer	Nurse	Pub Hlth Nurse	Dent-ist	Pharm	Ento- mgst	Lic. Off	HP Reschr	Med. Tech.	Mid- wife	Sta- ti'n	San. Ins.	Bgy. HW	Nurs Atndt	Med Asst	Dent Aide	Sani Aide	Data Enc.	Maint. Care Taker	Bgy Nut Sch	Lab Aide	Adm Aide	Driver
CORE COMPETENCIES																													
1	Exemplifying Integrity	4	4	4	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1
2	Professionalism	4	4	4	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1
3	Service Excellence	4	4	4	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1
ORGANIZATIONAL COMPETENCIES																													
1	Effective Communication Skills	4	4	4	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1
2	Effective Interpersonal Skills	4	4	4	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1
3	Organizational Awareness and Commitment	4	4	4	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1
4	Promoting Innovation	4	4	4	3	3	3	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1
LEADERSHIP COMPETENCIES																													
1	Building Collaborative and Inclusive Relationship	4	4	3																									
2	Leading Change	4	4	3																									
3	Managing Performance and Coaching for Results	4	4	3																									
4	Thinking Creatively and Strategically	4	4	3																									
TECHNICAL COMPETENCIES																													
1	Achieving High Standard			4																									
2	Advocating Public Health								3																				
3	Building Relationship with Stakeholders	4		4		3	3		3				2			2	1	2								3			
4	Case Management		4																										
5	Communicating and Listening					3																							
6	Communicating Technical Information										3		2			1													
7	Computer Literacy															1				2	2	2		2					
8	Conflict Resolution	4																											
9	Continuous Learning			4																									
10	Data Gathering and Analysis												2																
11	Data Management												2																
12	Decision Quality					3																							
13	Driving and Transportation Proficiency																											2	
14	Developing Personal and Organizational Capability		4																										
15	Financial Acumen						3																						
16	Government Accounting and Budgeting	4																											
17	Government and Departmental Policies & Procedures	4											3																
18	Implementing Health Policies and Regulations	4	4	4		3		3	3		3		3				3												
19	Management Acumen	4						3			3			2															
20	Managing Work																			2			2		2		3	3	2
21	Operating Medical Machines, Equip. & Tools													3															
22	Organizing Communities						3																						
23	Project/Program Planning and Management		4	4	3	3	3	3				3	2																
24	Providing Support and Services																			2	2	2	2	2	2	2		3	
25	Records Management									3	3			3	2				2		2	1	2	2		2	1		
26	Research and Analysis									3				2															
27	Resilience																												
28	Respecting and Caring for Patients		4	4		3			3	3	3			3	2				2				2						
29	Risk Management	4	4	4	3						3																		
30	Safety Awareness									3								3							3		1		
31	Scientific Research for Health /Medical Staff				4																								
32	Statistical Research for Health													2			1												
33	Technical Consulting	4			3	3	3	3	3	3	3	3	2	2			3												
34	Technical Writing						3																						
35	Training Program Administration							3					2																

Proficiency Levels - 1 – Basic; 2 Intermediate; 3 – Advanced; 4 – Expert



Department of Health

Competency Dictionary



Core Competencies

EXEMPLIFYING INTEGRITY

Definition Ability to establish and maintain social, ethical and organizational norms within the organization and towards clients in accordance to the Code of Conduct and Ethical Standards for Public Officials and Employees (RA 6713).

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Exhibits an honest behavior	<ul style="list-style-type: none"> • Demonstrates openness and honesty with clients and others • Devotes to meet the organization's standards • Acts professionally at all times, is punctual, reliable, and prompt in delivering services 	<ul style="list-style-type: none"> • Feedback Reports • 360 (subordinates, peers, supervisors) Review
INTERMEDIATE	2	Is more critical of behavior's implications to self, clients, and organization in accordance to RA 6713	<ul style="list-style-type: none"> • Analyzes own performance truthfully, and offers ideas and gives feedback for improvement • Is flexible to meet the needs of the organization and clients • Refuses and/or avoids malicious and unethical situations 	<ul style="list-style-type: none"> • Feedback Reports • 360 (subordinates, peers, supervisors) Review
ADVANCED	3	Expects uprightness from the team and/or organization and adherence to RA 6713	<ul style="list-style-type: none"> • Includes integrity checks in the team's performance review • Understands and actively promotes the organization's standards and ethics to colleagues and to others outside the organization • Monitors self and others to acting in accordance with the organization's standards and values 	<ul style="list-style-type: none"> • Evaluation of Customer /Client Satisfaction Survey form
EXPERT	4	Protects the integrity and image of the organization by adhering to RA 6713	<ul style="list-style-type: none"> • Upholds at all times the fundamental values of good governance • Ensures organizational compliance with legislation, regulatory requirements and best practices • Stands up publicly for beliefs and challenges the unethical behavior of others 	<ul style="list-style-type: none"> • Memorandum Circulars • Ordinances, Executive Orders • Administrative Orders



PROFESSIONALISM

Definition Ability to exemplify high standards of professional behavior as a public servant, adhering to ethical as well as moral principles, values and standards of public office.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Understands duties and sets quality benchmarks for self performance	<ul style="list-style-type: none"> Works without supervision, appears confident in person, presents oneself strongly Ensures that outputs produced and work performed are within set standards and comply with specifications Seeks for instruction or clarification on tasks or work to ensure accurate and timely production of outcome or results Seeks guidance from immediate superiors on how to improve performance 	<ul style="list-style-type: none"> Feedback Reports Accomplishes IPCR, RFA Prepared CSS Report, Minutes of Meetings Evaluation of Customer /Client Satisfaction Survey form
	2	Assists team and/or clients to comply to principles, values, and standards	<ul style="list-style-type: none"> Demonstrates trustworthiness by protecting sensitive or confidential information, following required procedures Monitors own performance and improves it if current status does not match the ideal or agreed expectations Provides guidance on operations and technical issues to staff to ensure accurate and timely production of outcome or results Manifests positive disposition despite heavy workload, working hours or unusual challenges encountered in the workplace 	<ul style="list-style-type: none"> 360 (subordinates, peers, supervisors) Review Prepared CSS Report, Minutes of Meetings Evaluation of Customer /Client Satisfaction Survey form
	3	Analyzes self and endorses ways to colleagues to attain and/or surpass quality standards	<ul style="list-style-type: none"> Takes action to improve own abilities in line with career goals, including volunteering for “stretch” assignments and taking on additional responsibilities Encourages others to maintain a positive attitude towards work, meeting tight deadlines and the needs of demanding clients 	<ul style="list-style-type: none"> 360 (subordinates, peers, supervisors) Review Prepares CSS



				Report, Minutes of Meetings <ul style="list-style-type: none"> Evaluation of Customer /Client Satisfaction Survey form
EXPERT	4	Promotes the achievement of work standards to the whole organization	<ul style="list-style-type: none"> Creates, develops and ensures that feedback procedures are in place and working effectively to ensure accurate and timely monitoring of performance Inspires others to act at the highest level of honesty and integrity Identifies and differentiates ethical and moral principles and values from inappropriate, unethical or dishonest behaviors 	<ul style="list-style-type: none"> Memorandum Circulars Ordinances, Executive Orders Administrative Orders



SERVICE EXCELLENCE

Definition Ability to recognize and create opportunities to meet and exceed the needs and expectations of both internal and external clients of the organization.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Respects clients	<ul style="list-style-type: none"> Demonstrates courtesy and professional attitude when responding to clients' inquiries or concerns Knows basic procedure in addressing clients' complaints 	<ul style="list-style-type: none"> Feedback Reports 360 (subordinates, peers, supervisors) Review
INTERMEDIATE	2	Exerts effort in understanding the need of the clients	<ul style="list-style-type: none"> Makes him/herself available to the clients to provide accurate and timely information Effectively uses diplomacy when addressing clients' complaints Listens to the clients and provides feedback 	<ul style="list-style-type: none"> Evaluation of Customer /Client Satisfaction Survey form Activity Reports
ADVANCED	3	Finds solutions to clients' problems	<ul style="list-style-type: none"> Understands the clients' point of view, and has thorough knowledge of their behavior and anticipates their needs Offers appropriate and innovative solutions to clients' issues and concerns 	<ul style="list-style-type: none"> Evaluation of Customer /Client Satisfaction Survey form Recommendation for innovative customer service
EXPERT	4	Prioritizes the benefit of the clients	<ul style="list-style-type: none"> Actively supports the interests of the clients when faced with multiple/various requests/concerns by making choices and setting priorities to meet their needs Influences a culture of service to individual and team by modeling behavior that is client-centered and initiating structure to ensure excellent service to clients 	<ul style="list-style-type: none"> Memorandum Circulars Ordinances, Executive Orders Administrative Orders



Organizational Competencies

EFFECTIVE COMMUNICATION SKILLS

Definition Ability to receive and convey ideas, instructions, information by using appropriate language, method and manner to ensure the audience understands the message and takes necessary action.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Communicates simply and understandably	<ul style="list-style-type: none"> Communicates in a way that is accurate, timely and easy to understand regardless of medium Shares information in an open and honest way 	<ul style="list-style-type: none"> Feedback Reports 360 (subordinates, peers, supervisors) Review
INTERMEDIATE	2	Understands the context and background of the communication	<ul style="list-style-type: none"> Probes to understand unexpressed or poorly expressed thoughts, concerns or feelings Reads body language and other non-verbal cues accurately and uses that understanding to structure and give appropriate responses Provides adequate, accurate and relevant information to clients within and outside the organization 	<ul style="list-style-type: none"> Feedback Reports 360 (subordinates, peers, supervisors) Review Records of staff meeting
ADVANCED	3	Appropriates language and level of communication to clients	<ul style="list-style-type: none"> Demonstrates the ability to express complex concepts, thoughts and ideas clearly and concisely for the understanding of all audiences Tailors communication to intended audience and uses appropriate tools and strategies to convey information Paraphrases information to check understanding before drawing conclusions 	<ul style="list-style-type: none"> Letters and Memos Email messages
EXPERT	4	Strategically communicates to clients	<ul style="list-style-type: none"> Responds to people's concerns in a manner that promotes longer-term solutions Seeks to understand others' frame of reference Maximizes use of different means of communication to get across various clients/ recipients with diverse needs 	<ul style="list-style-type: none"> Minutes of Meeting Attendance Sheets Social Media account



EFFECTIVE INTERPERSONAL SKILLS

Definition Ability to develop and maintain effective relationships with others; notices and accurately interprets what others are feeling; shows understanding, tact, empathy, courtesy, concern and politeness.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Maintains good relationships within and outside the organization	<ul style="list-style-type: none"> Relates to people in an open, friendly and professional manner Demonstrates an ability to meet and socialize with people at all levels Maintains cooperative work relationships within the organization by building trust and respect Makes a conscious effort to have informal or casual contacts with clients, staff and colleagues 	<ul style="list-style-type: none"> Activity Reports 360 (subordinates, peers, supervisors) Review
INTERMEDIATE	2	Engages others and manages others' feelings	<ul style="list-style-type: none"> Cooperates and works to gain support and commitment from others when performing tasks Recognizes and manages difficult relationships Demonstrates an ability to understand and interpret individuals' concerns, motives and feelings, and recognizes strengths and limitations of others Promotes commitment and loyalty among people in the organization Accepts and evaluates feedback of associates and clients 	<ul style="list-style-type: none"> Prepared CSS Report Minutes of Meetings Activity Reports 360 (subordinates, peers, supervisors) Review
ADVANCED	3	Takes criticisms constructively	<ul style="list-style-type: none"> Develops relationships with the intent of achieving effective delivery of relevant services Solicits feedback from peers and subordinates to evaluate work actions and decisions and strives to change if necessary Demonstrates diplomacy by approaching others about sensitive issues in a non-threatening way 	<ul style="list-style-type: none"> Records of Staff meeting 360 (subordinates, peers, supervisors) Review
EXPERT	4	Promotes good working relationship	<ul style="list-style-type: none"> Fosters an environment conducive to open, transparent communication among all levels Shows warmth and empathy for others and their situation while stating opinions in value-free language and treating all fairly Manages difficult and complex interpersonal relationships effectively Manages disagreements with others in ways that preserve working relationships 	<ul style="list-style-type: none"> Minutes of Meetings 360 (subordinates, peers, supervisors) Review Administrative Orders



ORGANIZATIONAL AWARENESS AND COMMITMENT

Definition Ability to gain knowledge of DOH culture, systems, and pressures; understands the agenda and perspectives of others; recognizes and balances the interests of one's department with those of other departments and the Agency, as well as the impact of decisions on each.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Adheres to organization's vision, mission, and rules	<ul style="list-style-type: none"> Understands DOH's vision, mission, and core function in the government system Monitors work to ensure it aligns with formal procedures and the organization's accountabilities Recognizes and uses formal structure, rules, processes, methods or operations to accomplish work 	<ul style="list-style-type: none"> Activity Reports IPCR
INTERMEDIATE	2	Endeavors for the realization of the organization's goals	<ul style="list-style-type: none"> Assesses views of clients on key issues; positions timing of recommendations to ensure greater likelihood of success Uses informal structures; can identify decision makers and influencers Effectively uses both formal and informal channels or networks for acquiring information, assistance and accomplishing work goals 	<ul style="list-style-type: none"> Activity Reports IPCR 360 (subordinates, peers, supervisors) Review
ADVANCED	3	Adjusts and adapts to clients, contexts, and needs of changing time	<ul style="list-style-type: none"> Analyzes the organization and one's own area to identify key relationships that should be initiated or improved to enhance the attainment of goals Achieves solutions acceptable to varied parties based on understanding of issues, climates and cultures in one's own organization and other organizations Accurately describes the issues and culture of external clients; uses this information to achieve goals and initiatives Supports the changing culture and methods of operating, if necessary, for the success of DOH 	<ul style="list-style-type: none"> IPCR Minutes of meetings Orientation on VMG, duties and responsibilities conducted for staff
EXPERT	4	Understands the power relations within and outside the organization	<ul style="list-style-type: none"> Appropriately anticipates the political consequence of actions; considers the political environment when presenting ideas and taking actions; knows when to get input and build consensus Demonstrates broad understanding of social and economic context within which DOH operates Understands and anticipates potential trend of the political environment and the impact this may have to the organization 	<ul style="list-style-type: none"> Minutes of meetings Attendance sheets involving partners Memorandum of Agreement Strategic Plans Social Media account



PROMOTING INNOVATION

Definition Ability to develop new and creative insights into situations, and applies different and novel solutions to make improvements and/or adaptations to available resources.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Follows innovative practices	<ul style="list-style-type: none">• Supports ideas and concepts for new ways of doing things• Seeks continuous improvement on organization's processes and procedures	<ul style="list-style-type: none">• Activity Reports
INTERMEDIATE	2	Thinks out-of-the-box	<ul style="list-style-type: none">• Recognizes opportunities to use new or unusual ideas• Suggests novel solutions to operational problems	<ul style="list-style-type: none">• Activity Reports• Plan of Action
ADVANCED	3	Establishes innovative practices in the organization	<ul style="list-style-type: none">• Suggests new ways to apply existing knowledge• Develops creative improvements on organization's processes and procedures	<ul style="list-style-type: none">• Project proposal on innovative measures• Plan of Action
EXPERT	4	Provides innovative direction and plans for the organization	<ul style="list-style-type: none">• Looks beyond tried-and-tested methods of solving problems• Orders implementation of creative and novel system/process/solutions	<ul style="list-style-type: none">• Administrative Orders• Strategic Plans



Leadership Competencies

BUILDING COLLABORATIVE AND INCLUSIVE WORKING RELATIONSHIP

Definition

Ability to build a network of reciprocal, high trust, synergetic working relationship within the organization and across the government and relevant sectors. This involves the ability to leverage and maximize opportunities for strategic influencing within the organization and with external clients.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Maximizes existing partnerships and networks, and capitalizes on these to deliver or enhance work outcomes	<ul style="list-style-type: none"> Seeks information from others (e.g., colleagues, clients, program partners, other government agencies, etc.) Maintains personal contact with those who can provide work-related information within the organization Builds partnerships and networks to deliver or enhance work outcomes 	<ul style="list-style-type: none"> Advocacy letters Travel orders Invitation letters from stakeholders List of Committees created for health programs
INTERMEDIATE	2	Builds partnerships and networks to deliver or enhance work outcomes	<ul style="list-style-type: none"> Strengthens and deepens partnerships and networks to deliver or enhance work outcomes Seeks out the expertise of others and develops links with experts and information sources Develops and nurtures key contacts as source of information Participates in networking and social events internal and external to the organization 	<ul style="list-style-type: none"> Advocacy letters Travel orders Invitation letters from stakeholders List of Committees created for health programs Policies on creation of committees Minutes of meetings Attendance Sheets involving partners
ADVANCED	3	Strengthens and	<ul style="list-style-type: none"> Builds and then leverages on collaborative partnerships and networks to deliver 	<ul style="list-style-type: none"> List of committees



		deepens partnerships and networks to deliver or enhance work outcomes	<p>or enhance work outcomes</p> <ul style="list-style-type: none"> Seeks opportunities to partner and transfer knowledge (e.g. by actively participating in trade shows, conference, meetings, forums, or seminars) 	<p>created for health programs</p> <ul style="list-style-type: none"> Minutes of the Meetings Attendance Sheets involving partners
EXPERT	4	Explores new partnerships and networks to deliver or enhance work outcomes	<ul style="list-style-type: none"> Builds and then leverages on collaborative partnerships and networks to deliver or enhance work outcomes Builds network with parties that can contribute to the achievement of DOH's organizational strategies Identifies areas that can build strategic alliances Creates and facilitates forum to develop new alliances and formal networks Uses knowledge of formal and informal structure and the culture to advance DOH's strategic objectives 	<ul style="list-style-type: none"> List of committees created for health programs Policies on creation of committees Minutes of meetings Attendance sheets involving partners Memorandum of Agreement Service Provider Agreement Social Media account



LEADING CHANGE

Definition Ability to generate genuine enthusiasm and momentum for organizational change. It involves engaging and enabling groups to understand, accept and commit to the change agenda. It also includes advancing and sustaining change.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Responds effectively to the need or reason for change and participates in the activities or initiatives inherent to it	<ul style="list-style-type: none"> Implements plans and activities related to change initiative affecting one's functional area or expertise and motivates employees' commitment to accept the change Identifies the current situation including dangers, opportunity forces and cultural elements supportive and resistant to change Publicly defines specific area where change is needed, but does not describe what those changes should be Understands that change is a necessary requirement for the organization to remain competitive 	<ul style="list-style-type: none"> Activity Reports Minutes of Meetings Attendance Sheet IPCR
INTERMEDIATE	2	Implements plans or activities related to a change initiative affecting one's functional area or expertise	<ul style="list-style-type: none"> Constructs a change management plan in which one or more office systems and/or processes are affected either by change intervention conducted internally or by a third party consultant Determines and applies appropriate strategies for dealing with resistance to change Utilizes basic conflict resolution concepts and techniques for minimizing the negative effects of conflict Provides feedback to subordinates on how change is being implemented and gives feedback to DOH Leadership as to how change is being accepted 	<ul style="list-style-type: none"> Minutes of Meeting Attendance Sheet Plan of Action Advisories Certificate of Compliance
ADVANCED	3	Spearheads the implementation of the planned change	<ul style="list-style-type: none"> Constructs a change management plan in which one or more office systems and/or processes are affected either by change intervention conducted internally or by a third party consultant Defines an explicit vision for change Addresses employee concerns about change Takes efforts to deliver the message or vision for change to everyone affected 	<ul style="list-style-type: none"> Certificate of Compliance Plan of Action Memorandum Circulars



EXPERT	4	Supports institutional change by being an example	<ul style="list-style-type: none">Plans, defines, and exhibits buy-in and full support for the change management plan to succeed agency-wide to improve organizational effectivenessCreates a sense of urgency around change and motivates employees to join change effortsDemonstrates willingness to take calculated risks in trying unconventional approachesIdentifies broad operational implications of change (e.g. roles, responsibilities and work processes) before changes are put in placePresents strong reasons for change to line management so they can in turn communicate it to all employees in the organization	<ul style="list-style-type: none">Memorandum CircularsOrdinancesExecutive OrdersAdministrative Orders
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MANAGING PERFORMANCE AND COACHING FOR RESULTS

Definition Ability to create an enabling environment, which will nurture and sustain a performance-based coaching culture. Effectiveness of this competency also includes strong focus on developing people for current and future needs, managing talent, promoting the value of continuous learning and development.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Initiates setting up of performance expectations, assessment methods, and career planning mechanisms	<ul style="list-style-type: none"> Creates tools and/or applies new methods in correcting and improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching to enable them to initiate solutions for their growth and development Has a basic understanding of performance setting and assessment methods that are used to evaluate and measure an employee's performance against standard performance criteria and to document the results of the assessment Awareness of basic individual career planning, career pathing, target-/goals-setting and succession planning Recognizes employees' ability to change 	<ul style="list-style-type: none"> Accomplishes IPCR, RFA Prepares CSS Report Minutes of Meetings Evaluation of Customer /Client Satisfaction Survey form
	2	Applies the appropriate action using available tools to ensure that performance matches standards	<ul style="list-style-type: none"> Monitors the strategic imperative of the organization and orchestrates teams, work, and organizational culture around this through advanced skills in coaching to achieve performance goals Clearly defines goals, objectives, workload standards and performance measurement criteria Sets clear, well-defined desired outcomes for work activity and tracks progress Objectively assesses an individual's strengths and areas for development 	<ul style="list-style-type: none"> IPCR Minutes of meetings Customer Feedback
	3	Monitors staff's performances objectively	<ul style="list-style-type: none"> Leads the organization by example and through coaching towards achievement of public service performance standards Tracks employees in meeting their performance objectives Provides training opportunities and success reinforcement for employees' development Maintains two-way dialogue with supervisees about work and results Plans by determining objectives, priorities, activities and component feasibility, by 	<ul style="list-style-type: none"> Accomplished OPCR, RFA Minutes of Management Review and related meetings PRAISE Committee Report



			<p>predicting outcomes and establishing budgets</p> <ul style="list-style-type: none"> • Demonstrates confidence in conducting coaching and counseling sessions with staff 	
EXPERT	4	Gives staff critical and constructive feedback to remove unwanted behaviors and bridge gaps	<ul style="list-style-type: none"> • Leads the organization by example and through coaching towards achievement of public service performance standards • Cites critical incidents to justify assessment and gives specific constructive feedback for developmental purposes • Coaches by giving assessment feedback and general advice about leveraging strengths and overcoming performance gaps • Manages employee performance by using various techniques in dealing with or resolving difficult, ambiguous or unwanted behavior, measuring and pinpointing specific behaviors or results that need to be changed and providing feedback to achieve the desired performance 	<ul style="list-style-type: none"> • OPCR and IPCR results • Performance Evaluation Results



THINKING STRATEGICALLY AND CREATIVELY

Definition Ability to “see the big picture,” think multi-dimensionally, craft innovative solutions, identify connections between situations or things that are not obviously related, and come up with new ideas and different ways to enhance organizational effectiveness and responsiveness.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Identifies and places self in the context of the organization	<ul style="list-style-type: none"> Creates or defines goals and initiatives based on how one can support, extend, or align to the goals of one’s department or functional area Understands own role in achieving organizational goals Understands the organization’s strengths and weaknesses Aligns day-to-day actions with organizational issues and opportunities 	<ul style="list-style-type: none"> Plan of Action IPCR Feedback Reports
INTERMEDIATE	2	Plans purposively for work strategies	<ul style="list-style-type: none"> Plans, crafts and adapts strategies for achieving the vision, mission and objectives of the Department and secures the proper implementation of these strategies Examines policy issues and strategic planning with a long term perspective Determines objectives and set priorities and anticipates potential threats or opportunities Changes plans and activities to better address larger organizational strategies 	<ul style="list-style-type: none"> Project proposal for innovations Priority Program Action Plans
ADVANCED	3	Adjusts and reorganizes plans to suit changing directions and priorities of the organization	<ul style="list-style-type: none"> Interprets the complex and volatile nature of the environment to the Department or organization and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and in the future Establishes and implements long-term objectives, goals, or projects that support the strategy Proactively prepares, modifies and reviews contingency strategy Balances the need to meet short-term goals and objectives with the long-term needs and strategies of the organization 	<ul style="list-style-type: none"> Strategic plans Investment Plans (MIPH) Project proposals for innovations Priority Program action plans
EXPERT	4	Sets the direction of changes and adaptation of the organization	<ul style="list-style-type: none"> Interprets the complex and volatile nature of the environment to the Department or organization and adaptively moves it into a more strategic position where it can better address the challenges it faces both now and into the future Aligns human resource services and programs with the strategic direction of the organization Develops and articulates a concise, comprehensive organizational strategy that incorporates a public sector-wide perspective Identifies where improvements are needed to meet long-term strategies and effectively and efficiently uses resources to achieve the strategic goals 	<ul style="list-style-type: none"> Strategic plans Investment Plans (CIPH) Project proposal for innovations Priority Program Action Plans OPCR and IPCR results Performance Evaluation Results



Technical Competencies

ACHIEVING HIGH STANDARDS

Definition Ability to set standard of performance for self and others; assuming responsibility and accountability for successfully completing assignment of tasks; self-imposing standards of excellence rather than having standards imposed.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Sets and follows own acceptable standards	<ul style="list-style-type: none"> Understands and complies to the set standards in carrying out assigned tasks and responsibilities in the job Dedicates required time and energy to assignment or tasks to ensure that no aspect of work is neglected; works to overcome obstacles to completing tasks or assignments 	<ul style="list-style-type: none"> Activity Reports 360 (subordinates, peers, supervisors) Review
INTERMEDIATE	2	Is aware of own gaps	<ul style="list-style-type: none"> Accepts responsibility for outcomes (positive or negative) of one's work; admits mistakes and refocuses efforts when appropriate 	<ul style="list-style-type: none"> Activity Reports 360 (subordinates, peers, supervisors) Review
ADVANCED	3	Promotes high standards to colleagues	<ul style="list-style-type: none"> Provides encouragement and support to others in accepting responsibility; does not accept others' denial of responsibility without questioning Recommends policies and programs to promote adherence to work standards set by DOH across organizational ranks and levels 	<ul style="list-style-type: none"> Technical Advisories Certificate of Compliance
EXPERT	4	Sets the bar higher for the organization	<ul style="list-style-type: none"> Demonstrates broad understanding of global standards for health and medical care Plans, develops, executes, monitors, and evaluates policies and programs that will ensure the highest attainable health for all people as defined by the World Health Organization 	<ul style="list-style-type: none"> Minutes of Meetings Attendance Sheet Certificate of Attendance to Seminars/Forums Memorandum Circulars Strategic Plans



ADVOCATING PUBLIC HEALTH

Definition Ability to promote and advance the advocacies, programs, policies, and regulations of the local health unit and/or DOH to individuals, interest groups, assigned communities, offices, media outlets, and other clients through various communication channels

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Covers individuals and small groups	<ul style="list-style-type: none"> Assists and coordinates in distributing information/awareness campaign materials on health advocacies to individuals, assigned communities, organizations, or other interest groups 	<ul style="list-style-type: none"> Activity Reports Attendance Sheets Letter of Invitation for Community Talks CSS Reports
INTERMEDIATE	2	Involves large groups and employs different strategies	<ul style="list-style-type: none"> Initiates health advocacy campaigns through various channels, e.g., social media, radio and television, newsletters, local newspapers, magazines, etc. Shares knowledge with others through appropriate communication channels to promote health advocacy 	<ul style="list-style-type: none"> Minutes of Meetings Attendance Sheet Health Information Campaign brochures and related materials Social Media Account Letter of Invitation
ADVANCED	3	Convinces internal and external clients, and trains them to be advocates too	<ul style="list-style-type: none"> Recommends programs and activities that will encourage internal and external clients to be health advocates Designs, develops, and facilitates instructional materials to train or orient individuals or groups interested to become health advocates Serves as technical resource person on health advocacy programs of the local health units and/or DOH 	<ul style="list-style-type: none"> CSS Reports Barangay Resolutions Social Media Account Certificate of Attendance to



				Health Summits/forum
EXPERT	4	Sets direction and appropriate strategies of advocacies for each client	<ul style="list-style-type: none"> Plans, develops, and executes programs, policies, and activities that will promote health advocacy to the public Works to communicate to staff and other clients including the establishment of advocacy language and the overall goals and objectives of DOH's health advocacy program 	<ul style="list-style-type: none"> Health Ordinances Media Account Invitation Letters Barangay Resolutions Strategic Plans Memorandum Circulars Memorandum of Agreement



BIOMEDICAL/BIOBEHAVIORAL RESEARCH EXPERTISE

Definition Ability to maintain advance level of biomedical/biobehavioral/scientific knowledge and understanding of the areas of research conducted and/or supported by the DOH.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Has general understanding of the field and its experts	<ul style="list-style-type: none"> Acquires a broad and cross-disciplinary knowledge base Identifies and categorizes scientific experts Consults with scientific experts to interpret complex biomedical/biobehavioral research information 	<ul style="list-style-type: none"> Activity Report Minutes of Meetings Attendance Sheet
INTERMEDIATE	2	Knows relevant sources for the field of research	<ul style="list-style-type: none"> Follows developments in intramural/extramural research and/or clinical trials Identifies relevant scientific resources (e.g. publications, grant applications, contract proposals) Maintains a working knowledge of specific research areas related to grant applications/ contract proposals that are submitted for peer review 	<ul style="list-style-type: none"> Certificate of Attendance to Health Conventions / Forums Letter of Grants
ADVANCED	3	Is updated on the latest literatures and publications	<ul style="list-style-type: none"> Keeps abreast of the latest scientific discoveries and technologies Attends scientific meetings or workshops in fields relevant to areas of required scientific/ medical expertise Reviews professional, medical and other scientific literature to ensure up-to-date and accurate scientific information 	<ul style="list-style-type: none"> Certificate of Participation / Attendance to Medical Conventions and Symposiums
EXPERT	4	Directs research strategically	<ul style="list-style-type: none"> Is abreast of the major players, institutions, centers, networks, and supporting infrastructure for specific areas of research Plans and develops programs and policies that support scientific research and medical breakthroughs 	<ul style="list-style-type: none"> Certificate of Participation / Attendance to Medical Conventions and Symposiums Memorandum Circulars Administrative Orders Memorandum of Agreement Strategic Plans



BUILDING RELATIONSHIP WITH CLIENTS

Definition Ability to build client relationships and leverage coalition in the implementation of plans, programs, policies, and activities geared toward the achievement of strategic intents of DOH.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Shows concern to the needs of clients	<ul style="list-style-type: none">Builds relationship with clients, the Labor sector and related organizations, and other DOH-identified clients by following through on commitments, respecting confidentiality, and demonstrating an interest in work-related issues and activitiesProactively works to effectively communicate with clients concerning their on-going needs within the working relationship; ensures a real understanding of the needs of the other party	<ul style="list-style-type: none">Activity ReportAttendance SheetMinutes of Meetings360 (subordinates, peers, supervisors) ReviewRecords / Logbooks of Clients availing services
	2	Strives for a harmonious relationship with clients	<ul style="list-style-type: none">Makes a conscious effort to have informal or casual contacts with clients, the Labor sector and related organization members, and other DOH-identified clients; shows interest in their issues and activities that go beyond the workplaceRecognizes potential conflict of interest and works to reach a solution that is beneficial to both parties, ensuring continuous development of relationship	<ul style="list-style-type: none">List of attendance sheets of volunteers, number of active BHWsRecords / Logbooks of clients availing servicesList of committees created for health programsPolicies on creation of committeeMinutes of meetings



				<ul style="list-style-type: none"> • Attendance sheets involving partners • Health Program activity documentation
ADVANCED	3	Maintains and deepens relationships with clients to protect organization's interest	<ul style="list-style-type: none"> • Identifies working relationships between and within groups or team situations and promotes effective development of those relationships • Seeks to facilitate negotiation of mutually beneficial outcomes without prejudice to the group or team dynamics • Ensures positive future development of personal and group relationships • Actively seeks opportunities to contribute positive outcomes for clients, the labor sector and related organizations, and other DOH-identified clients • Approaches issues or disagreements with the objective of reaching win-win solutions 	<ul style="list-style-type: none"> • Communication letter to inform the stakeholders • Health clubs created / established • Project proposals to NGOs and other development partners • Membership Inter-local networks • Team-building activities (for health staff) • Health Clubs created/established • Project Proposals to NGOs and other development partners • Membership Inter-local networks



EXPERT	4	Cultivates and extends relationships with existing and new clients and networks to promote organization's goals	<ul style="list-style-type: none">• Develops formal and informal relationships with a wide circle of people, beyond those involved in current activities, including potential clients, the labor sector and related organizations, other DOH-identified clients and information links• Nurtures existing and potential relationships to help achieve the Department's strategic plans• Works to communicate DOH organizational vision and to understand strategic priorities of other parties, in order to promote recognition of long term mutual benefits within the relationship	<ul style="list-style-type: none">• List of committees created for health programs• Policies on creation of committees• Minutes of meetings• Attendance sheets involving partner• Memorandum of Agreement• Service Providers Agreement• Social Media Account• Logbook / feedback / findings from the conducted activity
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CASE MANAGEMENT

Definition Ability to coordinate and implement the assessment, planning, assignment and resolution of operational requirements including medical cases anchored on major roles of DOH, i.e., leadership and health; enabler and capacity builder; and administrator of specific services.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Commits to liaise case until completion	<ul style="list-style-type: none">Serves as the point of contact/focal person for assigned program areas to ensure that all operational exigencies, medical cases, and other requirements are carried through to completionRecognizes when to seek the assistance and/or intervention of a supervisor or management official on specific cases or situations.	<ul style="list-style-type: none">Activity ReportsIPCR360 (subordinates, peers, supervisors) Review
	2	Guides and informs clients throughout the process	<ul style="list-style-type: none">Provides periodic, ongoing feedback to patients/clients to ensure an awareness of where actions are in the processAssesses, plans, implements, coordinates and monitors each requirement, medical case, or necessary action until it is resolved	<ul style="list-style-type: none">Medical ChartsBarangay ResolutionsPlan of Action
	3	Ensures good outcome / resolution of the case	<ul style="list-style-type: none">Takes responsibility for the proactive and timely resolution of assigned medical case/ requirementAdvises program committee/staff and serves as their advocate and liaison to obtain needed technical/medical or administrative servicesUses a collaborative process to assess, recommend, plan for and provide technical/ medical support and services from the initial requirement until the action is completed	<ul style="list-style-type: none">Updated individual patient records and oral health reportsSurveillance Reports (e.g., PIDSR)Case investigation reports



EXPERT	4	Solves the case in a timely manner	<ul style="list-style-type: none">• Serves as an advocate for the client while ensuring that all operational requirements are consistent with national plans, technical/medical standards, and guidelines on health• Partners with other offices, related government agencies, and private sectors of interest to ensure that operational requirements/exigencies, programs and activities are met in a timely and effective manner	<ul style="list-style-type: none">• Updated individual patient records• Standard Operating Procedures• Surveillance Reports (e.g., PIDSR)• Case investigation reports
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COMMUNICATING AND LISTENING

Definition Ability to effectively present and receive information and concepts, in both written and oral formats, and actively listen to ensure understanding.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Receives information	<ul style="list-style-type: none">Listens effectively and clarifies information as needed	<ul style="list-style-type: none">Activity Reports360 (peer, subordinates, peers, supervisors) ReviewIPCR
	2	Is able to write clearly	<ul style="list-style-type: none">Explains complex issues in understandable termsExpresses facts and ideas in writing in a clear, concise, convincing and organized manner	<ul style="list-style-type: none">Minutes of MeetingsCustomer Satisfaction Feedback / surveyPatient's recordPregnancy tracking form, various health program reportsUpdated Barangay Data Health BoardCustomer Satisfaction FeedbackProof of health teachings



				conducted (e.g., photos, attendance sheets)
ADVANCED	3	Is able to do public speaking effectively	<ul style="list-style-type: none"> • Presents, defends and negotiates sensitive and complex issues at senior levels • Makes clear, concise and convincing oral presentations to individuals or groups 	<ul style="list-style-type: none"> • Lectures delivered • Presentation Materials (PowerPoints, flipcharts, etc.) • Communication letters to stakeholders
EXPERT	4	Thinks and communicates critically	<ul style="list-style-type: none"> • Identifies and obtains input from key clients representing the entire spectrum of important opinions and demonstrates an understanding of the range of important perspectives when formulating policies, plans or initiatives • Formulates informed questions reflecting full understanding of what another person has said 	<ul style="list-style-type: none"> • Minutes of meetings • Attendance Sheet • Health Education presentations • Plan of Action • Strategic Plan



COMMUNICATING TECHNICAL INFORMATION

Definition Ability to convey technical and medical information through written, oral, or visual means to audiences of varying levels of technical knowledge compliant with set standards with regard to scope, order, clarity, conciseness, style, and terminology.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Practices simple technical communication with some accountability	<ul style="list-style-type: none"> Utilizes written communication within DOH only Clarifies simple technical information to non-technical audience Fact-checks and ensures proper formatting and delivery of responses 	<ul style="list-style-type: none"> Audio-Visual Presentation materials Computer-generated reports
INTERMEDIATE	2	Exercises technical communication in limited channels and audience with some accountability	<ul style="list-style-type: none"> Practices written and oral communication to a limited and specific audience Interprets and expounds technical information to all audiences Edits and corrects communication materials for appropriate language and style, and conciseness 	<ul style="list-style-type: none"> Updated Barangay Data Health Board Customer Satisfaction Feedback Proof of health teachings conducted (e.g., photos, attendance sheets) Approved Communication Plan, Information Education Communication (IEC) materials, Audio-Visual materials, Social Media account
ADVANCED	3	Executes all types of technical communication to	<ul style="list-style-type: none"> Practices all means of communications to a big and/or diverse audience Decides appropriate channel to use to all types of audience 	<ul style="list-style-type: none"> Minutes of meeting Health education presentation



		various audiences with high accountability	<ul style="list-style-type: none"> • Approves communications for release and circulations 	
EXPERT	4	Institutes proper transfer of technical information to all	<ul style="list-style-type: none"> • Uses all means of communication but specializes in high level audience • Establishes communication protocols for all types of audiences with different information needs • Guides and coaches others on the output of their work to ensure quality 	<ul style="list-style-type: none"> • Random assessments • Approved Communication Plan, Information Education Communication (IEC) materials, Audio-Visual materials, Social Media account



COMPUTER LITERACY

Definition Ability to efficiently utilize Information and Communication Technology (ICT) tools such as hardware, software and electronic communications for data entry, word processing, spread sheets, internet and other computer applications to enhance work productivity and quality of outputs.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Applies computer skills and knowledge to enter, store and transmit health data and information	<ul style="list-style-type: none">• Uses modern equipment and simple software (MS Office, et al.) to enter/store health data and information• Transmits health data and research information using provided networks	<ul style="list-style-type: none">• Email communications• Systems generated reports• Statistical and other technical reports using ICT tools and applications systems• Online database updates• Computer generated reports• Databases / computerized dental records and reports• Accomplished EMRs• Updated databases• Copies of PowerPoint presentations• Computer-generated reports



INTERMEDIATE	2	Utilizes available ICT tools and application systems with ease and confidence	<ul style="list-style-type: none"> • Employs specialized software/s (FHIS, NDHRIS, HOMIS, NGAS etc.) to generate accurate health data and information • Performs preventive activities that prevent permanent data loss such as backing up files 	<ul style="list-style-type: none"> • Computer-generated reports, updated database on health programs, audio-visual materials, social media account
ADVANCED	3	Shares knowledge and skills in navigating DOH application systems in the conduct of one's work	<ul style="list-style-type: none"> • Coaches other staff on how to use modern information and communication technology for data access and storage, data analysis, exchange and retrieval of health data and information coming from various sources • Recommends software and systems for replacement and update 	<ul style="list-style-type: none"> • Computer-generated reports, updated database on health programs, audio-visual materials, social media account
EXPERT	4	Identifies processes that can be automated and outsourced to developers	<ul style="list-style-type: none"> • Acts as technical resource to train the organization on how to use, store, analyze, share and retrieve health data and information • Identifies and recommends appropriate technology to use for storage, analysis, sharing and retrieval of health data and information • Determines manual processes that can be automated and developed into application systems 	<ul style="list-style-type: none"> • Accomplished EMRs • Copies of PowerPoint presentations



CONFLICT RESOLUTION

Definition Ability to manage and resolve disagreements and conflicts in a positive and constructive manner to minimize negative impact.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Identifies conflicts and possible resolutions	<ul style="list-style-type: none"> Is aware of basic conflict resolution concepts and techniques Can recognize the warning signs of conflict and utilizes basic techniques to minimize its negative effects 	<ul style="list-style-type: none"> Minutes of meeting with agreements on resolved conflicts Copy of reports on complaints Minutes of meeting
INTERMEDIATE	2	Prevents conflicts	<ul style="list-style-type: none"> Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations Utilizes basic resolution concepts and techniques to minimize the negative effects of conflict 	<ul style="list-style-type: none"> Creation of membership in Grievance Committee Certificate of Attendance / Participation / Completion
ADVANCED	3	Explores all angles and brings opposing sides to middle ground	<ul style="list-style-type: none"> Expands areas of agreement and narrows down areas of disagreement Actively seeks out different points of view and leverages the benefits of different perspectives Uses principles learned from past experiences to solve current problems Resolves issues and disagreements objectively 	<ul style="list-style-type: none"> Minutes of meeting with agreements on resolved conflicts Plan of Action
EXPERT	4	Is aware of power dynamics and uses it for mutual benefit	<ul style="list-style-type: none"> Understands the relationship between types and areas of conflict, superior's authority base, motivation techniques and leadership styles Recognizes and anticipates potential conflict situations and formulates resolutions 	<ul style="list-style-type: none"> Minutes of meeting with agreements on resolved conflicts



		even under pressure	<ul style="list-style-type: none"> to ensure positive and productive outcome Knows when to compromise and when to stand firm Aims for a win-win solution Demonstrates objectivity consistently with poise and even temper 	<ul style="list-style-type: none"> Memorandum Circulars Strategic Plans
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DATA GATHERING AND ANALYSIS

Definition Ability to gather data and process information from interviews, document reviews, observations and other sources in the field or laboratories to determine the cause and solutions to isolated cases or outbreaks of conditions related to diseases, sanitation, etc.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Consolidates and indexes data properly	<ul style="list-style-type: none"> Prepares, organizes, and maintains inspection records Clearly documents sources and validates the accuracy of data/information to resolve inconsistencies 	<ul style="list-style-type: none"> Activity Reports Technical Reports Training Modules Indexed Medical Brochures / Literature
INTERMEDIATE	2	Researches all available resources for specific data need	<ul style="list-style-type: none"> Conducts interviews, field inspections, sampling procedures, document reviews, and desk researches to gather information regarding the case being investigated Determines health hazards, cause/s of sanitation complaints, disease outbreaks, etc. and their effects on health of the population concerned 	<ul style="list-style-type: none"> Activity Report Accomplishment Report Statistical Report
ADVANCED	3	Oversees the conduct of research of staff	<ul style="list-style-type: none"> Conducts interviews, field inspections, sampling procedures, document reviews, and desk researches to gather information regarding the case being investigated Supervises the conduct and compliance of staff during investigation Determines health hazards, cause/s of sanitation complaints, disease outbreaks, etc., and their effects on health of the population concerned 	<ul style="list-style-type: none"> Minutes of Meeting Attendance Sheet Budget proposals Risk Assessment Report



EXPERT	4	Uses institutional connections for research and institutionalizes research findings/ lessons	<ul style="list-style-type: none"> Leverages external networks to ensure all relevant information is integrated into analysis and interpretation of data. Integrates lessons learned from field reports in crafting disease and pollution prevention measures for the organization's plans and protocols 	<ul style="list-style-type: none"> Memorandum of Agreement Memorandum Circulars
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DATA MANAGEMENT

Definition Ability to plan, develop, and implement data storage and retrieval systems by applying current DOH's data models/systems, standards and processes.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Stores and retrieves data	<ul style="list-style-type: none"> Working knowledge of current data systems of DOH Utilizes knowledge of data mining and its various uses to perform duties Takes initiative to learn and understands the benefits associated with using multi-dimensional information based on existing DOH's data systems 	<ul style="list-style-type: none"> Activity Report Laboratory Logbook Correctly labeled specimens Laboratory requests
INTERMEDIATE	2	Improves/ upgrades existing database	<ul style="list-style-type: none"> Considers the challenges of development, the benefits and applications of data warehouses, and best practices to implement applications Knows bibliographic data management systems and databases for scientific research 	<ul style="list-style-type: none"> Database systems Data logs Warehousing Reports
ADVANCED	3	Integrates existing data structures	<ul style="list-style-type: none"> Considers the differences between data management and records management and how they may support one another Maintains, analyzes and/or updates a computer database 	<ul style="list-style-type: none"> Risk Assessment on Software and Hardware Report
EXPERT	4	Spearheads data management and improvement of structures	<ul style="list-style-type: none"> Oversees implementation of data management systems to ensure that data and necessary information are safe, workable, and meet DOH's operational priorities. Plans, builds, and implements data infrastructure for continuous improvement of data management systems 	<ul style="list-style-type: none"> Systems Structure Monitoring and Evaluation Report Memorandum Circulars Strategic Plan for ICT systems



DECISION QUALITY

Definition Ability to make sound decisions that take into account objectives, risks, implications, and Department and governmental regulations.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Is well-informed	<ul style="list-style-type: none"> Gathers sufficient information to identify gaps and variances before making a decision Solicits the input of the appropriate people to improve the quality of a decision 	<ul style="list-style-type: none"> Activity Report 360 (peer, subordinates, supervisors) Review
INTERMEDIATE	2	Examine factors before deciding	<ul style="list-style-type: none"> Bases decisions on an analysis of short-range consequences or simple options, including people's reactions and potential problems Weighs the costs, benefits, risks, and chances for success in a decision 	<ul style="list-style-type: none"> Minutes of Meetings Attendance Sheet 360 (peer, subordinates, supervisors) Review Action Plan
ADVANCED	3	Decides objectively and considers long-term effects	<ul style="list-style-type: none"> Focuses on objectives and results when considering the various alternatives to a decision Foresees the long-range consequences or implications of different options 	<ul style="list-style-type: none"> Action Plan Minutes of meeting with agreements on resolved conflicts
EXPERT	4	Decides with the interest of the organization in mind	<ul style="list-style-type: none"> Bases decisions on higher principles and Department and governmental regulations with the end goal always in mind 	<ul style="list-style-type: none"> Memorandum Circulars Strategic Plans Strategic Action Plan



DEVELOPING PERSONAL AND ORGANIZATIONAL CAPABILITY

Definition Ability to promote continuous development of own and other's skills.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Continuously searches for updates in own field	<ul style="list-style-type: none"> Continuously strives to learn/ assimilate/ integrate new ideas and information Keeps abreast of current developments in field of expertise 	<ul style="list-style-type: none"> Activity Report Learning Needs Assessment Certificate of Attendance to technical and behaviorally-anchored skills program
INTERMEDIATE	2	Endeavors to improve others' capacities	<ul style="list-style-type: none"> Identifies new technical and/or organizational capabilities needed to improve the Department's performance and efficiency Regularly gives honest, constructive feedback, both formally and informally Addresses difficult personnel situations in a timely manner 	<ul style="list-style-type: none"> Learning Needs Assessment of health staff Learning and Development plan (list of interventions matched to competency gaps) Training list of staff (monitoring)
ADVANCED	3	Institutionalizes capacity building	<ul style="list-style-type: none"> Builds organizational capability through hiring, developing, or other actions Identifies skill areas to be developed and translates them into measurable goals, for self and others 	<ul style="list-style-type: none"> Recruitment Strategies List of DOH Training



				Inventories <ul style="list-style-type: none"> • OPCR
EXPERT	4	Shares wisdom for the growth of the organization	<ul style="list-style-type: none"> • Coaches others by identifying development opportunities to help them make the most of their skills and potential • Mentors others by sharing expertise and experiences, and providing informal advice 	<ul style="list-style-type: none"> • OPCR • Workforce Analysis Report



EQUIPMENT, MATERIALS AND SUPPLIES MANAGEMENT

Definition Ability to advise, review and coordinate the acquisition, loan, transfer and disposal of accountable property items per RA 9184 regulations and DOH property policies and procedures, and the DOH acquisition and property management processes.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Does administrative tasks to ensure procurement and maintenance of items and services	<ul style="list-style-type: none"> • Inventories, operates, maintains, troubleshoots, and resolves minor problems and service requirement for a variety of office equipment • Acts as liaison with vendors and service providers • Updates Procurement team on property record exchanges (e.g., arrival, deployment or return of property assigned, changes to defined users, and changes in location of property due to office/location transfer 	<ul style="list-style-type: none"> • Updated inventory of laboratory supplies and materials • Inventory Form • Request form for supplies
INTERMEDIATE	2	Checks if procurement procedures were properly followed	<ul style="list-style-type: none"> • Reviews orders to verify proper code and classification of property (e.g., accountable and non-accountable) and following appropriate DOH procedures • Coordinates with Procurement team for the acquisition, shipment, maintenance, transfer and retirement of surplus DOH equipment 	<ul style="list-style-type: none"> • Purchase Orders • Warehouse Inventory Report • Compliance Review on RA 9184
ADVANCED	3	Probes quality of procured items and services as well as the conduct of procurement	<ul style="list-style-type: none"> • Completes or reviews property documents (i.e., requests for property passes, donations, trade-ins, transfers, surplus, etc.) for accountable user information, property identification information and accounting data before submission to the Procurement team • Advises DOH staff on RA 9184 and DOH property policies and procedures in relation to the acquisition of accountable items 	<ul style="list-style-type: none"> • Compliance Review on RA 9184 • Procurement Plan
EXPERT	4	Manages the procurement process and updates its guidelines	<ul style="list-style-type: none"> • Reviews annual Procurement reports and direct changes to policies and procedures to reduce risk of property loss • Oversees the implementation of plans, policies and procedures in managing equipment, materials and supplies of DOH 	<ul style="list-style-type: none"> • Memorandum Circulars on RA 9184 Compliance • Annual Procurement Plan



FINANCIAL ACUMEN

Definition Ability to maintain and apply a broad understanding of financial management principles to ensure decisions are fiscally sound and responsible.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Understands applicable fiscal measures	<ul style="list-style-type: none"> Demonstrates broad understanding of financial management principles to direct organizational actions 	<ul style="list-style-type: none"> Activity Report Minutes of Meetings Attendance Sheet IPCR Accounting / Journal Entries Report
	2	Strategically applies fiscal measures for organization's goals	<ul style="list-style-type: none"> Sets organizational priorities by aligning organizational finances with DOH strategic goals Uses cost-benefit thinking to set priorities 	<ul style="list-style-type: none"> Activity Report Minutes of Meetings Attendance Sheet IPCR
	3	Stays within budget	<ul style="list-style-type: none"> Identifies cost effective approaches Prepares, justifies and/or administers the budget for the program area 	<ul style="list-style-type: none"> Financial Reports Budget Planning Report
	4	Takes responsibility of fiscal decisions	<ul style="list-style-type: none"> Monitors the overall performance of the organization and adjusts allocation of finances based on progress against goals Fosters an environment that encourages fiscal responsibility 	<ul style="list-style-type: none"> Work and Financial Plan Annual Procurement Plan Memorandum Circulars Administrative Orders



GOVERNMENT ACCOUNTING AND BUDGETING

Definition Ability to perform bookkeeping, accounting, budgeting, and auditing processes in accordance to laws, principles, and practices of government/public financial management.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Consolidates budget submissions and records financial transactions	<ul style="list-style-type: none"> Provides support to operational and work and financial plans through budget consolidation Creates documents such as Journal Entry Voucher and Cash Flow to record financial transactions 	<ul style="list-style-type: none"> Activity Report Journal Entries Cash Disbursement Report
	2	Creates financial accountability reports and monitors expenditures and budget utilization	<ul style="list-style-type: none"> Checks for completeness and accuracy of supporting documents to ensure timely submission of report/s Creates financial accountability reports through systems such as ETS and eNGAS to ensure proper government spending Monitors expenditures and budget utilization to ensure efficiency in use of funds 	<ul style="list-style-type: none"> Budget Planning Report ETS and eNGAS Reports
ADVANCED	3	Reviews and analyzes financial reports to ensure proper implementation of financial plan	<ul style="list-style-type: none"> Reviews budget utilization to ensure financial plan is properly implemented Reviews and analyzes financial reports to ensure that data is accurate and complete Synchronizes cash allocations with budget prescribed for implementation of DOH projects and programs 	<ul style="list-style-type: none"> Budget Proposal Report Budget Performance Report OPCR
	4	Studies and approves revisions to financial plan and advocates effective, efficient and no wastage budget consumption in implementing program activities	<ul style="list-style-type: none"> Enforces Government Laws and Regulations on Government Expenditures Studies and approves revisions to financial plan and advocates effective, efficient and no wastage budget consumption in implementing program activities Recommends and approves revision (if any) of plan to ensure efficient and proper utilization of funds Mentors manager and/or supervisors to analyse expenditure trends Champions commitment to frugal use of funds in project and program implementation 	<ul style="list-style-type: none"> ETS and NGA's Summary Reports COA Review Report Memorandum Circulars Budget and Financial Plans



				<ul style="list-style-type: none">• OPCR• Administrative Orders• Memorandum Circulars
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GOVERNMENT AND DEPARTMENTAL POLICIES AND PROCEDURES

Definition Ability to understand and apply knowledge of government and departmental statutes, regulations, policies, and procedures.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Understands and follows basic government and departmental rules	<ul style="list-style-type: none"> Demonstrates basic understanding of the government and departmental policies and procedures Assists in organizing information in preparation of documents, abstracts, and proposals with citation on concerned government department/DOH's policies and procedures 	<ul style="list-style-type: none"> Activity Report IPCR Accomplishment Report
	2	Follows basic government and departmental rules	<ul style="list-style-type: none"> Coordinates activities in preparation of documents, papers, abstracts or proposals and ensures accuracy of information in accordance to government and departmental policies and procedures 	<ul style="list-style-type: none"> Abstracts / Proposals on EOs, IRRs, MCs, DCs, RAs and House Bills
	3	Monitors adherence of the organization to internal and external rules	<ul style="list-style-type: none"> Maintains comprehensive working knowledge of related statutes, regulations, policies and procedures affecting DOH Ensures work conforms to statutes, regulations, policies, and procedures and is completed within established timeframes 	<ul style="list-style-type: none"> Certification of compliance to standards / accreditation of health facilities Verification of compliance to SOPs / MOPs from individual client / patient records Accomplishment Reports
	4	Institutionalizes ways that ensures organization's adherence to rules	<ul style="list-style-type: none"> Provides advice and guidance concerning statutes, regulations, policies and procedures Ensures compliance of DOH to other government and departmental policies and procedures 	<ul style="list-style-type: none"> Memorandum Circulars Administrative Orders Certificate of Compliance to SOPs, MOPs from individual client / patient records



IMPLEMENTING HEALTH POLICIES AND REGULATIONS

Definition Ability to implement knowledge of laws, executive orders, agency rules, and implementing rules and regulations relevant to the line of work.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Drafts and files legal documents	<ul style="list-style-type: none">• Drafts basic reports following legal writing principles through which content is effectively expressed• Maintains a systematic manner of documenting, filing, and releasing important legal documents	<ul style="list-style-type: none">• Related reports on compliance to laboratory standards• Birthing Center Records / Logbooks• Accreditation of Birthing Facilities
INTERMEDIATE	2	Practices critical thinking and caution in interpreting and implementing laws	<ul style="list-style-type: none">• Uses applicable law/s, doctrines and concepts in drafting clear, concise, persuasive, and appropriate legal and official documents• Identifies and gathers evidence in the conduct of formal investigation, handling and hearing cases	<ul style="list-style-type: none">• Related reports on compliance to laboratory standards• Related reports on compliance to health ordinances (incident reports, list of violators / sanctions)• Related reports on compliance to oral health standard• Monitoring and Evaluation tools / reports on oral health programs• Proposed local policies on oral health (e.g., provision of oral hygiene kit to target population)• Draft ordinances• Citizen's charter



				"TsekUp" form
ADVANCED	3	Evaluates and endorses clearance to execute laws and regulations	<ul style="list-style-type: none"> Reviews and verifies the veracity and applicability of laws acquired in legal documents, field visits, and physical examination in recommending judgment calls for enactment Evaluates relevant facts and evidence and establishes their linkages in planning possible courses of legal action to aid in the resolution of cases 	<ul style="list-style-type: none"> Monitoring and Evaluation tools / reports (laboratory standards, program MOPS, (NTP, HIV) Inputs to drafted ordinances Proposed strategies / innovations
EXPERT	4	Strategizes best plan of action and improves existing policies based on learnings	<ul style="list-style-type: none"> Assesses facts and evidence in choosing the best legal action in the resolution of issues by integrating professional legal knowledge, skills and ethics in drawing sound judgment Reviews past cases and recommends to local government amendments and/or reforms in policies and procedures in conducting investigation, hearing and handling various cases 	<ul style="list-style-type: none"> Health ordinances implemented (e.g. smoke-free municipality / facility based delivery Related reports (incident reports, list of violators, sanctions) Signages, designated areas for smoking Sanitary permits issued / revoked Memorandum of Agreement



INFLUENCING AND NEGOTIATING

Definition Ability to use persuasion to gain the support and cooperation from clients, superiors, colleagues, subordinates and other parties to achieve a desired course of action consistent with the Department's strategic goals and objectives.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Sometimes affects others' decisions and/or stands	<ul style="list-style-type: none"> Demonstrates ability to influence others when appropriate Develops and presents persuasive arguments that enlist support and addresses the concerns, wants, and needs of others; demonstrates how one's position benefits the audience, and elicits and responds to objections 	<ul style="list-style-type: none"> Activity Reports Accomplishment Report Attendance Sheet Minutes of Meeting IPCR
INTERMEDIATE	2	Usually tactically affects others' decisions and/or stands	<ul style="list-style-type: none"> Usually anticipates objections and plans how to overcome them using new information or approaches, identifies key decision makers, builds alliances, and enlists third party support and outside resources 	<ul style="list-style-type: none"> Minutes of Meeting Attendance Sheet IPCR Accomplishment Report
ADVANCED	3	Always tactically affects others' decisions and/or stands	<ul style="list-style-type: none"> Even in the most difficult or complex situations, anticipates objections and plans how to overcome them using new information or approaches, identifies key decision makers, builds alliances, and enlists third party support and outside resources Maintains an awareness of goals and objectives and navigates solutions towards desired ends, while maintaining relationships and supporting consensus 	<ul style="list-style-type: none"> IPCRs Accomplishment Reports Minutes of Meeting Attendance Sheet Plan of Action
EXPERT	4	Mentors staff in influencing others' decisions/stands	<ul style="list-style-type: none"> Models, leads, trains, and motivates multiple levels of personnel to be excellent in influence Uses all available information appropriately to guide decisions and negotiations to meet objectives, while acting with integrity 	<ul style="list-style-type: none"> Training Modules Certificate of Attendance Post-Training Evaluation Report IPCR



INTERNAL/EXTERNAL INSTITUTIONAL AWARENESS

Definition Ability to understand and operate within formal and informal structures of an organization, and recognize the impact of external trends and influence on organizational functioning.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Is aware of the institutional set-up and practices of the organization	<ul style="list-style-type: none"> Has basic understanding of the workings of the organization, their functions as well as objectives Demonstrates awareness of formal and informal structures of DOH as an organization Recognizes and uses formal structures, rules, processes, methods or operations to accomplish work 	<ul style="list-style-type: none"> Activity Report IPCR Accomplishment Report 360 (peer, subordinates, supervisors) Review
	2	Utilizes formal and informal structures to achieve work goals	<ul style="list-style-type: none"> Uses informal structures; can identify decision makers and influencers Effectively uses both formal and informal channels or networks for acquiring information, assistance and accomplishing work goals 	<ul style="list-style-type: none"> Activity Report IPCR Accomplishment Report 360 (peer, subordinates, supervisors) Review
	3	Navigates effectively in the organizational network and context to achieve work goals	<ul style="list-style-type: none"> Understands the relationships between internal climate and external environment and leverages understanding to work performance Accurately describes the issues and culture of external clients; uses this information to achieve goals and initiatives Supports the changing culture and methods of operating, if necessary, for the success of DOH 	<ul style="list-style-type: none"> OPCR Memorandum of Agreement Memorandum of Understanding
	4	Has deep understanding of the current institutional set-up and factors affecting it, and can handle extremely sensitive issues	<ul style="list-style-type: none"> Has an extensive knowledge and insight on external environment and its impact on the organization Possesses an in-depth knowledge of all organizational systems including capabilities, capacities and constraints Reviews external information and news to learn about political and social issues that might affect the organization. Uses discretion when handling sensitive matters/content 	<ul style="list-style-type: none"> OPCR Workforce Plan Strategic Plan Strategic Action Plan Administrative Orders Memorandum Circulars



MANAGEMENT ACUMEN

Definition Ability to operate effectively within the Department of Health and national government; effectively manage people, resources, and risk.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Uses all available kinds of resources wisely	<ul style="list-style-type: none"> Utilizes and manages people, technology, legal and other resources to achieve outcomes Demonstrates an understanding of budget and funding process and how to optimize resource allocation within these constraints 	<ul style="list-style-type: none"> Activity Reports Budget Plan Financial Reports
INTERMEDIATE	2	Anticipates resource needs and matches it to existing budget realities	<ul style="list-style-type: none"> Identifies current and future resource needs based on organizational goals, priorities, competing resource needs across initiatives, and budget realities Maintains and applies a broad understanding of financial management principles to ensure decisions are fiscally sound, responsible and aligned with organizational priorities 	<ul style="list-style-type: none"> Strategic Plan of Action Monitoring and Evaluation Report Operational Plan
ADVANCED	3	Acts within the bounds of law even under pressure	<ul style="list-style-type: none"> Understands legal and ethical boundaries and works within them Acts decisively by gathering integrating and analyzing sufficient, relevant information from various sources, to make effective, timely and transparent decisions, both in routine and crisis situations 	<ul style="list-style-type: none"> Risk Assessment Report Strategic Plan of Action Budget Monitoring and Evaluation OPCR
EXPERT	4	Protects organization's interest in making decisions	<ul style="list-style-type: none"> Identifies and reacts to organizational and outside forces that might influence or be affected by decisions. Uses influence and negotiation skills to advocate or defend decisions as necessary 	<ul style="list-style-type: none"> Strategic Plan Strategic Action Plan Memorandum of Agreement



MANAGING WORK

Definition Ability to effectively manage one's time and resources to ensure that work is completed efficiently.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Ensures own tasks are completed	<ul style="list-style-type: none"> Plans to have materials ready “just in time” to complete the job Maintains a log of work, production, or maintenance Ensures that required equipment and supplies are in appropriate locations so that work can be done effectively 	<ul style="list-style-type: none"> Work Schedule Activity Report Accomplishment Report IPCR
INTERMEDIATE	2	Considers others in completing tasks	<ul style="list-style-type: none"> Keeps files organized Effectively allocates own time to complete work Coordinates own with others' schedules to avoid conflict 	<ul style="list-style-type: none"> Activity Report Accomplishment Report IPCR Work Schedule
ADVANCED	3	Works smarter and is more flexible	<ul style="list-style-type: none"> Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently 	<ul style="list-style-type: none"> Activity Report Accomplishment Report IPCR Work Schedule
EXPERT	4	Focuses on work and ensures timely completion	<ul style="list-style-type: none"> Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion Anticipates volume of work based on the average period of demand Ensures that inventory of equipment and supplies are always adequate to avoid work interruption particularly during an upsurge of customer demands 	<ul style="list-style-type: none"> Activity Report Accomplishment Report IPCR Work Schedule



MANPOWER ACQUISITION AND DEVELOPMENT

Definition Ability to institute and implement competency-based manpower planning and recruitment and selection as well as employee development policies, processes and systems.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Applies basic knowledge of CSC rules and DOH guidelines in conducting the recruitment and selection process	<ul style="list-style-type: none"> Prepares postings of existing vacant positions, receives applications, and processes and analyzes job applications in accordance with Qualification Standards and competency-based positions of the Agency Observes existing policies on recruitment and selection Keeps track of vacancies and employee movements in the organization including transfer, promotion, and separation (i.e. retirement, resignation and termination) Assists selected candidate in his/her on-boarding process (medical exams, submission of pre-employment requirements) 	<ul style="list-style-type: none"> Manpower Requisition Personnel Inventory Report CSC Qualification Standards Guide Attrition / Turnover Report Employment Application Form
	2	Displays analytical skills in analyzing and understanding data related to recruitment and selection in order to come up with a shortlist of applicants	<ul style="list-style-type: none"> Participates in the preparation of contract and other reports pertaining to recruitment Analyzes existing organization structure for planning of additional manpower Evaluates, tabulates, computes, and ranks results of selection processes, inclusive of written examinations, behavioral event interviews and background investigations Displays ability to provide appropriate answers to application queries or requests when conducting initial interview 	<ul style="list-style-type: none"> Employment Application Form Employment Contract CSC Guide for Qualification Standards SOPs in Hiring
	3	Conducts competency-based interviews, provides inputs to DOH SPB and suggests enhancements to recruitment and selection process	<ul style="list-style-type: none"> Ensures consistent implementation of recruitment and placement calendar/plan vis-à-vis existing pertinent policies, processes and procedures Monitors effectiveness of existing recruitment process and policies and recommends improvements to ensure competent hires for the organization Determines, evaluates, reviews and recommends talent pool requirements of the organization by reviewing strategic objectives Modifies or customizes training modules to fit local settings based on set standards, objectives and guidelines 	<ul style="list-style-type: none"> SOPs in Hiring CSC Guide for Qualification Standards Database of Applicants New Hire Training Module Employment



			<ul style="list-style-type: none"> Ensures completeness of course content and/or topics to be discussed by experts/resource speakers for planned development program or intervention 	Contract
EXPERT	4	Champions initiatives and develops policies on recruitment and selection	<ul style="list-style-type: none"> Develops and designs improvements to existing battery of recruitment and placement tools, methodologies, processes and procedures based on emerging technologies Sets guidelines for approval of training calendar for specific levels in the organization and other clients Approves implementation of the regular conduct of structured training programs and workshops 	<ul style="list-style-type: none"> Memorandum Circulars Strategic Hiring Plan Succession Planning Program Workforce Analysis Learning and Development Modules



ORGANIZING COMMUNITIES

Definition Ability to coordinate, organize, and develop the individuals and groups of different communities involved and/or affected in health-related projects in order to facilitate implementation and success of the said projects.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Coordinates with the community officials to accomplish preparatory work	<ul style="list-style-type: none"> Carries out groundwork by sending invitations, securing necessary documents such as permits, and preparing needs for training sessions Drums up attendance of beneficiaries and other community clients to prescribed meetings or activities Establishes links with individuals or leaders, informs them on their roles/ contributions to the success of the programs/activities, and the standards that have to be met Gathers data from the community and ensures its accuracy 	<ul style="list-style-type: none"> Activity Report Accomplishment Report Invitation from Barangays Community Survey Forms Attendance Sheets
	2	Connects community members, officials, and external stakeholders to achieve objectives	<ul style="list-style-type: none"> Profiles the power dynamics in the community and enlists the support of key influencers who are in formal roles as well as those who are looked up to as informal leaders Taps the influence of formal and/or informal leaders in the community when compliance, commitment and/or support among volunteers and other clients slows down or is withheld Initiates activities that aim to enhance cooperation and collaboration among community members, volunteers and local government officials Is prompt and alert in assessing the quality of participation and involvement of volunteers and local officials, and identifies barriers as well as issues/problems and takes action to address these within scope of authority provided 	<ul style="list-style-type: none"> Communication to Barangay Official (e.g., letters) Invitation Letters Creation of Barangay Health Teams Attendance Sheets, photos / documentation of community-based activities
	3	Ensures continuity and proper implementation of the initiative for or	<ul style="list-style-type: none"> Gauges the readiness of the community and municipal officials in embracing the project/activity, and develops strategies to gain their support and buy-in Bridges the community to institutions like municipal/local government unit, 	<ul style="list-style-type: none"> Posters / Campaign Materials for Community Health



		by the community	<p>CSOs, and other external clients, which has the responsibility for basic services delivery or who have the capacity to assist communities realize their plans</p> <ul style="list-style-type: none"> • Mentors volunteers and builds capacities to organize, articulate, and exercise their rights to participate in making decisions that affect their welfare • Provides tools and mechanisms to monitor the community's progress and facilitates resolution of conflicts of interest between the community groups and the municipal/ barangay officials 	<p>Awareness</p> <ul style="list-style-type: none"> • Creation of Barangay Health teams • Monitoring and Evaluation of Community Programs
EXPERT	4	Establishes long-term partnerships and systems that would benefit the community/project	<ul style="list-style-type: none"> • Establishes partnerships with high-level community leaders to implement project/activity • Provides direction and strategy on the selection of external clients to help the community • Mentors the mentors in participative community organizing • Guides the implementation teams in adopting national strategies to the contexts, needs, opportunities and challenges of the target municipalities/barangays 	<ul style="list-style-type: none"> • Committee Reports • List of Barangays involved in Health Campaign Programs • Monitoring and Evaluation of Community Programs



PROCUREMENT PLANNING AND MANAGEMENT

Definition Ability to administer contract and other procurement requirements in compliance to RA; manages program and vendor / supplier relationships and monitors contract performance for the effective delivery of goods and services

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Provides initial work for procurement	<ul style="list-style-type: none"> Performs initial screening of documents such as purchase requests, specifications and objectives of goods required 	<ul style="list-style-type: none"> Report Activity Abstract of Canvass Procurement Requisition RIVs and MRs Accomplishment Report
	2	Facilitates negotiation during procurement	<ul style="list-style-type: none"> Forecasts the department's/division's requirements for supplies, equipment and services Evaluates, tabulates, computes, ranks and generates data on various aspects of the procurement process 	<ul style="list-style-type: none"> Procurement Plans Purchase Requests / Acceptance SOPs on RA 9184 compliance
	3	Forges terms and agreements advantageous to the organization's procurement	<ul style="list-style-type: none"> Uses highly persuasive and influential approach to negotiation Counterchecks if data and documents are in compliance with the procurement processes and forms Explores options presented by suppliers as required, modifies options, suggests counter proposals, and constructs new options aimed at securing the best outcome Uses trend analysis, benchmarking and performance data in the development of procurement strategy and tactics, and links this effectively to the budgetary planning and category management processes Recommends enhancements and/or changes in policies, procedures, and processes that support transparency and equal opportunity in the procurement process 	<ul style="list-style-type: none"> Compliance Report on RA 9184 Minutes of Meeting Attendance Sheet Letters and Memos Memorandum of Agreement
	4	Ensures compliance of organization to procurement policies and targets	<ul style="list-style-type: none"> Alert to political sensitivities and their potential impact on procurement negotiations Approves the APP and ensures its consistency vis-à-vis the approved yearly 	<ul style="list-style-type: none"> Budget Plan Review Memorandum Circulars on RA



			<p>budget of the Department</p> <ul style="list-style-type: none">• Provides guidance for costly and politically sensitive procurements• Sets policies for the use of accounting data relating to suppliers and sets performance targets (internal and external)• Plans and implements cost-cutting, internal control and austerity measures following the general principles and standards of procurement management and the provisions of RA 9184• Promotes transparency and efficiency in the conduct of procurement procedures by streamlining policies and processes	<p>9184 compliance</p> <ul style="list-style-type: none">• BAC Reports• Administrative Orders• Budget Performance Review
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PROJECT/PROGRAM PLANNING AND MANAGEMENT

Definition Ability to plan, implement, monitor and evaluate projects/programs in order to achieve the set objectives within budget, time and quality limits. Ability to manage human, financial, information technology and material resources.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Assists in the development and implementation of programs/project	<ul style="list-style-type: none"> Demonstrates skills and knowledge in describing details of processes, allocation including manpower complement, and how cost and time estimates are developed for a specific program/project Develops effective oral and written communication skills to interact with team members Able to explain the processes involved in the initial stage of a program/ project and the development of an overall plan based on the inputs provided by immediate supervisor or team leader 	<ul style="list-style-type: none"> Accomplishment Reports Specific Action Plans for health programs Regular program implementation reviews
INTERMEDIATE	2	Implements the activities leading to the delivery of outputs and objectives of the project/program	<ul style="list-style-type: none"> Conceptualizes new program/project proposals relevant to the Department's thrusts and mandate Develops program/project activity plans that are comprehensive and complete Evaluates new proposals, feasibility studies and/or revisions of a project/program plan prior to recommendation 	<ul style="list-style-type: none"> Accomplishment Reports Specific Action Plans for health programs
ADVANCED	3	Develops plans, strategies and targets to ensure that program's/projects objectives are achieved	<ul style="list-style-type: none"> Identifies issues, critical tasks and potential risk areas Sets direction and course of actions to reach objectives and goals Identifies, evaluates, and implements measurement systems for ongoing and future projects Delegates and leverages work, tasks and resources effectively Respects and factors own and others' existing projects to determine realistic timeframes Breaks down projects into component tasks Applies the concepts, principles and methods/techniques of planning and managing project/program resources 	<ul style="list-style-type: none"> Program plans Memorandums Minutes of meetings Weekly accomplishment report Micro-Nutrient reports



			<ul style="list-style-type: none"> Monitors performance and evaluates results 	<ul style="list-style-type: none"> Specific Action Plan for health programs Operation Timbang Garantisadong Pambata Reports Supplies and Logistics Reports Regular program implementation reviews
EXPERT	4	Leads in the implementation and ensures alignment of projects to office mandate, objectives and goals	<ul style="list-style-type: none"> Adapts quickly to changing situations and modifies project plans when necessary Can readily and accurately identify staff capabilities/availability in allocating resources for proposed assignment Tracks critical steps in projects to ensure completion within timeframe Identifies the skills of team members and analyzes the gaps in skills required to complete the tasks Identifies assumptions, risks, project milestones, and determines preliminary resources Uses program/project insights, experiences and evaluation results to improve and strengthen its management and implementation 	<ul style="list-style-type: none"> Memorandums Minutes of meetings Program Implementation Review Coaching and Mentoring Daily journal Weekly accomplishment report Oral health program activities incorporated in the Annual Operational Plan, CIPH, etc. Accomplishment Reports M & E Reports



PROVIDING SUPPORT AND SERVICES

Definition Ability to provide support and services in order to meet the administrative/clerical requirements of the office.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Delivers support services on time	<ul style="list-style-type: none"> Ensures that services are delivered in a manner that suits the needs of the team in accordance to the work standards set by DOH Asks questions in order to clarify the needs and requirements associated with team or section's deliverables 	<ul style="list-style-type: none"> Timely submission of reports Activity Report Accomplishment Report IPCR
	2	Manages expectations of team members in delivering support services	<ul style="list-style-type: none"> Recognizes opportunities to offer suggestions or alternatives to team members and explains the implications, benefits and disadvantages Diplomatically negotiates deadlines, in light of needs, available options and resources 	<ul style="list-style-type: none"> Timely submission of reports Activity Report Accomplishment Report IPCR
	3	Balances urgent and important tasks when delivering support services	<ul style="list-style-type: none"> Respects negotiated deadlines and keeps others informed of the progress or unpreventable delays related to the delivery of services Accurately determines priorities in light of urgent tasks and deadlines 	<ul style="list-style-type: none"> Work schedules Minutes of meetings Approved letter of request
	4	Exceeds level of support services by extending foresight to team members	<ul style="list-style-type: none"> Supports others in managing their tasks/responsibilities by providing information or resources Proactively overcomes obstacles in service/support delivery by finding alternate ways in meeting internal clients' needs Demonstrates initiative in supporting the team by keeping abreast of their initiatives, situations, and needs 	<ul style="list-style-type: none"> Minutes of meetings Approved letter of request IPCR



RECORDS MANAGEMENT

Definition Ability to establish a system of procedures in recording and safekeeping of documented information for ease of storage and retrieval.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Understands and applies basic concepts of records management	<ul style="list-style-type: none"> Acquires sound knowledge of records management theories and practices including current standards and recognized best practices Uses simple methods to design, set up, and maintain the records systems, retention and disposal schedules, indexing and classifying records 	<ul style="list-style-type: none"> Specimen logbook Laboratory registry Systems-generated reports Records disposal schedule 5-S Schedule Pharmacy Inventory Form
	2	Complies to records management standards	<ul style="list-style-type: none"> Adapts records management standards, including government policies on period of retention and best practices, effectively in the institutional context Applies range of records management tools and techniques 	<ul style="list-style-type: none"> Properly accomplished and filed birth certificates Updated record, logbooks, TCL Target Client List (remarks section) Records Index Health program policy
	3	Improves existing records management system	<ul style="list-style-type: none"> Understands the legal and regulatory framework for records management in the Department Contributes to the development and implementation of institutional responses to changes in legislation or regulations directly affecting the management of records 	<ul style="list-style-type: none"> Properly accomplished individual patient records, updated electronic records /



			<ul style="list-style-type: none"> • Advises on and implements new records management policies and classification systems • Ensures that all documents are maintained in a manner compliant with organizational policies as well as laws 	databases
EXPERT	4	Institutionalizes improvements on records management	Develops and contributes to procedures, standards, practices for the identification, description, classification, organization, storage, protection, retention and disposition of records	<ul style="list-style-type: none"> • Properly accomplished individual dental records, updated electronic record / databases



RESEARCH AND ANALYSIS

Definition Ability to demonstrate knowledge and application of terminology, tools, tactics, principles and practices for the successful implementation of a plan.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Conducts simple research using technical language	<ul style="list-style-type: none"> Can properly identify a problem and form hypothesis based on the information gathered/presented Can develop a plan appropriate to the research methods/techniques to be used Has the ability to draft/write research paper using controlled vocabulary/jargon and is able to identify appropriate resources specific to the discipline or information 	<ul style="list-style-type: none"> Mortality and morbidity reports Case / epidemiologic investigation
	2	Fits research and its methodology with organization's goals and existing literatures	<ul style="list-style-type: none"> Applies appropriate research techniques/methodologies in the development of research initiatives in support of the Department's goals Develops a research plan and implements appropriate research methods/ techniques using controlled vocabulary/jargon and is able to identify appropriate resources specific to the discipline or information 	<ul style="list-style-type: none"> Mortality and morbidity reports Reports on health statistics / status of the MHO Case / epidemic investigation Maternal death review
	3	Ensures research is relevant and reliable	<ul style="list-style-type: none"> Possesses detailed knowledge and clear understanding of the range of ideas and information through logically structured descriptions and narratives that relate to the research area concerned Ensures that research plans, techniques and strategies to be employed are all based on sound analysis of information Conducts preliminary assessment of results to ascertain validity and accuracy of information 	<ul style="list-style-type: none"> Mortality and morbidity reports Reports on health statistics / status of the MHO



EXPERT	4	Uses research and its analyses to improve organization	<ul style="list-style-type: none"> Oversees, assesses and provides guidance on the utilization of resources (e.g. financial, personnel and time) required to complete a proposed research Utilizes research data and outputs as basis for developing plans and strategies to achieve the Department's policies, objectives, and initiatives 	<ul style="list-style-type: none"> Designs, revises and updates the reporting and recording of the established Regional Health Information System (RHIS)
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RESILIENCE

Definition Ability to respond professionally in stressful and difficult situations; adapts quickly to change and easily consider new approaches.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Is open to changes in work environment	<ul style="list-style-type: none"> Understands changes in work tasks and environment as well as the basis for change Exhibits calmness and ease in ambiguous situations 	<ul style="list-style-type: none"> Activity Report CSS Report 360 (peer, subordinates, supervisors) Review Client Feedback
INTERMEDIATE	2	Adapts to work changes	<ul style="list-style-type: none"> Remains flexible and welcomes ambiguous situations, accurately assesses risks and options Diverts direction and reorients quickly and acts decisively at the right time 	<ul style="list-style-type: none"> Activity Report CSS Report 360 (peer, subordinates, supervisors) Review Client Feedback
ADVANCED	3	Responds positively to	<ul style="list-style-type: none"> Thinks and acts effectively under pressure 	<ul style="list-style-type: none"> 360 Evaluation



		needs even under pressure	<ul style="list-style-type: none"> • Persists towards solutions and goals in changing circumstances • Acknowledges new information and adjusts responses accordingly 	(supervisor, subordinates, and peer) <ul style="list-style-type: none"> • Customer Satisfaction Feedback reports
EXPERT	4	Sets as a good example and mentors team members	<ul style="list-style-type: none"> • Adjusts timelines, results and expectations appropriately to changing needs. • Overcomes obstacles to achieve results • Identifies ways to incorporate new practices into existing framework. • Models, leads, trains, and motivates multiple levels of personnel to deal effectively with ambiguity and change 	<ul style="list-style-type: none"> • Memorandum Circulars • Learning and Development Plan • Learning and Development Modules • Post-training Evaluation • IPCR



RESPECTING AND CARING FOR PATIENTS

Definition Ability to establish a relationship of trust with patient by treating him/her with respect to his/her religious, cultural, or social background; respecting the right of patient to confidentiality and privacy.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Exhibits concern to patient	<ul style="list-style-type: none"> Listens and responds to patient's needs and preferences Establishes initial assessment of patient's medical requirements 	<ul style="list-style-type: none"> Treatment record Customer Satisfaction Survey /Feedback Confidentiality Form Treatment contract for TB patients "Kasunduan"
	2	Caters to patient's needs	<ul style="list-style-type: none"> Provides and coordinates patient care and ensures to give him/her information they need in a way he/she can understand Treats patient attentively and conscientiously 	<ul style="list-style-type: none"> Treatment record Customer Satisfaction Survey / Feedback
	3	Puts premium on patient's decisions and space	<ul style="list-style-type: none"> Works in partnership with patient and respects his/her right to reach a decision on treatment and care Provides adequate follow up to the patient with reasonable amount of time 	<ul style="list-style-type: none"> Customer Satisfaction Feedback reports Patients' Logbook Updated Target Client List (TCL) Random client interviews /



				assessment <ul style="list-style-type: none"> Confidentiality form
EXPERT	4	Leads in the treatment of patient	<ul style="list-style-type: none"> Exhibits a wide range of medical knowledge to diagnose, prescribe the right treatment and medication to heal illnesses and injuries Identifies foreseeable risks associated with treatment and tells patient about any risk that may have serious consequence Guides medical teams in proper care of patient 	<ul style="list-style-type: none"> Customer Satisfaction Feedback reports



RISK MANAGEMENT

Definition Ability to plan, develop, and implement measures that will avoid, overcome or compensate for elements of risk.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Collects risk-related data	<ul style="list-style-type: none"> • Demonstrates basic understanding in identifying risk • Gathers data (variations in the process, trends, public comments/opinions and others) available needed for risk assessment • Provides assistance in periodic review of activities to ensure work in compliance with risk objectives 	<ul style="list-style-type: none"> • Program Plans • Micro Plans • Activity Report • Research Report • Accomplishment Report
INTERMEDIATE	2	Prevents identified risks from happening	<ul style="list-style-type: none"> • Collaborates with process owners to ensure compliance with regulatory requirements • Evaluates controls to help mitigate negative outcomes through prevention or detection and correction 	<ul style="list-style-type: none"> • Recommendations on preventive actions (letters . reports) • Minutes of Staff meetings • City DRRMP plan
ADVANCED	3	Establishes advanced risk detection mechanisms	<ul style="list-style-type: none"> • Aligns efforts considering individual, department/division/section, and organizational strategies • Communicates the impact of identified risks and recommends corrective action • Conducts periodic review of compliance with risk objectives • Establishes controls to help mitigate negative outcomes through prevention or detection and correction • Maintains consistent data 	<ul style="list-style-type: none"> • Recommendations on preventive actions (letters. reports) • Minutes of Staff meetings
EXPERT	4	Sets up institutionalized systems to mitigate	<ul style="list-style-type: none"> • Establishes or relies on proven risk management methods, models, and tools • Develops solutions to mitigate risk and maximize value • Identifies the risks of negative outcomes (including inadvertent error or fraud) 	<ul style="list-style-type: none"> • Health Emergency Response and Preparedness Plan



		risks	<ul style="list-style-type: none"> Manages work and information within a strategic framework Quantifies and assigns probabilities to risks and opportunities (level and likelihood) 	<ul style="list-style-type: none"> SOPs Revised program plan based on recommendations Work assignments
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SCIENTIFIC KNOWLEDGE FOR HEALTH/MEDICAL STAFF

Definition Ability to maintain basic level of biomedical/scientific knowledge and understanding of areas of research conducted and/or supported by the organization.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Prepares preliminary work for scientific endeavors	<ul style="list-style-type: none"> Adjusts administrative services provided in response to an understanding of the core work activities of the scientific workforce Analyzes, verifies and documents scientific research reporting requirements 	<ul style="list-style-type: none"> Program plans Micro Plans Activity Report Research Report Accomplishment Report
	2	Updates oneself on latest medical/scientific research	<ul style="list-style-type: none"> Checks for developments in intramural research, extramural research and/or clinical trials Consults with scientific experts to interpret complex biomedical research information to include in DOH's medical journal / communication materials 	<ul style="list-style-type: none"> Program plans Micro Plans Activity Report Research Report Accomplishment Report
ADVANCED	3	Applies medical/scientific literatures in organization's communication	<ul style="list-style-type: none"> Develops a general understanding of the scientific research priorities for the DOH as a whole and for specific community served Reviews professional, medical and other scientific literature to ensure up-to-date and accurate scientific information is included in communications materials 	<ul style="list-style-type: none"> Learning and Development Needs Assessment Learning and Development



		materials		Modules
EXPERT	4	Applies medical/scientific literatures to organizational work plan	<ul style="list-style-type: none">• Translates scientific understanding to the types of positions, staff, and learning and development activities needed to successfully carry out the mission of the DOH• Understands the core work activities that Program staff engages in to carry out their work and how this impacts the DOH mission	<ul style="list-style-type: none">• Learning and Development Strategies• Certificate of Attendance to Symposiums• Learning and Development Reports



SCIENTIFIC REVIEW MANAGEMENT

Definition Ability to plan and conduct scientific review activities to ensure an unbiased, informed review process, and successful programmatic outcomes.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Conducts preliminary assessment of proposals	<ul style="list-style-type: none"> Assesses applications and reviewers for potential conflict of interest or appearance of conflict of interest Assesses completeness of the applications/proposals and monitors for adherence to instructions 	<ul style="list-style-type: none"> Proposal for Scientific Review List of Selected Candidates for Scientific Review
INTERMEDIATE	2	Prepares report of assessment of review	<ul style="list-style-type: none"> Assesses needs for reviewer expertise, assesses expertise of potential reviewers, recruits appropriate reviewers, and abides by policies/practices for maintaining fair and equitable practice in this recruitment Communicates accurate and up-to-date DOH peer review policies and instructions to educate and train reviewers Determines the expertise required for the review panel Summarizes scientific review meeting outcomes and communicates to appropriate audiences Utilizes knowledge of and tools for data-mining to analyze information both qualitatively and quantitatively to support the review process 	<ul style="list-style-type: none"> Assessment Report on Qualifications of Scientific Reviewer Minutes of the Meeting Attendance Sheet
ADVANCED	3	Facilitates peer review or fair approval of proposal	<ul style="list-style-type: none"> Identifies and assigns reviewers with the required expertise, taking into consideration scientific excellence, as demonstrated by grant and publication record; experience and fairness in the peer review process; and breadth of expertise Manages peer review meetings consistent with applicable statute, regulation, and policy Understands the various stages of the DOH application/proposal submission, referral, administrative review, and award process 	<ul style="list-style-type: none"> Assessment Report on Qualifications of Scientific Reviewer Creation of Committee for Panel Review of Candidates for Scientific Review Minutes of Meeting Attendance Sheet
EXPERT	4	Supervises for a	<ul style="list-style-type: none"> Monitors and oversees the scientific review process and ensures consistent 	<ul style="list-style-type: none"> Memorandum



		quality scientific review	quality through the appropriate application of rules, regulations, guidance, and requirements	Circulars on Selection of Scientific Reviewer <ul style="list-style-type: none"> Monitoring and Evaluation of Scientific Review Program
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STATISTICAL RESEARCH FOR HEALTH

Definition Ability to accurately design data acquisition methods, assess data quality/reliability, analyze trends using statistical methodologies, monitor, and report health statistics and other data relevant to clients using necessary software and aids.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Retrieves and analyzes data under supervision of superior	<ul style="list-style-type: none"> Is aware of data sources directly relevant to own work or subject area Identifies strengths and limitations of data sources they use Suggests data needs and acquisition methods Understands principles of sample and survey design and collection methods Conducts fieldwork and desk research for data retrieval Does a preliminary run of analysis Checks validity and integrity of data Monitors health data/statistics as directed by superior Consolidates data into a report 	<ul style="list-style-type: none"> Activity Report Research Report Accomplishment Report
INTERMEDIATE	2	Designs data collection methods and tools, and analyzes data to make conclusions	<ul style="list-style-type: none"> Has detailed knowledge of data sources in their work area and working knowledge of other data sources in related areas Can identify and assess suitability of other data sources Plans and implements data acquisition methods Can develop or design or manage surveys and new data collection from administrative sources Supervises fieldwork and desk research for data retrieval Finalizes overall analysis to make conclusions and generalizations Directs and implements monitoring of health data/statistics Reports significant findings 	<ul style="list-style-type: none"> List of Data Resource and Methodology Research Report Accomplishment Report



ADVANCED	3	Approves methods and tools, and recommends policies, programs to address concerning health statistics	<ul style="list-style-type: none"> Has detailed knowledge of data sources in their work area and working knowledge of other data sources in related areas Can identify and assess suitability of other data sources Plans and implements data acquisition methods Can develop or design or manage surveys and new data collection from administrative sources Supervises fieldwork and desk research for data retrieval Finalizes overall analysis to make conclusions and generalizations Directs and implements monitoring of health data/statistics Reports significant findings 	<ul style="list-style-type: none"> Action Plan Research Report Tools / Methodology of Research Schedule of Field Research Activities Accomplishment Report
EXPERT	4	Mentors staff on health statistics, sets standards of department, and lobbies for policies, programs to address concerning health statistics	<ul style="list-style-type: none"> Provides technical knowledge on health statistics Establishes standards for statistical research on health Lobbies for policies and programs for effective management of statistical research on health Encourage continuous learning on statistical health through seminars and membership in professional organizations of statisticians 	<ul style="list-style-type: none"> Memorandum Circulars Administrative Orders Strategic Plans for Learning and Development

TECHNICAL CONSULTING

Definition Ability to provide expertise, technical guidance and training to ensure projects and operations are carried out effectively.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Shares technical knowledge to solve work problems	<ul style="list-style-type: none"> Demonstrates broad learning perspectives Serves as a resource to others on technical/work issues and problems Develops awareness that the key tool to consulting is the integrated person of a consultant 	<ul style="list-style-type: none"> Documentation of activities involving sharing of new information / developments Post-Training Evaluation Report
INTERMEDIATE	2	Provides timely help	<ul style="list-style-type: none"> Actively guides others in interpreting and solving work issues 	<ul style="list-style-type: none"> Invitations to



		and expertise to clients	<ul style="list-style-type: none"> Provides advice on situations requiring immediate attention Willing to take the extra mile for the client to level with the best practices in a given field 	lecture <ul style="list-style-type: none"> Program Certificates Attendance sheet Referral form
ADVANCED	3	Ensures clients receive up-to-date and effective solution/information	<ul style="list-style-type: none"> Explores, develops and presents alternatives and approaches Grasps complexities and perceives relationships among issues Proactively shares information and resources across organization Evaluates and improves client experience through account management, assessment and measuring end result of the consulting activity 	<ul style="list-style-type: none"> Participation in community assemblies
EXPERT	4	Mentors clients in addressing the technical problem at an organizational level	<ul style="list-style-type: none"> Shares and discusses critical information that increases other employees' understanding Actively supports continuous learning and keeps abreast of new developments within technical area Finds appropriate ways to use new ideas, approaches, and knowledge to more effectively address organizational challenges 	<ul style="list-style-type: none"> Invitation to lecture Program Certificates Attendance Sheet Referral forms Learning evaluation form Training design



TECHNICAL WRITING

Definition Ability to write useful, relevant and accurate information on a particular occupational field where body of knowledge, complex ideas, concepts, processes or procedures need to be communicated. Geared to a specifically target audience in order to enable a set of actions on the part of the audience in pursuit of a defined goal.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Practices simple technical communication	<ul style="list-style-type: none"> Applies basic knowledge and understanding of written communication to convey field-specific information, data, or reports Writes in a clear and concise manner to be able to convey information to a targeted audience Coordinates with other departments to gather data/information relevant to a report 	<ul style="list-style-type: none"> Written reports Communication plan Write Ups Newsletters
INTERMEDIATE	2	Produces technical documentation	<ul style="list-style-type: none"> Documents research, abstracts, guides, or other useful information to serve as reference for similar and future research or study Applies specific tools and knowledge in order to produce technical documentation Knows how to ask questions to a specific audience in gathering data for survey on specific field research and able to document, analyze, and come up with a written report 	<ul style="list-style-type: none"> Technical Research Report Automated statistical tools Field Survey Questionnaires
ADVANCED	3	Translates elaborate and deep understanding of technical concepts to technical reports	<ul style="list-style-type: none"> Uses graphics, quantitative and qualitative interpretation of data to aid decision makers in analyzing root causes of problems and coming up with alternatives in the process of decision making Reviews written technical report to ensure accuracy and relevance of information or data prior to publication or release to target audience 	<ul style="list-style-type: none"> Technical Research Report Automated statistical tools Field Survey Questionnaires Slide Presentation on Research Results



EXPERT	4	Ensures technical reports are accurate, responsive, and relevant	<ul style="list-style-type: none"> Plans, develops, and executes programs and policies to ensure that technical writing reports are accurate, relevant, and useful to the functional objectives of the department, division or section Influences to innovate or create new ways of writing technical reports to keep abreast of changing technologies and evolving business processes of DOH 	<ul style="list-style-type: none"> Memorandum Circulars Administrative Orders Letters or Memos on Technical Reporting
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TRAINING PROGRAM ADMINISTRATION

Definition Ability to promote individual and organizational development through planning, designing, and managing employee development and training programs/services.

Proficiency Level		Core Description	Behavioral Indicators	Means of Verification
BASIC	1	Does secretariat duties to carry out training program	<ul style="list-style-type: none"> Provides support in preparing training materials and handouts, equipment and supplies making sure that logistical and other physical requirements are well prepared prior to training conduct Keeps track of training records and inventory in organized manner Generates periodic report of training, seminars, workshops, forum and conferences attended by EEC officials or employees Prepares and arranges for cash/fund needed for internal and external training as well as travel arrangement and other details as appropriate 	<ul style="list-style-type: none"> Training Database Management and Reporting Training Administration
INTERMEDIATE	2	Does logistics and prepares content of the training program	<ul style="list-style-type: none"> Manages facilities/training venue and spaces Manages equipment and materials Coordinates with facilitator/s and participants on training schedules, venue, and other necessary details and advises on confirmation or cancellation as appropriate Helps in the preparation of Audio-Visual Presentation, content research, and other related materials in design process and build-up 	<ul style="list-style-type: none"> Training Logistics Plan Content Research based from Curriculum Design
ADVANCED	3	Strategically plans for the training programs	<ul style="list-style-type: none"> Identifies and deploys program delivery strategies and methodologies Disseminates program information 	<ul style="list-style-type: none"> Training Plan Training Program



				Communication Plan
EXPERT	4	Conducts training program evaluation and implements learning strategies	<ul style="list-style-type: none"> Continuously identifies areas for improvement and acts for effective delivery of both internal and external training Oversees the programs, activities and tasks necessary for effective implementation of training plans and strategies 	<ul style="list-style-type: none"> Training Strategies based on training evaluation report Training Evaluation Report

WORKFORCE PLANNING

Definition Ability to understand and demonstrate knowledge of business strategy and human resource (HR) concepts, principles, and practices to effectively align the needs of DOH and its workforce and to design strategies that support leadership in planning for and obtaining the necessary resources to carry out its mission.

Proficiency Level		Core Description	Behavioral Indicators	Means of Validation
BASIC	1	Analyzes and plans Workforce Management need	<ul style="list-style-type: none"> Advises leadership on the potential impact indicated by workforce data, highlighting organizational strengths and risks (e.g., potential for attrition), and suggesting applicable HR strategies Applies various methods (e.g., transaction counts, staffing ratios, decision or allocation rules) to measure and estimate the Department's workload and corresponding staffing needs 	<ul style="list-style-type: none"> Talent Management Plan Time and Motion Studies (TMS) of Work Activities TMS Analysis Report Staffing Needs Report
INTERMEDIATE	2	Creates Talent Management Plan based on WFM data	<ul style="list-style-type: none"> Collaborates with leadership to aggregate workforce needs (i.e., emerging areas of work, potential competency gaps) and to develop strategies that will ensure a sufficient pipeline to meet business needs Gathers, analyzes and reports on position, workforce data, and/or competencies from HR databases and other sources to present historical patterns and trending, 	<ul style="list-style-type: none"> Talent Management Plan Time and Motion Studies (TMS) of



			develop projection and highlight key findings and implication for action	Work Activities <ul style="list-style-type: none"> • TMS Analysis Report • Staffing Needs Report
ADVANCED	3	Develops Succession Planning Program based on gap analysis and WFM data	<ul style="list-style-type: none"> • Develops succession planning tools and templates to support leadership in ensuring the continuity of mission/work • Uses analytical skills to determine what knowledge, skills, abilities, and other relevant personal characteristics are required to successfully carry out the work • Examines decisions of the Department's leadership and makes presentation to educate and promote awareness on human capital development issues 	<ul style="list-style-type: none"> • Succession Planning Program • Learning and Development Needs Analysis and Training Plan • Slide Presentation on L &D NA • Leadership Development Plan
EXPERT	4	Creates and executes competency-based HR program	<ul style="list-style-type: none"> • Builds, implements and manages competency-based HR tools to help employees use competencies as appropriate to their roles (e.g., hiring, placement, assessment, development) • Informs and educates staff about organizational competency gaps and how to develop individual development plans linked to competencies • Establishes and manages processes and programs to manage the size of the organization's workforce and facilitate resource alignment with areas of greatest importance to DOH's mission 	<ul style="list-style-type: none"> • Competency Framework Program • Workforce Analysis and Planning • Memorandum Circulars • Administrative Orders • Strategic Action Plan

**DEPARTMENT OF HEALTH
COMPTENCY MAP**

REGIONAL HEALTH OFFICE

		DMO	DIRECTOR		ENTO	HPR	LO		MED OFF			MID	NURSE	PHARMA	SR. HPO
	COMPETENCIES	III	IV	III	III		V	III	V	IV	IV	VI	V	III	V
	CORE COMPETENCIES														
1	Exemplifying Integrity	3	4	4	3	2	4	3	3	4	4	3	3	3	3
2	Professionalism	3	4	4	3	2	4	3	3	4	4	3	3	3	3
3	Service Excellence	3	4	4	3	2	4	3	3	4	4	3	3	3	3
	ORGANIZATIONAL COMPETENCIES														
1	Effective Communication Skills	3	4	4	3	2	4	3	3	4	4	3	3	3	3
2	Effective Interpersonal Skills	3	4	4	3	2	4	3	3	4	4	3	3	3	3
3	Organizational Awareness and Commitment	3	4	4	3	2	4	3	3	4	4	3	3	3	3
4	Promoting Innovation	3	4	4	3	2	4	3	3	3	4	3	3	3	3
	LEADERSHIP COMPETENCIES														
1	Building Collaborative and Inclusive Working Relationship	3	4	4			4		2	2	2		3	3	3
2	Leading Change		4	4			4		2						
3	Managing Performance and Coaching for Results		4	4			4		2	2	2				
4	Thinking Strategically and Creatively	2	4	4			4		2				2		3
	TECHNICAL COMPETENCIES														
1	Achieving High Standards									4					
2	Advocating Public Health				3					4	4	3			
3	Building Relationship with Clients	2	4	4	2			3	4		3	3	2	3	3
4	Case Management														
5	Communicating and Listening														
6	Communicating Technical Information				3		4	3		2	2	3			

		DMO	DIRECTOR		ENTO	HPR	LO		MED OFF			MID	NURSE	PHARMA	SR. HPO
	COMPETENCIES	III	IV	III	III		V	III	V	IV	IV	VI	V	III	V
29	Respecting and Caring for Patients														
30	Risk Management	3	4	4			4								
31	Safety Awareness														
32	Scientific Research for Health /Medical Staff														
33	Statistical Research for Health														
34	Technical Consulting	3			2		4	3			4	3	3	3	3
35	Technical Writing														
36	Training Program Administration												3		

Proficiency Level:

1 - Basic

2 - Intermediate

3 - Advanced

4 -Expert



Department of Health



Job Description Manual

for Regional Health Offices

Disclaimer: This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of the Consultant (Jocelyn R. Pick) and can in no way be taken to reflect the views of the European Union.



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Introduction

The competence and effectivity of any organization depends on its human resources. The Department of Health (DOH), the lead agency in providing quality health care to Filipinos, shall only have the best talents in the field of Medicine and Health Administration.

To determine and attract good employees or future employees, job descriptions shall only be up-to-date, responsive, and competency-based. As such, DOH is boosting its organizational performance by updating its existing Job Descriptions in regional offices and their respective city/rural health offices in local government units.

The Job Description conveys the performance expectations an organization has from its employees. It is not only a reference document for the human resources division in recruiting, performance evaluation, and career development but also an important basis of the employees of the work and level of competencies expected from them. It is a document where the employer meets its employees.

As part of the Strategic Performance Management System of the Department, EPOS with the funding assistance of the European Union, committed to update and re-develop the 2005 Job Description Manual of the Department of Health by conducting a job analysis and competency profiling of selected positions.

Existing documents, questionnaires, interviews, and validation workshops were used to triangulate each other and develop more grounded job descriptions with more job-specific competencies. A training workshop was also conducted to familiarize the respondent-job holders to the process, importance, basic ideas of job analysis and competency profiling.

This Job Description Manual aims to simplify and rationalize the tasks and competencies of each position, provide a clearer document for better management of expectations of employer and employees, and advise the right competencies for each position.



Department of Health



Job Description Manual for Regional Health Offices



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
DEVELOPMENT MANAGEMENT OFFICER III	18
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<input type="checkbox"/> Provincial <input type="checkbox"/> 1 st Class <input type="checkbox"/> 4 th Class <input type="checkbox"/> Special <input type="checkbox"/> City <input type="checkbox"/> 2 nd Class <input type="checkbox"/> 5 th Class <input type="checkbox"/> Municipality <input type="checkbox"/> 3 rd Class <input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer IV	Asst. Regional Director
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
Responsible for monitoring information and implementation of public health programs and local health systems, and providing technical assistance on public health programs.	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
a. Provides support to health programs to promote the development and integration of health services networks and resources in the public health systems; b. Monitors progress and development of health insurance system; c. Prepares and submits regional program reports; and d. Performs other related functions as may be assigned.	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	
Computer, printer, telephone, photocopier and fax machine	
12. WORKING CONDITION	
<input checked="" type="checkbox"/> Office Work <input checked="" type="checkbox"/> Field Work	Other/s (Please Specify): Exposed to health hazards/accidents



13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Bachelor's degree relevant to the job	Two (2) years of relevant experience	Eight (8) hours of relevant training	Career Service (Professional) Second Level Eligibility
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			3
2. Professionalism			3
3. Service Excellence			3
14b. Organizational Competencies			
1. Effective Communication Skills			3
2. Effective Interpersonal Relations			3
3. Organizational Awareness And Commitment			3
4. Promoting Innovation			3
14c. Leadership Competencies			
1. Building Collaborative and Inclusive Relationship			3
2. Thinking Creatively and Strategically			2
14d. Technical Competencies			
1. Building Relationship with Clients			2
2. Decision Quality			2
3. Project/Program Planning and Management			2
4. Risk Management			3
5. Technical Consulting			3

ACKNOWLEDGMENT AND ACCEPTANCE:

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

Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE		2. SALARY GRADE	
DIRECTOR III		27	
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS			
<input type="checkbox"/> Provincial	<input type="checkbox"/> 1 st Class	<input type="checkbox"/> 4 th Class	<input type="checkbox"/> Special
<input type="checkbox"/> City	<input type="checkbox"/> 2 nd Class	<input type="checkbox"/> 5 th Class	
<input type="checkbox"/> Municipality	<input type="checkbox"/> 3 rd Class	<input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR		5. POSITION TITLE OF NEXT HIGHER SUPERVISOR	
Director IV		Secretary of Health	
6. BUREAU OR OFFICE		7. WORKSTATION / PLACE OF WORK (if different from the office)	
		DOH Regional Office	
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE			
<p>The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.</p>			
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION			
<p>Responsible for assisting the Director IV in overseeing the day-to-day operations of the various health units under the Regional Office (RO).</p>			
10. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<p>a. Assists in the day-to-day operations of the RO;</p> <p>b. Provides efficient and effective support to Director IV;</p> <p>c. Acts as Officer-In-Charge in the absence of Director IV; and</p> <p>d. Performs other related functions as may be assigned.</p>			
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK			
Computer and printer, fax machine, mobile phone/telephone, calculator			
12. WORKING CONDITION			
<input checked="" type="checkbox"/> Office Work		Other/s (Please Specify):	
<input checked="" type="checkbox"/> Field Work		Exposed to health hazards/accidents	



13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Doctors of Medicine with Master's Degree related to the job	Three (3) years of supervisory experience	120 hours, managerial/supervisory training	Career Service Executive Eligibility (CSEE)/ Career Executive Service (CES)
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			4
2. Professionalism			4
3. Service Excellence			4
14b. Organizational Competencies			
1. Effective Communication Skills			4
2. Effective Interpersonal Relations			4
3. Organizational Awareness and Commitment			4
4. Promoting Innovation			4
14c. Leadership Competencies			
1. Building Collaborative and Inclusive Relationships			4
2. Leading Change			4
3. Managing Performance and Coaching for Results			4
4. Thinking Creatively and Strategically			4
14d. Technical Competencies			
1. Building Relationship with Clients			4
2. Government Accounting and Budgeting			4
3. Government and Departmental Policies and Procedures			4
4. Risk Management			4

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Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
DIRECTOR IV	28
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<input type="checkbox"/> Provincial <input type="checkbox"/> 1 st Class <input type="checkbox"/> 4 th Class <input type="checkbox"/> Special <input type="checkbox"/> City <input type="checkbox"/> 2 nd Class <input type="checkbox"/> 5 th Class <input type="checkbox"/> Municipality <input type="checkbox"/> 3 rd Class <input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
ASEC/USEC of DOH	Secretary of Health
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
<p>The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.</p>	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
<p>Responsible for planning, leading, organizing and controlling the functions and activities of a regional office in line with the vision of the Department of Health.</p>	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ul style="list-style-type: none">a. Determines the strategic direction of the Regional Office;b. Exercises supervision and control over the operation of the Regional Offices;c. Advises the immediate supervisor on matters pertaining to the RO and the health sector in the region;d. Promotes development of staff;e. Exercises technical authority in health, e.g. disease prevention and control, health sector reforms, etc.f. Leads in the formulation of plans, procedures and guidelines for proper coordination and effective management of health programs and activities in the region;g. Establishes and strengthens public-private partnerships for an integrated health service delivery system; andh. Performs other related functions as may be assigned.	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	
Computer and printer, calculator, fax machine, mobile phone/telephone	

**12. WORKING CONDITION**☒ Office Work

Other/s (Please Specify):

☒ Field Work

Exposed to health hazards/accidents

13. QUALIFICATION STANDARDS

13a. Education	13b. Experience	13c. Training	13d. Eligibility
Doctors of Medicine with Master's Degree related to the job	Five (5) years of supervisory experience	120 hours, managerial/supervisory training	Career Service Executive Eligibility (CSEE)/ Career Executive Service (CES)

14. COMPETENCIES**Required Proficiency Level****14a. Core Competencies**

1. Exemplifying Integrity
2. Professionalism
3. Service Excellence

4
4
4

14b. Organizational Competencies

1. Effective Communication Skills
2. Effective Interpersonal Relations
3. Organizational Awareness and Commitment
4. Promoting Innovation

4
4
4
4

14c. Leadership Competencies

1. Building Collaborative and Inclusive Relationships
2. Leading Change
3. Managing Performance and Coaching for Results
4. Thinking Creatively and Strategically

4
4
4
4

14d. Technical Competencies

1. Building Relationship with Clients
2. Developing Personal and Organizational Capability
3. Government Accounting and Budgeting
4. Government and Departmental Policies and Procedures
5. Risk Management

4
4
4
4
4

ACKNOWLEDGMENT AND ACCEPTANCE:

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Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
ENTOMOLOGIST III	18
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <input type="checkbox"/> Provincial <input type="checkbox"/> City <input type="checkbox"/> Municipality </div> <div style="width: 50%;"> <input type="checkbox"/> 1st Class <input type="checkbox"/> 2nd Class <input type="checkbox"/> 3rd Class </div> <div style="width: 50%;"> <input type="checkbox"/> 4th Class <input type="checkbox"/> 5th Class <input type="checkbox"/> 6th Class </div> <div style="width: 50%;"> <input type="checkbox"/> Special </div> </div>	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer IV	Division Chief
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
<p>The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.</p>	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
<p>Responsible for planning, implementation, monitoring and evaluation of Vector-Borne Disease Prevention & Control.</p>	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ul style="list-style-type: none"> a. Provides support to the vector-borne disease prevention and control program; b. Provides technical assistance on vector-borne disease prevention and control to LGUs; c. Assists in monitoring and evaluation of health program implementation; d. Prepares and submits regional program reports on vector-borne disease prevention and control program; e. Collaborates or networks health program activities with relevant stakeholders; and f. Performs other related functions as may be assigned. 	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	
Photocopier, telephone, computers, monitoring tools	
12. WORKING CONDITION	
<input checked="" type="checkbox"/> Office Work <input checked="" type="checkbox"/> Field Work	Other/s (Please Specify): Exposed to health hazards/accidents



13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Bachelor's degree relevant to the job	Two (2) years of relevant experience	Eight (8) hours of relevant training	Career Service (Professional) Second Level Eligibility
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			3
2. Professionalism			3
3. Service Excellence			3
14b. Organizational Competencies			
1. Effective Communication Skills			3
2. Effective Interpersonal Relations			3
3. Organizational Awareness and Commitment			3
4. Promoting Innovation			3
14c. Leadership Competencies			
Not applicable			
14d. Technical Competencies			
1. Advocating Public Health			3
2. Building Relationship with Clients			2
3. Communicating Technical Information			3
4. Project/Program Planning and Management			2
5. Technical Consulting			2

ACKNOWLEDGMENT AND ACCEPTANCE:

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

Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE		2. SALARY GRADE	
HEALTH PROGRAM RESEARCHER		9	
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS			
<input type="checkbox"/> Provincial	<input type="checkbox"/> 1 st Class	<input type="checkbox"/> 4 th Class	<input type="checkbox"/> Special
<input type="checkbox"/> City	<input type="checkbox"/> 2 nd Class	<input type="checkbox"/> 5 th Class	
<input type="checkbox"/> Municipality	<input type="checkbox"/> 3 rd Class	<input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR		5. POSITION TITLE OF NEXT HIGHER SUPERVISOR	
Medical Officer V		Director III	
6. BUREAU OR OFFICE		7. WORKSTATION / PLACE OF WORK (if different from the office)	
		DOH Regional Office	
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE			
The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.			
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION			
Responsible for providing support including data gathering, consolidation, filing, encoding, and other related tasks in partnership with other agencies; and, assisting in the conduct of relevant research-related training and documentation.			
10. STATEMENT OF DUTIES AND RESPONSIBILITIES			
a. Assists in the consolidation of priority health research agenda; b. Maintains records and files related to health research; c. Coordinates with other agencies on health research activities; and d. Performs other related functions as may be assigned.			
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK			
Computer, Printer, Photocopier, Telephone & Fax Machine			
12. WORKING CONDITION			
<input checked="" type="checkbox"/> Office Work		Other/s (Please Specify):	
<input checked="" type="checkbox"/> Field Work		Exposed to health hazards/accidents	



13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Bachelor's degree relevant to the job	None required	None required	Career Service (Professional) Second Level Eligibility / RA 1080
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			2
2. Professionalism			2
3. Service Excellence			2
14b. Organizational Competencies			
1. Effective Communication Skills			2
2. Effective Interpersonal Relations			2
3. Organizational Awareness and Commitment			2
4. Promoting Innovation			2
14c. Leadership Competencies			
Not applicable			
14d. Technical Competencies			
1. Computer Literacy			2
2. Managing Work			3
3. Providing Support and Services			3
4. Records Management			2

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Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
LICENSING OFFICER III	18
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<input type="checkbox"/> Provincial <input type="checkbox"/> 1 st Class <input type="checkbox"/> 4 th Class <input type="checkbox"/> Special <input type="checkbox"/> City <input type="checkbox"/> 2 nd Class <input type="checkbox"/> 5 th Class <input type="checkbox"/> Municipality <input type="checkbox"/> 3 rd Class <input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer IV	Licensing Officer V
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
Responsible for licensing and regulation of hospitals and other health-related facilities in compliance with licensing and accreditation requirements and health laws, and providing technical assistance in related matters.	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
a. Conducts periodic inspection, monitoring and surveillance of hospitals and other health-related facilities within his/her jurisdiction as embodied in relevant laws and issuances; b. Conducts advocacy/orientation activities to stakeholders regarding mandates, updates or amendments on the implementing rules and regulations and issuances relative to licensing and regulatory measures; c. Provides technical assistance to stakeholders relative to licensing and regulation of hospitals and other health-related facilities; d. Performs other related functions as may be assigned.	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	
Computer, printer, photocopier, telephone/mobile phone and fax machine	



12. WORKING CONDITION			
<input checked="" type="checkbox"/> Office Work <input checked="" type="checkbox"/> Field Work		Other/s (Please Specify): Exposed to health hazards/accidents	
13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Bachelor's degree	Two (2) years of relevant experience	Eight (8) hours of relevant training	Career Service (Professional) Second Level Eligibility
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			3
2. Professionalism			3
3. Service Excellence			3
14b. Organizational Competencies			
1. Effective Communication Skills			3
2. Effective Interpersonal Relations			3
3. Organizational Awareness and Commitment			3
4. Promoting Innovation			3
14c. Leadership Competencies			
Not applicable			
14d. Technical Competencies			
1. Building Relationship with Clients			3
2. Communicating Technical Information			3
3. Decision Quality			3
4. Government and Departmental Policies and Procedures			3
5. Implementing Health Policies and Regulations			3
6. Technical Consulting			3

ACKNOWLEDGMENT AND ACCEPTANCE:	
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_____ Employee's Name, Signature and Date	_____ Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
LICENSING OFFICER V	24
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<input type="checkbox"/> Provincial <input type="checkbox"/> 1 st Class <input type="checkbox"/> 4 th Class <input type="checkbox"/> Special <input type="checkbox"/> City <input type="checkbox"/> 2 nd Class <input type="checkbox"/> 5 th Class <input type="checkbox"/> Municipality <input type="checkbox"/> 3 rd Class <input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Director III	Director IV
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
Responsible for enforcing regulatory policies and ensures the compliance of all health facilities and other health related facilities on the rules and regulations governing its licensure standards.	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
a. Oversees the day-to-day operation of RLED; b. Oversees implementation of policies and strategies related to health facility regulation at the regional office; c. Oversees inspection/monitoring of all health facilities and other health related facilities, enforcing compliance to statutory and regulatory requirements; d. Provides technical assistance and advisory services pertinent to licensing and accreditation of health facilities and services; e. Reviews and recommends for approval all financial/operational plan and procurement; and f. Performs other related functions as may be assigned.	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	
Computer, telephone/mobile phone, photocopier and fax machine	



12. WORKING CONDITION			
<input checked="" type="checkbox"/> Office Work <input checked="" type="checkbox"/> Field Work		Other/s (Please Specify): Exposed to health hazards/accidents	
13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Master's Degree	Three (3) years in position/s involving management and supervision	24 hours of training in management and supervision	Career Service (Professional) Second Level Eligibility
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			4
2. Professionalism			4
3. Service Excellence			4
14b. Organizational Competencies			
1. Effective Communication Skills			4
2. Effective Interpersonal Relations			4
3. Organizational Awareness and Commitment			4
4. Promoting Innovation			4
14c. Leadership Competencies			
1. Building Collaborative and Inclusive Relationships			4
2. Leading Change			4
3. Managing Performance and Coaching for Results			4
4. Thinking Creatively and Strategically			4
14d. Technical Competencies			
1. Communicating Technical Information			4
2. Government and Departmental Policies and Procedures			3
3. Implementing Health Policies and Regulations			4
4. Management Acumen			4
5. Risk Management			4

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Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
MEDICAL OFFICER IV	23
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<input type="checkbox"/> Provincial <input type="checkbox"/> 1 st Class <input type="checkbox"/> 4 th Class <input type="checkbox"/> Special <input type="checkbox"/> City <input type="checkbox"/> 2 nd Class <input type="checkbox"/> 5 th Class <input type="checkbox"/> Municipality <input type="checkbox"/> 3 rd Class <input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer V	Director III
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
LHSD	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
Responsible for coordinating the implementation of health programs and provides technical assistance on matters pertaining to program management.	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ol style="list-style-type: none">Sets program directions and targets as assigned;Monitors and evaluates the implementation of health programs and projects;Formulates annual health plan for specific health programs;Supervises the team of staff for program implementation;Provides technical assistance to LGUs and other stakeholders on matters pertaining to health program management;Explores opportunities for program improvement, recommendations for solutions and other initiatives;Utilizes data for planning, program recommendations, and decision making;Coordinates with the local government, other government agencies, NGOs and other stakeholders for an effective and integrated health program implementation; andPerforms other related functions as may be assigned.	



11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK			
Computer, printer, telephone, photocopier, fax machine, short wave radio and vehicle			
12. WORKING CONDITION			
<input checked="" type="checkbox"/> Office Work <input checked="" type="checkbox"/> Field Work		Other/s (Please Specify): Exposed to health hazards/accidents	
13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Doctor of Medicine	One (1) year of relevant experience	Four (4) hours of relevant training	RA 1080
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			4
2. Professionalism			4
3. Service Excellence			4
14b. Organizational Competencies			
1. Effective Communication Skills			4
2. Effective Interpersonal Relations			4
3. Organizational Awareness and Commitment			4
4. Promoting Innovation			4
14c. Leadership Competencies			
1. Building Collaborative and Inclusive Working Relationship			2
2. Managing Performance and Coaching for Results			2
14d. Technical Competencies			
1. Advocating Public Health			4
2. Building Relationship with Clients			3
3. Communicating Technical Information			2
4. Data Management			1
5. Government and Departmental Policies and Procedures			3
6. Implementing Health Policies and Regulations			2
7. Project/Program Planning and Management			4
8. Technical Consulting			4

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



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
MEDICAL OFFICER IV	23
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <input type="checkbox"/> Provincial <input type="checkbox"/> City <input type="checkbox"/> Municipality </div> <div style="width: 50%;"> <input type="checkbox"/> 1st Class <input type="checkbox"/> 2nd Class <input type="checkbox"/> 3rd Class </div> <div style="width: 50%;"> <input type="checkbox"/> 4th Class <input type="checkbox"/> 5th Class <input type="checkbox"/> 6th Class </div> <div style="width: 50%;"> <input type="checkbox"/> Special </div> </div>	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer V	Director III
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
RLED	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
<p>The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.</p>	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
<p>Responsible for the licensing and regulation of health facilities and other health related facilities in compliance with licensing and accreditation requirements and health laws and provides technical assistance in related matters.</p>	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ul style="list-style-type: none"> a. Supervises the inspection, monitoring and surveillance of hospitals and other health related facilities in compliance with the minimum required standards; b. Utilizes data, documents and records for planning and decision making; and c. Performs other related functions as may be assigned. 	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	
<p style="text-align: center;">Inspection / assessment tool for health facilities, monitoring tools for hospital facilities (BH, Laboratory, Dialysis Unit), computer, printer, telephone, photocopier and fax machine, vehicle</p>	
12. WORKING CONDITION	
<div style="display: flex; justify-content: space-between;"> <div> <input checked="" type="checkbox"/> Office Work <input checked="" type="checkbox"/> Field Work </div> <div> Other/s (Please Specify): <hr style="width: 100%;"/> </div> </div>	



13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Doctor of Medicine	One (1) year of relevant experience	Four (4) hours of relevant training	RA 1080
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			4
2. Professionalism			4
3. Service Excellence			4
14b. Organizational Competencies			
1. Effective Communication Skills			4
2. Effective Interpersonal Relations			4
3. Organizational Awareness and Commitment			4
4. Promoting Innovation			3
14c. Leadership Competencies			
1. Building Collaborative and Inclusive Working Relationship			2
2. Managing Performance and Coaching for Results			2
14d. Technical Competencies			
1. Achieving High Standards			4
2. Advocating Public Health			4
3. Communicating Technical Information			2
4. Conflict Resolution			3
5. Government and Departmental Policies and Procedures			3
6. Implementing Health Policies and Regulations			2
7. Project/Program Planning and Management			4

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Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
MEDICAL OFFICER V	25
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <input type="checkbox"/> Provincial <input type="checkbox"/> City <input type="checkbox"/> Municipality <input type="checkbox"/> National </div> <div style="width: 50%;"> <input type="checkbox"/> 1st Class <input type="checkbox"/> 2nd Class <input type="checkbox"/> 3rd Class </div> <div style="width: 50%;"> <input type="checkbox"/> 4th Class <input type="checkbox"/> 5th Class <input type="checkbox"/> 6th Class </div> <div style="width: 50%;"> <input type="checkbox"/> Special </div> </div>	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Director III	Director IV
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
<p>The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.</p>	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
<p>Responsible for coordinating the implementation of health programs and providing technical assistance on matters pertaining to program management.</p>	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ul style="list-style-type: none"> a. Oversees the day-to-day operations of the Division, b. Leads, supervises and directs health program managers and staff of the Division; c. Develops systems of monitoring and evaluation of health program/projects implementation; d. Recommends improvement as necessary; e. Provides technical assistance on matters pertaining to program/project management and implementation; f. Coordinates with stakeholders in the management of public health programs; g. Reviews and recommends for approval of all financial/operational plan and procurement; h. Provides technical assistance and advisory services pertinent to public health program implementation; and i. Performs other related functions as may be assigned. 	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	
Mobile phone, computer and printer, scanner, fax, photocopier, calculator	



12. WORKING CONDITION			
<input checked="" type="checkbox"/> Office Work <input checked="" type="checkbox"/> Field Work		Other/s (Please Specify): Exposed to health hazards/accidents	
13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Doctor of Medicine with Masteral	Five (5) years of relevant experience	Five (5) hours of relevant training	RA 1080
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			3
2. Professionalism			3
3. Service Excellence			3
14b. Organizational Competencies			
1. Effective Communication Skills			3
2. Effective Interpersonal Relations			3
3. Organizational Awareness and Commitment			3
4. Promoting Innovation			3
14c. Leadership Competencies			
1. Building Collaborative and Inclusive Working Relationships			2
2. Leading Change			2
3. Managing Performance and Coaching for Results			2
4. Thinking Creatively and Strategically			2
14d. Technical Competencies			
1. Project/Program Planning and Management			4
2. Government Accounting and Budgeting			4
3. Influencing and Negotiating			4
4. Building Relationship with Clients			4
5. Management Acumen			4
6. Implementing Health Policies and Regulations			4

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Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
MIDWIFE VI	19
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> Provincial</div> <div style="width: 50%;"><input type="checkbox"/> 1st Class</div> <div style="width: 50%;"><input type="checkbox"/> 4th Class</div> <div style="width: 50%;"><input type="checkbox"/> Special</div> <div style="width: 50%;"><input type="checkbox"/> City</div> <div style="width: 50%;"><input type="checkbox"/> 2nd Class</div> <div style="width: 50%;"><input type="checkbox"/> 5th Class</div> <div style="width: 50%;"><input type="checkbox"/> 6th Class</div> <div style="width: 50%;"><input type="checkbox"/> Municipality</div> <div style="width: 50%;"><input type="checkbox"/> 3rd Class</div> </div>	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer IV	Division Chief
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
LSHD	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
<p>The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.</p>	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
<p>Responsible for supporting the implementation of and providing technical assistance on public health programs.</p>	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ul style="list-style-type: none"> a. Facilitates and conducts capacity enhancement activities related to maternal and child health; b. Provides technical assistance to other major health programs; <i>(What other major health programs?)</i> c. Analyzes and consolidates relevant reports; d. Facilitates and coordinates program activities; e. Mobilizes various groups (i.e. religious organizations, barangay leaders, councilors, NGOs) to support the public health programs; f. Performs other related functions as may be assigned from time to time. 	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	
Computer, laptop, ball pen, paper, telephone, fax machine & mobile phone	
12. WORKING CONDITION	
<input checked="" type="checkbox"/> Office Work <input checked="" type="checkbox"/> Field Work	Other/s (Please Specify): <u>Exposed to health hazards/accidents</u>



13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Completion of Midwifery Course	Four (4) years of relevant experience	24 hours of relevant training	RA 1080
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			3
2. Professionalism			3
3. Service Excellence			3
14b. Organizational Competencies			
1. Effective Communication Skills			3
2. Effective Interpersonal Relations			3
3. Organizational Awareness and Commitment			3
4. Promoting Innovation			3
14c. Leadership Competencies			
Not applicable			
14d. Technical Competencies			
1. Advocating Public Health			3
2. Building Relationship with Clients			3
3. Communicating Technical Information			3
4. Project/Program Planning and Management			3
5. Technical Consulting			3

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Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
NURSE V	20
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<input type="checkbox"/> Provincial <input type="checkbox"/> 1 st Class <input type="checkbox"/> 4 th Class <input type="checkbox"/> Special <input type="checkbox"/> City <input type="checkbox"/> 2 nd Class <input type="checkbox"/> 5 th Class <input type="checkbox"/> Municipality <input type="checkbox"/> 3 rd Class <input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer IV	Medical Officer V
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
Responsible for planning, designing and recommending policies and programs for public health initiatives.	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ul style="list-style-type: none">a. Develop program plans;b. Monitors and evaluates the implementation of health programs and projects;c. Formulates annual health plan for specific health programs;d. Provides technical assistance to LGUs and other partner organizations relevant to program implementation and evaluation;e. Prepares regional program reports on (specify);f. Utilizes data for planning, program recommendations, and decision making.g. Coordinates with LGUs, other government agencies, NGOs, and other stakeholders for an effective and integrated health program implementation;h. Facilitates and conducts advocacy and capability enhancement activities of the office; andi. Performs other related functions as may be assigned.	
11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK	



Computer and telephone

12. WORKING CONDITION☒ Office Work

Other/s (Please Specify):

☒ Field Work

LGUs

13. QUALIFICATION STANDARDS

13a. Education	13b. Experience	13c. Training	13d. Eligibility
Bachelor of Science in Nursing	Two (2) years of relevant experience	Eight (8) hours of relevant training	RA 1080

14. COMPETENCIES**Required
Proficiency Level****14a. Core Competencies**

1. Exemplifying Integrity
2. Professionalism
3. Service Excellence

3
3
3

14b. Organizational Competencies

1. Effective Communication Skills
2. Effective Interpersonal Relations
3. Organizational Awareness and Commitment
4. Promoting Innovation

3
3
3
3

14c. Leadership Competencies

1. Building Collaborative and Inclusive Working Relationship
2. Thinking Creatively and Strategically

3
2

14d. Technical Competencies

1. Building Relationship with Clients
2. Decision Quality
3. Project/Program Planning and Management
4. Technical Consulting
5. Training Program Administration

2
2
2
3
3

ACKNOWLEDGMENT AND ACCEPTANCE:

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

Employee's Name, Signature and Date

Supervisor's Name, Signature and Date



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
PHARMACIST III	18
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<input type="checkbox"/> Provincial <input type="checkbox"/> 1 st Class <input type="checkbox"/> 4 th Class <input type="checkbox"/> Special <input type="checkbox"/> City <input type="checkbox"/> 2 nd Class <input type="checkbox"/> 5 th Class <input type="checkbox"/> Municipality <input type="checkbox"/> 3 rd Class <input type="checkbox"/> 6 th Class	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer V	Director III
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
Responsible for planning, monitoring and evaluating National Drug Policy Programs.	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ul style="list-style-type: none">a. Provides supervision in the regular operations of the National Drug Policy Programs, including advocacies and other related tasks as applicable;b. Coordinates information and activities in the implementation of the National Drug Policy Programs;c. Conducts monitoring and evaluation of program implementation;d. Provides technical assistance to LGUs on the National Drug Policy Programs;e. Promotes DOH National Drug Policy on drug dispensation/distribution through LGUs and other areas and jurisdiction;f. Facilitates and coordinates program activities;g. Prepares operational work and financial plan of the program; andh. Performs other related functions as may be assigned.	



11. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK			
Computer, printer, photocopier, telephone, fax machine and mobile phone			
12. WORKING CONDITION			
<input checked="" type="checkbox"/> Office Work		Other/s (Please Specify):	
<input checked="" type="checkbox"/> Field Work			
13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Bachelor's Degree in Pharmacy	One (1) year of relevant experience	Four (4) hours of relevant training	RA 1080
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			3
2. Professionalism			3
3. Service Excellence			3
14b. Organizational Competencies			
1. Effective Communication Skills			3
2. Effective Interpersonal Relations			3
3. Organizational Awareness and Commitment			3
4. Promoting Innovation			3
14c. Leadership Competencies			
Not applicable			
14d. Technical Competencies			
1. Building Collaborative and Inclusive Working Relationship			3
2. Building Relationship with Clients			3
3. Data Management			3
4. Implementing Health Policies and Regulations			3
5. Management Acumen			3
6. Project/Program Planning and Management			3
7. Technical Consulting			3
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_____ Employee's Name, Signature and Date		_____ Supervisor's Name, Signature and Date	



DOH Regional Office

JOB DESCRIPTION FORM

1. POSITION TITLE	2. SALARY GRADE
SR. HEALTH PROGRAM OFFICER	18
3. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS	
<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <input type="checkbox"/> Provincial <input type="checkbox"/> City <input type="checkbox"/> Municipality </div> <div style="width: 50%;"> <input type="checkbox"/> 1st Class <input type="checkbox"/> 2nd Class <input type="checkbox"/> 3rd Class </div> <div style="width: 50%;"> <input type="checkbox"/> 4th Class <input type="checkbox"/> 5th Class <input type="checkbox"/> 6th Class </div> <div style="width: 50%;"> <input type="checkbox"/> Special </div> </div>	
4. POSITION TITLE OF IMMEDIATE SUPERVISOR	5. POSITION TITLE OF NEXT HIGHER SUPERVISOR
Medical Officer IV	Medical Officer V
6. BUREAU OR OFFICE	7. WORKSTATION / PLACE OF WORK (if different from the office)
Local Health Support Division (LHSD)	DOH Regional Office
8. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE OFFICE	
<p>The Regional Office implements, monitors and evaluates health policies, plans, programs and projects for both public and private hospitals and stakeholders in consonance with national policies, goals and objectives. Provides advisory and technical assistance to Local Government Units (LGUs), Non-Government Organizations (NGOs) and other stakeholders in order to sustain local health systems development through quality health care programs and services; effective information dissemination and education; prompt response to emergencies and disasters; and, health care financing. Conducts research pertaining to health service delivery and financing at local levels.</p>	
9. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION	
<p>Responsible for collaborating with local government units and health partners in implementing health-related programs/projects, and monitoring and evaluating its quality against established standards.</p>	
10. STATEMENT OF DUTIES AND RESPONSIBILITIES	
<ul style="list-style-type: none"> a. Handles various health programs; a. Develops program plans; b. Monitors and evaluates the implementation of health programs and projects; c. Formulates annual health plan for specific health programs; d. Provides technical assistance to local government units and other partner organizations relevant to program implementation and evaluation; e. Prepares regional program reports; f. Coordinates with the local government, other government agencies, NGOs and other stakeholders for an effective and integrated health program implementation; g. Facilitates and conducts advocacy and capability enhancement activities of the office; and h. Performs other related functions as may be assigned 	



11. MACHINE, EQUIPMENT, TOOLS, ETC. USED REGULARLY IN PERFORMANCE OF WORK			
Computer, printer, photocopier, telephone, fax machine and mobile phone			
12. WORKING CONDITION			
<input checked="" type="checkbox"/> Office Work		Other/s (Please Specify):	
<input checked="" type="checkbox"/> Field Work		_____	
13. QUALIFICATION STANDARDS			
13a. Education	13b. Experience	13c. Training	13d. Eligibility
Bachelor's Degree in Pharmacy	One (1) year of relevant experience	Four (4) hours of relevant training	RA 1080
14. COMPETENCIES			Required Proficiency Level
14a. Core Competencies			
1. Exemplifying Integrity			3
2. Professionalism			3
3. Service Excellence			3
14b. Organizational Competencies			
1. Effective Communication Skills			3
2. Effective Interpersonal Relations			3
3. Organizational Awareness and Commitment			3
4. Promoting Innovation			3
14c. Leadership Competencies			
1. Building Collaborative and Inclusive Working Relationship			3
2. Thinking Creatively and Strategically			2
14d. Technical Competencies			
1. Building Relationship with Clients			2
2. Decision Quality			2
3. Project/Program Planning and Management			2
4. Technical Consulting			3
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_____ Employee's Name, Signature and Date		_____ Supervisor's Name, Signature and Date	