



Commission on Human Rights
United Nations Development Programme



**PHI/02/011 – RIGHT TO DEVELOPMENT:
STRENGTHENING INSTITUTIONAL CAPACITIES
TO MAINSTREAM GENDER AND HUMAN RIGHTS**

CHR Reengineering Project

Human Resource Management

DESIGN REPORT

OCTOBER 2003



CENTER FOR PUBLIC RESOURCE MANAGEMENT, INC.



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CONTENTS

EXECUTIVE SUMMARY	iii
Chapter 1 GENERAL OVERVIEW	
1 Introduction	1
2 Design Context and Approaches	1
3 Organization of the Report	10
Chapter 2 PERSONNEL ADMINISTRATION SYSTEM	
1 System Definition	11
2 Objectives	11
3 Design Framework	12
4 Recruitment and Selection	14
5 Promotion	17
6 Transfer	20
7 Payroll Administration	23
8 Incentives and Rewards	25
9 Personnel Benefits and Leave Administration	27
10 Personnel Records Management	36
11 Personnel Management Reporting	38
Chapter 3 MANPOWER PLANNING AND CAREER DEVELOPMENT	
1 System Definition	41
2 Objectives	41
3 Design Framework	42
4 Personnel Planning and Budgeting	43
5 Career Development and Succession	46
6 Personnel Evaluation	49
7 Training and Development	51

EXECUTIVE SUMMARY

HUMAN RESOURCE MANAGEMENT

1 OBJECTIVES

- 1.1.1 The design of the human resource management system of the CHRP covers the whole process of recruiting, selecting, deploying, developing and evaluating the manpower force of the Commission, including the grant of personnel benefits, leave and payroll administration, personnel records management, and personnel management reporting
- 1.1.2 The reform and design objectives of the human resource management system are as follows:
- Formulate basic institutional capacities for effective personnel administration functions in CHRP consistent with the principles of decentralization and accountability, and Improve overall efficiency and responsiveness in providing personnel services and benefits
 - Define and enhance system integration by establishing clear functional and workflow linkages and mechanisms on human resource management among the CHRP offices concerned

2 DESIGN CONTEXT AND APPROCHES

- 2.1.1 The design of the system is based on the following considerations that define the principles and approaches involved in each system component.

The CHRP human resource management system will be linked with the strategic planning, budgeting and performance management systems to ensure that personnel management policies and programs are aligned with the strategic objectives and targets and supported by the annual budget

- 2.1.2 The proposed design of the CHRP human resource management system provides policies and processes that will ensure its synchronization with the strategic plan and budgeting systems and processes. The system will likewise ensure that human competency requirements will be defined and appropriate programs, which will support changes in organizational systems and processes as well as operating technologies, will be developed

The decentralization of human resource functions will achieve efficiency, effectiveness, and accountability in personnel-related operations in CHRP.

- 2.1.3 Certain administrative decision/actions on human resource will be delegated to the Executive Director and the Regional Directors guided only by clear and concrete policies, standards and guidelines. Decentralization provides operational efficiency. It concomitantly requires a stronger oversight responsibility of the General Administration Officer (GAO) as the personnel administration unit of the CHRP, and appropriate accountability of the Executive Director and the Regional Directors for delegated authority, over human resource administration functions.

The responsiveness of CHRP to its human resource development needs is a primary objective of the reformed system.

- 2.1.4 The vertical compartmentalization of decision-making on human resource management addresses the need for responsiveness in terms of time and speed in acting on personnel matters. For instance, appointment to certain positions will already be processed and signed in the regions resulting in immediate hiring and promotion of personnel.

The inclusion in the system of manpower planning and career development processes, which are lacking in previous CHRP set-up but are similarly important components of human resource management, is highlighted in the reform.

- 2.1.5 CHRP does not have a program for manpower planning and career development which will chart the career path of each CHRP employee, and serve as basis for staffing modifications and competency mix and hierarchy of positions, following the Commission's strategic plan and programs. A separate system for manpower planning and career development will provide CHRP employees wider opportunities for career advancement, and establish a career development system that links the individual objectives of employees with those of the Commission.

3 KEY REFORM MEASURES

- 3.1.1 Human resource management operations in CHRP will continue to be subject to civil service laws, rules and regulations and other requirements by pertinent authorities. The reforms in the system are specifically indicated in the following:

Decentralization of decision-making in relevant human resource management functions to enhance speed, efficiency and timeliness of personnel services

- 3.1.2 Recruitment/hiring, selection, transfer and promotion of personnel to fill vacant positions that belong to first and second levels will be approved by the Executive Director, for central office personnel, and the Regional Directors, for their respective staff, upon recommendations of the appropriate selection and promotion board. Accordingly, the Executive Director and Regional Directors sign the appointments of employees concerned.

- 3.1.3 Appointments to third-level positions will be approved by the Commission En Banc, which will be convened in a special session to act as a selection and promotion board for the purpose. The Chairperson will sign the appointments of successful applicants covered in a resolution issued by the Commission en Banc.
- 3.1.4 A Regional Selection and Promotion Board (RSPB) will be organized in each of the CHRP Regional Offices, to assist the Regional Director in screening and selecting candidates to fill vacant positions in the first and second levels, either through promotion, transfer, or hiring of new employees. Each RSPB will be composed of the Division Chief of the unit where the vacancy occurs, the Division Chief of the Administrative and Financial Services Division (AFSD), and a representative of the rank and file in the RO concerned that belong to the first or second level of positions. The AFSD Division Chief can serve as the Chairman of the RSPB, or the head of any of the technical divisions if the vacancy occurs in the AFSD.
- 3.1.5 The Selection and Promotion Board in the CHRP central office will be reconstituted. The new SPB, which will screen candidates for recruitment and promotion to first and second level positions in the CHRP CO. It will be chaired by the Executive Director and composed of the Director/s of the Offices where the vacancies occur, the GAO Director, and a representative of the employees' union.
- 3.1.6 The preparation and approval of payroll will likewise be decentralized. The Executive Director will approve the payroll in the central office, while the Regional Directors will sign the payroll for implementation in their respective offices
- 3.1.7 The grant of incentives and awards that are applicable to the personnel in the regions will be approved by the Regional Directors, subject to specific policies and guidelines approved by the Commission en Banc for the purpose, as well as funding availability. The Executive Director will approve similar programs in the central office on which specific rules and guidelines have been previously approved by the Commission en Banc.
- 3.1.8 On leave administration, the vertical compartmentalization of decision will be as follows:

Position Level	Type of Leave	Period Covered	Approving Authority	
			Central Office	Regional Office
1 st and 2 nd levels	Sick and vacation leave availment	Not exceeding 30 days	Director	Regional Director
		Exceeding 30 days but not more than 90 days	Executive Director	Executive Director
		Exceeding 90 days but not more than six months	Commissioner-In-Charge	Commissioner-In-Charge
		More than six months	Chairperson	Chairperson
	Maternity leave availment of women employees	Sixty (60) days	Director	Regional Director

Position Level	Type of Leave	Period Covered	Approving Authority	
			Central Office	Regional Office
	Extension for maternity leave	Not exceeding 30 days extension	Executive Director	Executive Director
		More than 30 days extension	Chairperson	Chairperson
	Monetization of leave credits	Maximum of 60 days, but not more than 20% of accumulated leave credits, whichever is higher	Director	Regional Director
		More than 60 days, but not more than 40% of accumulated leave credits, which ever is higher	Executive Director	Executive Director
		More than 60 days, but not more than 50% of accumulated leave credits, which ever is higher	Chairperson	Chairperson
	Terminal leave benefits	Compulsory retirement	Executive Director	Regional Director
	Terminal leave benefits	Optional retirement	Chairperson	Chairperson
3 rd level	Leave availment irrespective of type of leave	-	Chairperson	Chairperson

Integration of the human resource management system with the strategic planning, budgeting and performance systems to ensure that human resources development policies and programs will be aligned with the goals and targets contained in the strategic plan and supported by the annual budget

- 3.1.9 Manpower planning and career development will be instituted in CHRP by clarifying the roles of the units concerned. Manpower planning draws from the analysis of job descriptions and assessment of the capabilities of existing personnel against the personnel plan. The GAO will be involved in inventorying the existing capacity of the staff, which may reveal the need to institute effective programs of recruitment; the need to make available certain scarce skills for new and integrative capacities; and/or the need for new human resource development programs to fill future job demands. The GAO will ensure that CHRP’s manpower requirements for future situations will be met and made available.
- 3.1.10 The personnel plan is an integral part of the strategic plan of the CHRP. GAO reviews the plan on an annual basis in consultation with other CHRP offices, including the Regional Offices, which have their respective manpower planning and budgeting efforts. The personnel plan is submitted to the Strategic Planning and Development Office (SDPO) to be integrated in the regular planning activities. The plan must likewise be reflective of the financial requirements for personnel

requirements. GAO coordinates with the FMO on funding availability, the priorities and policies.

Strengthening the mechanism for policy formulation and standards and guidelines setting on human resource management

- 3.1.11 The design calls for all transactions under the human resource management to be based on clear policies, guidelines and standards which the GAO will be studying and updating periodically. The Commission en Banc will review and approves any new or modification in exiting policies and guidelines.

Putting in place an effective personnel management information system in CHRP

- 3.1.12 The system will provide a mechanism for of processing and reporting personnel information that will be useful in planning and decision-making. The system will inform management of important situations, events, conditions and transactions involving the personnel of the Commission, to provide for necessary information in planning and decision-making, and to address personnel issues.
- 2.1.13 The GAO and AFSD in RO will submit a monthly report on personnel information, and periodically undertake studies on personnel matters to address issues and improve the operation of the personnel management system of the CHRP.

1

GENERAL OVERVIEW

1 INTRODUCTION

- 1.1.1 Human resource or personnel management seamlessly administers the whole process of recruiting, selecting, deploying, developing and evaluating the manpower force of an agency. It helps in putting the right people in the right jobs to most effectively perform agency mandate and functions.
- 1.1.2 An effective human resource management system must be aligned with the strategic objectives of the agency, close mission-critical competency gaps, and develop and adopt an accountability system which ensures that the personnel transactions and processes are merit-based, efficient and supportive of mission accomplishment. Personnel and career development practices must accordingly ensure that individual employee's potential is enhanced and optimized.
- 1.1.3 This portion of the report contains an overview of the basic considerations, principles and approaches within which the design of the human resource management system was based.

2 DESIGN CONTEXT AND APPROACHES

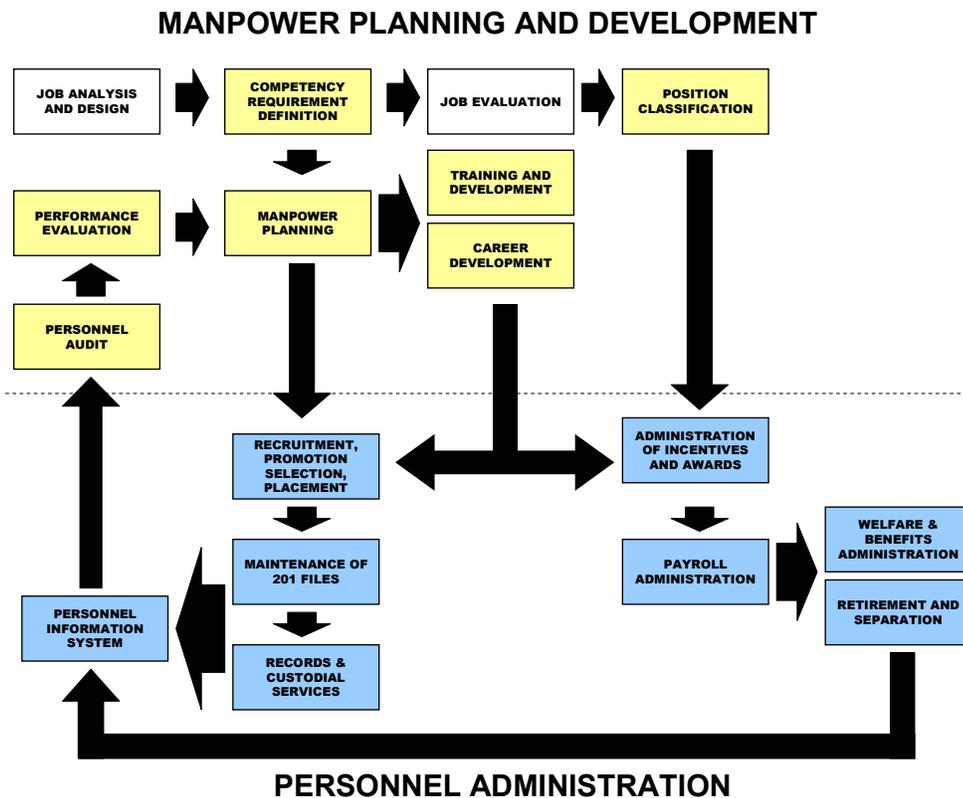
- 2.1.1 The offices that perform mission-critical functions are the key clients of the human resource management system. The system focuses itself internally by applying appropriate approaches and tools to the way it is providing services to its internal clients, to enable these mission-critical offices effectively manage their relationship with their own external clients. The human resource management system thus supports organizational development and capacity building efforts of the Commission on Human Rights of the Philippines (CHRP)

2.2 Components of Human Resource Management System

- 2.2.1 The functionalities of the human resource management system may be classified into two: (a) those that are concerned with the traditional and routine personnel-related processes, and (b) those that are developmental in nature. Personnel administration belongs to the first category, while manpower planning and career development concerns the latter category.

- 2.2.2 Personnel administration includes the acquisition and retention of competent employees through proper recruitment, selection, placement, and utilization. It also covers personnel benefits and rewards and leave administration. The developmental activities on the other hand include manpower planning, career development, job analysis, personnel audit, performance evaluation, position classification, training and development, and performance evaluation.
- 2.2.3 Figure 1-1 shows the different components that comprise the personnel management system, which are the manpower planning and development and personnel administration, and how one system is linked with another.

Figure 1-1
Human Resource Management System



2.2.4 Table 1-1 on the other hand briefly describes each of these system components of personnel management.

**Table 1-1
DESCRIPTION OF THE DIFFERENT COMPONENTS
OF THE HUMAN RESOURCE MANAGEMENT SYSTEM**

HRM COMPONENT SYSTEM	DESCRIPTION
Recruitment, selection, placement and appointment	<p>Recruitment is the process of finding and screening potential applicants, interviewing and selecting the best qualified for employment and placement. Recruitment is also the process of encouraging individuals to apply for government positions.</p> <p>Each government agency has developed its own screening process. A selection board for the purpose is formed to formulate criteria for evaluation, conduct tests and interviews to assess the education, training and experience of applicants, and determine who among the applicants best suit organizational needs.</p> <p>Applicants who meet all requirements, they may qualify to be appointed to positions.</p>
Payroll administration	<p>General payroll contains salary and other compensation data, including salary deductions, leaves and absences and other deductible items (e.g. telephone charges, private insurance, etc.).</p> <p>Special payrolls may include salary differentials, bonuses and cash gifts, productivity incentives, salary adjustments, loyalty awards, tax refunds, monetization of commutation of leaves, etc. Payroll systems may be manual or computerized.</p>
Administration of personnel welfare, benefits, incentives and awards, including retirement plan administration	<p>The provision of employee welfare and benefits is intended to maintain and retain competent personnel in the civil service. Welfare and benefits augment employees' regular salary. These include leave benefits and privileges; benefits from the GSIS, PAG-IBIG, PhilHealth and ECC; and others like clothing and uniform allowance, year-end benefits, anniversary bonus, additional compensation allowance, personal economic relief allowance, day-care center services, coffee break, etc.</p> <p>Incentive pay and awards may likewise be given to certain qualified personnel who have performed exemplarily and/or have rendered continuous and satisfactory services to the agency. This may include loyalty award, productivity incentives, honoraria, merit promotion, etc.</p> <p>There are several employee retirement plans as provided under pertinent laws. Retirement benefits are generally given under the retirement laws, in addition to other benefits like refund of contribution/premiums and terminal leave benefits being provided to government by the GSIS and PAG-IBIG.</p>
Personnel records and custodial services	<p>Personnel records management pertains to the filing system and standards for the effective management of personnel records like the 201 files of employees and service records, including computation of leave credits and balances, certification of employment, clearances and other related information and documents.</p> <p>The personnel records management system covers the filing systems and the administration of records generally, including their arrangement, accessibility, and preservation.</p>
Manpower planning	<p>Manpower planning is the process of analyzing the agency's manpower needs and determining appropriate measures to meet these needs. This includes the forecasting or determination of the personnel needed to man the different organizational units in the agency, inventory and audit of current manpower capability, the skills that needed personnel must possess, when they must be hired, how much salary must be paid to every individual, etc.</p>

HRM COMPONENT SYSTEM	DESCRIPTION
Career development	<p>Career development pertains to the formal progression of an employee from position to another. It includes manpower structure to provide for the career path of the employee, career path review during appraisal, and provision of education and training to facilitate employee learning of the content of a job and other job-related behaviors in order to improve his performance.</p> <p>Government career development programs include training and scholarship opportunities, coaching, counseling, special task force assignments, and other development activities that an agency carries out primarily for the purpose of teaching skills and keeping up on-the-job performance.</p>
Position classification and competency requirements	<p>Position classification is a process of grouping jobs, based on a set of predetermined standards, by comparing each job against a rating scale comprising several job grades, to ascertain the grade to which the job appropriately belongs. The competency requirements pertain to the job specifications of each job in terms of skills, experience, training and other special qualifications.</p>
Performance evaluation	<p>Performance evaluation refers to the method of administering continuing appraisal, accurate recording, and periodic reporting of employee's performance. It includes the development of employee's fullest potentials, improvement of job performance, and development of mutuality between organizational and employee's personal goals.</p>

2.3 Reform and Design Objectives

2.3.1 The reform and design objectives of the human resource management system are as follows:

- Formulate basic institutional capacities for effective personnel administration functions in CHRP consistent with the principles of decentralization and accountability, and Improve overall efficiency and responsiveness in providing personnel services and benefits
- Define and enhance system integration by establishing clear functional and workflow linkages and mechanisms on human resource management among the CHRP offices concerned

2.4 System Design Principles

2.4.1 Recruitment and promotion in the civil service have long been shaped by the merit and fitness principles. The personnel management system must be able to transform these principles into practice. The system must moreover be capable of undertaking manpower planning, career pathing and training and development activities efficiently, to provide strong incentives for high-quality performance and ability for employees to better provide services through new skills and approaches.

- 2.4.2 The design of the system is based on the following considerations that define the principles and approaches involves in each system component:

THE CHRP HUMAN RESOURCE MANAGEMENT SYSTEM WILL BE LINKED WITH THE STRATEGIC PLANNING, BUDGETING AND PERFORMANCE MANAGEMENT SYSTEMS TO ENSURE THAT PERSONNEL MANAGEMENT POLICIES AND PROGRAMS ARE ALIGNED WITH THE STRATEGIC OBJECTIVES AND TARGETS AND SUPPORTED BY THE ANNUAL BUDGET

- 2.4.3 The proposed design of the CHRP human resource management system provides policies and processes that will ensure its synchronization with the strategic plan and budgeting systems and processes. The system will likewise ensure that human competency requirements will be defined and appropriate programs, which will support changes in organizational systems and processes as well as operating technologies, will be developed,

- 2.4.4 Under the recommended system, human resource development programs, which are necessary to support the achievement of strategic plan goals, will be defined and resource requirements will be identified and inputted into the medium-term expenditure planning and annual budgeting processes.

THE DECENTRALIZATION OF HUMAN RESOURCE FUNCTIONS WILL ACHIEVE EFFICIENCY, EFFECTIVENESS, AND ACCOUNTABILITY IN PERSONNEL-RELATED OPERATIONS IN CHRP.

- 2.4.5 The human resource management function of the CHRP is highly centralized. While regional offices select and recruit new personnel and screen those to be promoted to fill vacant items in the regions, the appointments of these personnel are still being sent to the central office for final approval and signing. The Chairperson signs appointments of all personnel both in the central and regional offices, irrespective of rank.

- 2.4.6 The General Administrative Office (GAO) performs almost all personnel administration functions, including the administration of personnel benefits, incentives and awards, and payroll preparation. Performance ratings given by the Regional Directors to their respective staff are reviewed by GAO which has also the authority to change such performance ratings where warranted, especially if standards and guidelines are not met. The Regional Office (RO) concerned is accordingly informed of the changes made by GAO.

- 2.4.7 The reform of the system will take into consideration the principle of decentralization where certain administrative decision/actions will be assigned or delegated to the Regional Directors for purposes of achieving efficiency, transaction speed, timeliness and accountability, guided only by clear and concrete policies, standards and guidelines to be provided by the central personnel management unit, which is the GAO. This arrangement requires from GAO a stronger oversight responsibility of monitoring of performance on human resource administration functions of the ROs.

- 2.4.8 The decentralization of human resource management functions goes with it the accountability of the Regional Directors of ensuring within the delegated authority that capable employees are maintained and accorded opportunities to grow with the organization, and ascertaining that they are treated equally and fairly in the application of policies, rules and regulations.
- 2.4.9 Accountability likewise covers the authority of the Regional Offices over resources, ensuring that the required manpower force is available as needed.

*RESPONSIVENESS TO HUMAN RESOURCE DEVELOPMENT NEEDS OF THE
CHRP IS A PRIMARY OBJECTIVE OF THE REFORMED SYSTEM*

- 2.4.10 The vertical compartmentalization of decision-making in the human resource management functions will address the need for operational efficiency and responsiveness in terms of timeliness and speed. Approval and signing of appointments for certain types of positions will be delegated to CHRP officials concerned. These documents can immediately be forwarded to the Civil Service Commission for attestation without having them sent yet to the Chairperson for appropriate action. This will result in effecting promotion immediately that serves as incentives to exiting employees, and in hiring new personnel without delay.

*THE INCLUSION IN THE SYSTEM OF MANPOWER PLANNING AND CAREER
DEVELOPMENT PROCESSES, WHICH ARE LACKING IN PREVIOUS CHRP SET-
UP BUT ARE SIMILARLY IMPORTANT COMPONENTS OF HUMAN RESOURCE
MANAGEMENT, IS HIGHLIGHTED IN THE REFORM.*

- 2.4.11 CHRP does not have any program for manpower planning and career development which will chart the career path of each CHRP employee, and serve as basis for staffing modifications and competency mix and hierarchy of positions, following the Commission's strategic plan and programs. While there are training programs available for employees, there is no clear and definite indication on their relevance vis-à-vis the strategic objectives and agenda of the Commission.
- 2.4.12 The proposed system provides for separate processes for manpower planning and career development that will provide CHRP employees wider opportunities for career advancement, and establish a career development system that links the individual objectives of employees with those of the Commission.

2.5 Relevant Government Policies, Rules and Regulations

- 2.5.1 Personnel administration in the Philippine Civil Service is governed by pertinent Constitutional provisions, and policies, rules and regulations prescribed by the Civil Service Commission. The Administrative Code of 1987 (EO 292) on the Civil Service Commission states that the career service is characterized by entrance based on merit and fitness to be determined as far as practicable by competitive examination, or on highly technical qualifications; opportunity for advancement to higher position; and security of tenure.

2.5.2 The three major levels in the career service are as follows:

- **First level positions**, which involve non-professional or sub-professional, work in a non-supervisory or supervisory capacity requiring less than four (4) years of college studies. These include clerical, trades and crafts, and custodial services positions.
- **Second level positions**, which involve professional, technical and scientific, work in a non-supervisory or supervisory capacity up to Division Chief position or its equivalent, requiring at least four (4) years of collegiate studies.
- **Third level positions**, which cover positions in the career executive service or those that comprise the service-wide pool of career administrator

2.5.3 An applicant to a career service position can be appointed if he passed the appropriate examination for the position. Eligibilities acquired through general civil service examinations or specialized written examinations conducted by the CSC, board or bar examinations which require at least four years of college studies, and eligibilities granted under PD 907 and PD 997 are appropriate for appointment to first and second level positions.

2.5.4 MC 27 of the CSC, issued in 1991 requires regular publications of existing vacant positions in government offices for 10 days (15 days for local government units). The Personnel Officer in this regard is required to provide a complete list in at least three (3) conspicuous places of the agency concerned for 10 days, and submit a copy of the list to the CSC with the corresponding qualification standards of each position, not later the 10th day of every month. The CSC will in turn publish throughout the country at least once every quarter a complete list of all existing vacant positions in the government.

2.5.5 Every government agency must establish qualification standards for positions unique to the organization, subject to the approval of the CSC. Qualification standards prescribe the minimum requirements for a position including education, training and experience, civil service eligibility, physical fitness and personality traits as required by the job. For example, the educational requirement for appointment to division chief position is a masteral degree. For “confidential” positions, only the education requirement is prescribed; the eligibility, experience and training are no longer required.

2.5.6 An appointment is prepared in the prescribed form in triplicate copies (CS Form 33, as revised in 1998). The appointment must primarily be accompanied by a personal data sheet (CS Form 212); certification by the appointing authority or his/her duly authorized representative that all requirements have been complied with; medical certificate for original appointment and reemployment; certified true copy of decision of any administrative or criminal case or any official record; NBI clearance; performance rating; license; and result of neuro—psychiatric examination.

2.5.7 Personnel action pertains to the movement or progress of personnel in the civil service. The following are some of the common personnel actions in the civil service:

- **Original appointment** – initial entry into civil service
- **Promotion** – a movement from one position to another with an increase in the duties and responsibilities, as well as corresponding pay adjustment of the employee concerned.
- **Transfer** – movement from one position which is of equivalent rank, level or salary, to another without a break in service. Transfer involves the issuance of an appointment. Transfer may be from one department or agency to another, or from one organizational unit to another in the same department or agency.
- **Detail** – a temporary movement from department or agency to another which does not involve a reduction in rank, status, or salary, and does not require the issuance of another appointment.
- **Reinstatement** – refers to an employee's reappointment, if he has been appointed to a position in the civil service, and who has not been separated from the service. It includes the restoration of personnel who have been exonerated of administrative charges.
- **Reemployment** – reappointment of an employee if he had been previously appointed to a position in the civil service, but separated due to reduction in force, reorganization, early retirement, voluntary resignation, among others. A reemployment presupposes a gap in the service.
- **Reappointment** – re-issuance of appoint during reorganization, devolution of functions, salary standardization, re-nationalization of positions or similar situations. It presupposes no gap in the service.
- **Reassignment** – movement from one organizational unit to another in the same department or agency. It does not involve reduction in rank, status or salary.
- **Demotion** – movement from one position to another involving the issuance of an appointment with reduction in duties, responsibilities, status or rank, which or may not involve reduction in salary and not disciplinary in nature.
- **Secondment** – movement from one department or agency to another, which is temporary in nature, and which may or may not require issuance of an appointment, but may either involve reduction or increase in compensation. Secondment for a period exceeding one year, including extension thereof for less than one year is subject to approval of the CSC. It is covered by a memorandum of agreement between the mother agency and the receiving agency and concurred by the employee concerned, and is limited to employees occupying managerial, professional, technical and scientific positions. Secondment to international bodies or organizations recognized by the Philippine government may be allowed.

- 2.5.8 Employee’s welfare and benefit programs are being undertaken in the civil service to maintain and retain competent staff. A government employee is entitled to leave benefits and privileges, and benefits from the GSIS, National Health Insurance Program, PAG-IBIG, and Employees Compensation Program. Other welfare and benefits include clothing/uniform allowance, year-end bonus/benefits, anniversary bonus, loyalty award, additional compensation allowance and personal economic relief allowance, day care center, and coffee break, among others.¹
- 2.5.9 The civil service law provides for the implementation of a Program of Awards and Incentives for Service Excellence (PRAISE) in each department and government agency. The system is designed to encourage creativity, innovativeness, integrity and productivity in the public service by recognizing and rewarding officials and employees, individually or in groups, for their suggestions, inventions, superior accomplishments and other personal efforts in government operations, or for other extraordinary acts or services in the interest of the public.
- 2.5.10 The awards under the system consist of honor awards and incentives awards. Honor awards may take the form of bonuses, citations, directorship in government-owned or controlled corporation, local and foreign scholarship grants, paid vacations, or automatic promotion to the next higher position suitable to the qualifications of the awardee and with commensurate salary. The Civil Service Commission lists the different awards under each of these categories:

Honor Awards	Incentive Awards
Lingkod Bayan/Presidential Award	Length of Service Incentive
PAG-ASA Award	Productivity Incentive
Department or “Kapwa” Award	Gantimpala Agad Award
Dangal ng Bayan Award	Loyalty Award
	Retirement Award
	Monetary Award

- 2.5.11 Good discipline is demanded from all government officials and employees. Government personnel are guided by rules, regulations, norms of conduct and ethical standards under RA 6713. In the conduct of their official duties. Specifically, a government official/employee must observe the following:

Commitment to public interest	Responsiveness to the public
Professionalism	Nationalism and patriotism
Justness and sincerity	Commitment to democracy
Political neutrality	Simple living

¹ Rule X (Employee Suggestions and incentive Awards System), Book V, Title I, EO 292, July 25, 1987

3 ORGANIZATION OF THE REPORT

3.1.1 The report presents under each major component system (i.e. personnel administration and manpower planning and career development) reform and design objectives, and the design framework for said major systems. Under each of the component systems, the operating policies, vertical compartmentalization, core processes and workflow have been identified.

3.1.2 The report is organized as follows:

PART I - GENERAL INTRODUCTION, which includes context overview, reform and design objectives, and design principles and approaches that contributed to the systems design.

PART II - PERSONNEL ADMINISTRATION SYSTEM, which presents the objectives, policies and detailed design of the component systems covering recruitment and selection, promotion, transfer, payroll administration, incentives and awards, personnel benefits and leave administration, personnel records management, and personnel management reporting.

PART III - MANPOWER PLANNING AND CAREER DEVELOPMENT SYSTEM, which indicates the objectives, policies and detailed design of the component systems covering personnel planning and budgeting, career development and succession, performance evaluation, and training and development.

ANNEXES - WORKFLOW CHARTS, which reflect the processes involved in certain transactions under the human resource management system.

2

PERSONNEL ADMINISTRATION SYSTEM

1 SYSTEM DEFINITION

- 1.1.1 The personnel administration system is designed to provide a ready reference for the different officials and employees of the CHRP in the proper application of all personnel policies and procedures. The system is meant to ensure consistency and equity in the application of such personnel policies.
- 1.1.2 The components of the personnel administration system include recruitment, selection, deployment and promotion, and the administration of leave, payroll administration, and personnel records management, and personnel management reporting.

2 OBJECTIVES

Reform Objectives

- 2.1.1 The reform objectives in personnel administration systems are as follows:
- Formulate the basic institutional capacities for an effective personnel administration functions consistent with the principles of fiscal autonomy and accountability
 - Attract and sustain mission-driven, more competent and well-motivated workforce in the CHRP
 - Improve the overall efficiency and responsiveness of personnel services and benefits

Design Objectives

- 2.1.2 The detailed technical design has the following objectives:
- Clearly define the appropriate roles and functions of the Human Resource Development Division (HRDD) of the General Services Office (GAO) in the CHRP central office and the counterpart unit in the Administrative and Finance Services Division (AFSD) in each of the Regional Offices on personnel administration within the context of a comprehensive human resource development system

- Strengthen the role and contribution of personnel administration in the achievement of efficiently and effectively functioning CHRP and in establishing a culture of integrity and accountability
- Define and enhance system integration by establishing clear functional and workflow linkages and mechanisms among the components of personnel administration system
- Decentralize decision-making in relevant personnel administration components to enhance speed, efficiency and timeliness of personnel services
- Identify and establish processes for aligning personnel administration with the mission, vision and goals of the CHRP

3 DESIGN FRAMEWORK

3.3.1 The human resource management operations in CHRP will continue to be subject to civil service laws, rules and regulations and other requirements by pertinent authorities. The proposed design is aimed at strengthening the capacity of the CHRP for personnel administration through the following reform features, which will be the basis for the detailed processes and transaction flow.

DECENTRALIZATION OF DECISION-MAKING IN RELEVANT HUMAN RESOURCE MANAGEMENT FUNCTIONS TO ENHANCE EFFICIENCY AND EFFECTIVENESS IN THE PROVISION OF PERSONNEL SERVICES

3.3.2 Recruitment/hiring, selection, transfer and promotion of personnel to fill vacant positions that belong to first and second levels will be approved by the Executive Director, for central office personnel, and the Regional Directors, for their respective staff, upon recommendations of the appropriate selection and promotion board. Accordingly, the Executive Director and Regional Directors sign the appointments of employees concerned.

3.3.3 Appointments to third-level positions will be approved by the Commission en Banc, which will be convened in a special session to act as a selection and promotion board for the purpose. The Chairperson will sign the appointments of successful applicants.

3.3.4 A Regional Selection and Promotion Board (RSPB) will be organized in each of the CHRP Regional Offices, to assist the Regional Director in screening and selecting candidates to fill vacant positions in the first and second levels, either through promotion, transfer, or hiring of new employees. Each RSPB will be composed of the Division Chief of the unit where the vacancy occurs, the Division Chief of the Administrative and Financial Services Division (AFSD), and a representative of the rank and file in the RO concerned that belong to the first or second level of positions. The AFSD Division Chief can serve as the Chairman of the RSPB or the head of any of the technical divisions if the vacancy occurs in the AFSD.

- 3.3.5 The Selection and Promotion Board in the CHRP central office will be reconstituted. The new SPB, which will screen candidates for recruitment and promotion to first and second level positions in the CHRP CO. It will be chaired by the Executive Director and composed of the Director/s of the Offices where the vacancies occur, the GAO Director, and a representative of the employees' union.
- 3.3.6 The preparation and approval of payroll will likewise be decentralized. The Executive Director will approve the payroll in the central office, while the Regional Directors will sign the payroll for implementation in their respective offices. On leave administration, the Directors of central and regional offices will be given authority to approve requests for leave of absence and monetization of leave credits up to a certain level in terms of number of days. Beyond the limit, the Executive Director or the Chairperson will approve similar requests.
- 3.3.7 The grant of incentives and awards that are applicable to the personnel in the regions will be approved by the Regional Directors, subject to specific policies and guidelines approved by the Commission en Banc for the purpose, as well as funding availability. The Executive Director will approve similar programs in the central office.

STRENGTHENING THE MECHANISM FOR POLICY FORMULATION AND STANDARDS AND GUIDELINES SETTING ON HUMAN RESOURCE MANAGEMENT

- 3.3.8 The design calls for all transactions under the human resource management to be based on clear policies, guidelines and standards which the GAO will be studying and updating periodically. The Commission en Banc will review and approve any new or modification in exiting policies and guidelines.

PUTTING IN PLACE AN EFFECTIVE PERSONNEL MANAGEMENT INFORMATION SYSTEM AND ACCOUNTABILITY MECHANISMS IN CHRP

- 3.3.9 The system will provide a mechanism for processing and reporting personnel information that will be useful in planning and decision-making. The system will inform management of important situations, events, conditions and transactions involving the personnel of the Commission, to provide for necessary information in planning and decision-making, and to address personnel issues.
- 3.3.10 The GAO and AFSD in RO will submit a monthly report on personnel information, and periodically undertake studies on personnel matters to address issues and improve the operation of the personnel management system of the CHRP.
- 3.3.11 The appropriate accountability mechanisms in personnel administration will be implemented as follows:
- The CHRP will submit to Congress through the Department of Budget and Management, its staffing summary in accordance with the Staffing Summary document format as prescribed by the DBM.

- The Commission will regularly update and provide the DBM and CSC, for information and review, the CHR plantilla of personnel containing the authorized positions together the information for vacancies, actual salary grades, and other personnel data.
- The DBM, CSC and COA will periodically conduct an organizational review and personnel audit on CHR's personnel administration functions.
- The CHR will include in its annual performance report, indicating its personnel, particularly on personal services budget, vacancies, remuneration, and other pertinent information that will allow the oversight agencies to assess the integrity, efficiency and overall quality of the Commission's personnel and its management policies and operations.

4 RECRUITMENT AND SELECTION

- 4.1.1 The recruitment system describes the policies, processes, and vertical of responsibilities in the selection and appointment of personnel to vacant, authorized positions in the CHRP staffing pattern.
- 4.1.2 The proposed system on recruitment and selection presents the nature of participation of the different CHRP offices concerned at various stages in the recruitment process; that is, from the time vacancy occurs or a new position is created, up to the appointment of the applicant.
- 4.1.3 The systems and procedures are applied when a vacancy is created and the filling of the vacancy has been approved by the CHRP officials concerned; and when there is temporary manpower requirement and the need to fill up the item by a contractual worker has been approved by pertinent CHRP official/s.

4.2 Design Objectives

- 4.2.1 Enhance overall capacities in selecting and hiring to vacant positions, qualified men and women, in accordance with principles of merit, fitness, and on the basis of a fair and impartial appraisal selection process.
- 4.2.2 Define specific processes at central and field levels, including clear vertical compartmentalization of responsibilities and decision-making authority, to ensure proper application of policies and procedures on recruitment.

4.3 Operating Policies

- 4.3.1 Selection and appointment of personnel to vacant itemized positions in the CHRP will be based on merit, fitness and fair and impartial appraisal selection processes.

4.3.2 Vacancies will be filled primarily from within the Commission through its career development and succession program. Hiring from outside the Commission will be limited to first-level positions, and only where there are no qualified candidates from within to fill vacant positions in the second and third levels.

4.3.3 Authority to hire personnel to fill first and second level vacant positions in the Regional Offices, and sign appointments for the purpose recommendation of the RSPB, will be delegated to the Regional Offices. Appointments to third-level positions will be approved by the Commission en Banc, the Chairperson to sign said appointments of successful applicants.

4.4 Vertical Compartmentalization

4.4.1 The vertical compartmentalization of decision-making in recruitment, selection and hiring of personnel which will result in the preparation and issuance of an appointment to new employees/recruits is indicated in Table 2-1 below.

**Table 2-1
VERTICAL COMPARTMENTALIZATION, RECRUITMENT AND SELECTION OF PERSONNEL**

Transaction	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of recruitment and selection policies, rules, regulations, standards and guidelines	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/ coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves
Issuance of appointment of personnel in 1 st and 2 nd level positions in Regional Offices	AFSD, RO prepares appointment based on deliberation/action of RSPB Regional Director signs appointment	-	-	-	-
Issuance of appointment of personnel in 1 st and 2 nd level positions in the central office	GAO prepares appointment based on deliberation/action of SPB GAO endorses appointment	Approves and signs appointments	-	-	-
Issuance of appointment of personnel in 3 rd level positions both in central and regional offices	GAO prepares appointment based on deliberation/action of SPB GAO endorses appointment	Endorses	Endorses	Signs appointments based on CEB resolution on approval of hiring	Approves

Transaction	Office/Regional Director	E D	CIC	Chair	CEB
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making			
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

4.5 Core Processes

- 4.5.1 Selection of employees for appointment shall be open to qualified applicants as long as they meet the minimum requirements of the positions to be filled.
- 4.5.2 A list of vacant positions to be filled is first published in compliance with RA 7041 (Publication Law), and posted for at least 10 calendar days in at least three conspicuous places within the premises of the CHRP in the central office and regional offices. Publications may be made either through the CSC’s bulletin of vacant positions or a newspaper of wide circulation.
- 4.5.3 The GAO receives and screens/validates the documents submitted by the applicants, administers psychometrics tests, and conducts interviews. It makes recommendation on the applicants and refers such to the appropriate office/s concerned where vacancy occurs for further screening either through examination and interview or both.
- 4.5.4 The Selection and Promotion Board (SPB) concerned is convened to deliberate and accordingly make recommendations on the applications. A representative of the first level positions participates in the deliberation of the SPB in the screening of applicants to first level positions. Similarly, a representative of the second level positions takes part in SPB deliberations and screening of applicants to second level positions.
- 4.5.5 GAO prepares the appointment documents of individuals selected upon approval by CHRP officials concerned. A notice announcing the appointment of employees will again be posted for at least 15 calendar days in three conspicuous places in the CHRP premises in both central and regional offices a day after the issuance of the appointment. The appointees are notified of the approval of their appointment and to assume the duties and responsibilities of the positions. The signed appointment documents are sent to the Civil Service Commission for attestation.

- 4.5.6 In the Regional Office, the AFSD assumes the responsibility of preparing for the selection processes and assisting the SPB in the region in screening applicants. The appointment is approved and signed by the Regional Director for first and second level positions. The Regional Director forwards the approved/signed appointments to the GAO for notation in the plantilla and for record keeping purposes. The RO retains a copy of the documents in the region for its separate files.
- 4.5.7 Proposed appointees to third level positions both in the central and regional offices will be endorsed to the Commission en Banc for action. The Chairperson signs appointment for third level positions. Copies of signed documents will be furnished the offices concerned for their separate files,
- 4.5.8 GAO prepares periodic reports on personnel actions, and distributes same to CHRP offices and oversight agencies concerned, where necessary. The Chairperson signs the communication for external reporting.

5 PROMOTION

- 5.1.1 Promotion takes place when a vacancy occurs and the position is to be filled by personnel occupying the next in rank position or other qualified personnel from within the organization following the career development policy.
- 5.1.2 This system establishes the policies and the vertical compartmentalization of functions and responsibilities of the various CHRP offices concerned in personnel promotion. It prescribes the procedures for the vertical and horizontal progression of CHRP personnel, allowing the “internal search” for prospective candidate will be decisively undertaken to fill vacancies.

5.1 Design Objectives

- 5.1.1 Widen opportunities for career advancement that are aligned with the CHRP’s organizational development
- 5.1.2 Encourage high performance standards and productivity among the CHRP’s personnel through a competitive system of promotion within the organization

5.2 Operating Policies

- 5.2.1 The Commission will adopt vertical and horizontal career progression or promotion paths to widen opportunities for career advancement. Vertical progression pertains to advancement from one position in a particular level to a higher- level position with a different set of responsibilities (for example, from clerk to lawyer). Horizontal progression pertains to advancement from one position to another position of a higher rank within the same position class (for example, from Clerk I to Clerk IV).
- 5.2.2 All promotion will primarily be based on performance, upon recommendation of the Selection and Promotion Board concerned.

- 5.2.3 All promotion will be supported by an effective performance evaluation system to maintain its objectivity, fairness and integrity. Relatedly, the training program of the CHRP will be consistent with the promotion system to ensure preparedness of personnel in meeting the qualification standards set for higher-level positions to which they will progress.
- 5.2.4 No employee will be promoted to a position which is more than three (3) salary grades higher than his/her present position, except in the following circumstances:
- When the vacant position is next-in-rank, as indicated in the approved staffing pattern of the Commission; or
 - When the position to be filled is the lone or entrance position indicated in the staffing pattern.
- 5.2.5 An employee who is on local or foreign scholarship may be considered for promotion. However, the effectivity date of his/her appointment when promoted will be upon assumption to duty.
- 5.2.6 Promotion within six (6) months prior to compulsory retirement will not be allowed.

5.3 Vertical Compartmentalization

- 5.3.1 Regional Directors will exercise the approval of promotion of personnel who belong to the first and second levels in their respective region, while the Executive Director approves similar action with regard to central office staff to be promoted to positions under the first and second levels upon recommendation and endorsement of the SPB. The promotion of third level personnel will be approved by the Commission en Banc, the Chairperson to sign the appointment of employees who were chosen for promotion.
- 5.3.2 The vertical compartmentalization of decision-making in the promotion of personnel is indicated in Table 2-2.

**Table 2-2
Vertical Compartmentalization, Promotion of Personnel**

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of promotion policies, rules, regulations, standards and guidelines	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/ coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Issuance of appointment of personnel in 1 st and 2 nd level positions in Regional Offices	AFSD, RO prepares appointment based on deliberation/action of Regional SPB on promotion proposals Regional Director signs appointment	-	-	-	-
Issuance of appointment of personnel in 1 st and 2 nd level positions in the central office	GAO prepares appointment based on deliberation/action of SPB concerned on promotion proposals GAO endorses appointment	Approves and signs appointments	-	-	-
Issuance of appointment of personnel in 3 rd level positions both in central and regional offices	GAO prepares appointment based on deliberation/action of SPB concerned on promotion proposals GAO endorses appointment	Endorses	Endorses	Signs appointments based on CEB resolution of approval on hiring	Approves
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

5.4 Core Processes

- 5.4.1 The processes involved in promotion **follow those on selection and recruitment**, considering that promotion requires the issuance of an appointment to employees to be promoted.
- 5.4.2 The Selection and Promotion Board (SPB) concerned is convened to deliberate and accordingly make recommendations on promotion proposals. A representative of the first level positions participates in the deliberation of the SPB in the screening of nominees to first level positions. Similarly, a representative of the second level positions takes part in SPB deliberations and screening of proposed personnel to be promoted to second level positions.

- 5.4.3 The GAO and the AFSD in RO assist the SPB concerned in determining the merit of promotion proposals. The appointing authority assesses the SPB recommendation for promotion. The comparative competence and qualifications of candidates for promotion shall be determined on the basis of performance, accomplishments, experience, psycho-social attributes and personality traits, and potential, among other factors.
- 5.4.4 The appointment is approved and signed by the Regional Director for first and second level positions. The AFSD forwards the approved/signed appointments to the GAO for notation in the plantilla and for record keeping purposes. The RO retains a copy of the documents in the region for its separate files.
- 5.4.5 Proposed appointees to third level positions both in the central and regional offices will be endorsed to the Commission en Banc for action. The Chairperson signs appointment for third level positions. Copies of signed documents will be furnished the offices concerned for their separate files,
- 5.4.6 GAO prepares periodic reports on personnel actions, and distributes same to CHRP offices and oversight agencies concerned, where necessary. The Chairperson signs the communication for external reporting.

6 TRANSFER

- 6.1.1 This system prescribes the policies and processes for the transfer of personnel to the appropriate organization units within the CHRP. Transfer may be from within the CHRP, or from outside CHRP (from other government agencies nationwide).
- 6.1.2 The system involves policies and procedures on the movement of an employee from one organization unit to another for the same type of work or for a different job of equal position level. This must however not result in a break in the service record of the employee concerned. Transfer from within may be from one Regional Office to another, from one Office in central CHRP to any of the Regional Offices, or from one Office to another in the central CHRP.
- 6.1.3 The transfer system applies to all permanent personnel of the CHRP. Transfer may be initiated through either (a) a request by the head of office for an employee to be re-deployed to his or her unit; (b) by a request of an employee concerned to be re-deployed to another unit.

6.2 Design Objectives

- 6.2.1 Prescribe processes for transfer of employees based on needs and justifications of the requesting office
- 6.2.2 Effect careful matching of skills and expertise for purposes of transfer

6.3 Operating Policies

- 6.3.1 Assignment of personnel to organization units in both central and regional offices where their skills and expertise are needed is encouraged, provided that such personnel movement will not adversely affect the delivery of services of the units concerned.
- 6.3.2 Any transfer of deployment that will result in promotion or a change in rank and compensation shall be subject to existing pertinent laws, rules and regulations.
- 6.3.3 As a matter of policy, the transfer of employee shall not accompany the transfer of his/her position. Transfer of personnel may be allowed only if there is a corresponding vacant position in the recipient unit where such employee can be placed.

6.4 Vertical Compartmentalization

- 6.4.1 Transfer of personnel requires the issuance of appointments inasmuch as this will require the filling of vacant positions. Transfer from within CHRP which will result in promotion will follow the processes involved in promotion. Transfer from outside CHRP will on the other hand follow the recruitment and selection processes.
- 6.4.2 The Regional Directors will exercise approval of transfer and signing of appointments of personnel who belong to the first and second levels in their respective region, while the Executive Director approves similar action with regard to central office staff under the first and second levels. The Chairperson will approve the transfer of personnel under the third level.
- 6.4.3 The vertical compartmentalization of decision-making in the transfer of personnel is indicated in Table 2-3.

**Table 2-3
VERTICAL COMPARTMENTALIZATION, TRANSFER OF PERSONNEL**

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of policies, rules, regulations, standards and guidelines on transfer of employees	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/ coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves
Issuance of appointment of personnel in 1 st and 2 nd level positions in Regional Offices	AFSD, RO prepares appointment for transferred employee Regional Director signs appointment	-	-	-	-

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Issuance of appointment of personnel in 1 st and 2 nd level positions in the central office	GAO prepares appointment for transferred employee GAO endorses appointment	Approves	-	-	-
Issuance of appointment of personnel in 3 rd level positions both in central and regional offices	GAO prepares appointment for transferred employee GAO endorses appointment	Endorses	Endorses	Signs appointment based on approval of Commission en Banc	-
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

6.5 Core Processes

- 6.5.1 The processes involved in the transfer of personnel from outside CHRP follow those on selection and recruitment, while intra-office transfer which will result in promotion follow the processes in promoting employees.
- 6.5.2 The Selection and Promotion Board (SPB) concerned is convened to deliberate and accordingly make recommendations on requests for transfer. The GAO and the AFSD in RO assist the SPB concerned in determining the merit of transfer proposals. The appointing authority assesses the SPB recommendation for transfer.
- 6.5.3 The appointment is approved and signed by the Regional Director for first and second level positions. The AFSD forwards the approved/signed appointments to the GAO for notation in the plantilla and for record keeping purposes. The RO retains a copy of the documents in the region for its separate files.
- 6.5.4 Proposed appointees to third level positions both in the central and regional offices will be endorsed to the Commission en Banc for action. The Chairperson signs appointment for third level positions. Copies of signed documents will be furnished the offices concerned for their separate files,
- 6.5.5 GAO prepares periodic reports on personnel actions, and distributes same to CHRP offices and oversight agencies concerned, where necessary. The Chairperson signs the communication for external reporting.

7 PAYROLL ADMINISTRATION

- 7.1.1 The system describes the processes involved in the processing of general and special payrolls containing salary and other compensation data derived from the employee's service record, tables of rules on salary deductions, leaves and absences and other salary deductible items coming from various transactions.
- 7.1.2 The procedures likewise provide for efficient data maintenance of all salary deductions and payments for future retrieval and reporting purposes. The information will provide the status of payments and balances to specific payables.

7.2 Design Objectives

- 7.2.1 Provide for the vertical compartmentalization of the payroll administration functions permit speed and timeliness in payroll administration actions
- 7.2.2 Enable the generation of timely, accurate and relevant information necessary in decision-making and in preparation of analytic reports
- 7.2.3 Integrate and effectively link the payroll system to other functions like cash and accounting, particularly with regard to payments, deductions, and payables to employees

7.3 Operating Policies

- 7.3.1 Employee's salaries and other compensation due them must be prepared and processed on time. The use of an automated teller machine system is encouraged for security and efficiency purposes.
- 7.3.2 Payroll management in the region will be decentralized.

7.4 Vertical Compartmentalization

- 7.4.1 The Executive Director will approve the payroll in the central office, while the Regional Directors will sign the payroll for implementation in their respective offices. The vertical compartmentalization of decision-making in payroll administration is indicated in Table 2-4.

Table 2-4
Vertical Compartmentalization, Payroll Administration

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of policies, rules, regulations, standards and guidelines on payroll administration	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves
Preparation and approval of payroll in the central office	GAO prepares and endorses payroll	Approves and signs payroll	-	-	-
Preparation and approval of payroll in the Regional Office	AFSD, RO prepares and endorses payroll Regional Director approves and signs payroll	-	-	-	-
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/uses reports in decision-making			
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

7.5 Core Processes

- 7.5.1 The GAO prepares the weekly general payroll and other special payrolls for the central office staff, while the AFSD, RO prepares the payroll for regional office staff.
- 7.5.2 The process in the preparation of general payroll starts with GAO/AFSD to ascertain salary and other compensation data based on the service records and other source documents like a table of rules on salary deductions, leaves and absences, and other salary deductible items like telephone charges, private insurance premiums, etc. GAO/AFSD will then compute the corresponding money value of absences, undertimes, and leaves without pay based on the daily time record of the employee.

- 7.5.3 The GAO and AFSD likewise process special payrolls whether for general coverage of for specific employee for purposes of salary differentials, bonuses, cash gift, productivity incentives, tax refunds, monetization or commutation of leave credits, among others,
- 7.5.4 The Executive Director approves the central office payroll, while the Regional Directors sign their respective payroll in the region. GAO will send a copy of the payroll to the Financial Management Office (FMO) for payment of compensation due teach employee. The AFSD will make the payment of salaries and other compensation to the staff and provide FMO a copy of the payroll after payment is made.

8 INCENTIVES AND AWARDS

- 8.1.1 This system covers the giving of awards and incentives to deserving employees. Incentives and awards may be in cash or in kind, and are generally covered by law or mandated by pertinent authority.
- 8.1.2 The immediate supervisor of the employee qualifying for the award submits his/her nomination to the awards committee.
- 8.1.3 The nomination, evaluation and awarding of the incentives and rewards are a continuing process.

8.2 Design Objectives

- 8.2.1 Prescribe processes involved in the search, evaluation and granting of incentives and rewards
- 8.2.2 Define responsibilities of the Regional Offices in the area of incentives and rewards.

8.3 Operating Policies

- 8.3.1 Appropriate incentives and rewards will be granted to CHRP personnel who have exhibited favorable and commendable behavior and attributes that contribute to cost savings bring honor to the Commission, encourage the giving of suggestions on the improvement of efficiency in the workplace, and such other contributions that shall lead to the overall effectiveness and efficiency of the Commission. This will include the loyalty awards.
- 8.3.2 The incentives and rewards system for exemplary performance of CHRP employees will institute an objective and impartial search and selection process, and subject to the standards and guidelines set for the purpose.

8.4 Vertical Compartmentalization

8.4.1 The Commission en Banc approves any change in the policies on incentives and awards. The Incentives and Awards Committee executes these policies. The vertical compartmentalization of decision-making in the grant of incentives and awards is indicated in Table 2-5.

**Table 2-5
VERTICAL COMPARTMENTALIZATION, INCENTIVES AND AWARDS**

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of policies, rules, regulations, standards and guidelines on the grant of incentives and awards	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves
Formulation of new and modification/updating of existing policies, including corresponding implementing guidelines	Incentives and Awards Committee studies, recommends and endorses changes in and updating of existing policies & adoption of new ones Incentives and Awards Committee prescribes implementing guidelines on grant of incentives and awards GAO serves as secretariat of the Incentives and Awards Committee	Endorses	Endorses	Endorses	Approves
Grant of incentives and awards applicable at the office level to deserving personnel in Central Office	Office Director endorses the grant of incentives and awards to deserving employees	Approves	-	-	-
Grant of incentives and awards applicable at the office level to deserving personnel in the Regional Office	Regional Director approves the grant of incentives and awards to deserving employees	-	-	-	-
Grant of CHR-wide incentives and awards	Incentives and Awards Committee deliberates and determines grantees, and endorses the grant of incentives and awards	Endorses	Endorses	Approves	-

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making			
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

8.5 Core Processes

- 8.5.1 GAO receives nominees from Office/Regional Directors to the different awards which may be granted to deserving CHRP personnel, consolidates nominations, and provides the Incentives and Awards Committee with necessary inputs in its deliberation on the grant of said incentives and awards, for personnel both in the central and regional offices.
- 8.5.2 The Incentives and Awards Committee chaired by the Executive Director decides on the award, including the specific loyalty item/memorabilia/souvenir (e.g. ring, pin, medallion, etc.) and amount of cash gift to be given to awardees. It prepares its recommendation and forwards it to the Chairperson for approval.
- 8.5.3 The Chairperson issues announcements of the awards/incentives and implementing order, if necessary. If awards/incentives require payment of cash and payroll is necessary, the GAO prepares the preparation of payroll for the purpose and forward it to the FMO for payment.

9 PERSONNEL BENEFITS AND LEAVE ADMINISTRATION

- 9.1.1 CHRP employees are entitled to leave benefits as provided by the government like leave of absence with or without pay, sick leave, maternity leave, paternity leave, study leave, terminal leave, and special leave privileges (birthday, wedding and death anniversaries, domestic emergencies; personal transactions such as payment of taxes, calamity, accident, etc.).
- 9.1.2 The system covers procedures in the processing of employee request for availing different benefits granted by the CHRP. It prescribes the vertical compartmentalization of the responsibilities in the processing of personnel benefits and in leave administration.

9.2 Design Objectives

- 9.2.1 Provide for decentralized processing of employee benefits and leave administration
- 9.2.2 Provide a ready reference on appropriate procedures in processing employee and leave application within CHRP, to ensure consistency and equity in the application of pertinent policies.

9.3 Operating Policies

- 9.3.1 The grant of personnel benefits, including retirement benefits and leave credits, will be consistent with existing laws, rules and regulations.
- 9.3.2 All kinds of leave of absence taken by an employee of the CHRP must be applied for and submitted to the appropriate official/s concerned for action.
- 9.3.3 Regional Offices are authorized to process and act on requests of their respective staff for availment of employee welfare and benefits, including leave administration, subject to the internal guidelines set for the purpose.

9.4 Vertical Compartmentalization

- 9.4.1 The authority for approval on requests for leave benefits will primarily be assigned to heads of the CHR offices and the Regional Offices for positions under the first and second levels, depending on the number of days being covered by the leave. The Chairperson will approve requests by personnel whose positions fall under the third level.
- 9.4.2 The vertical compartmentalization of decision-making in the personnel benefits and leave administration is indicated in Table 2-6.

Table 2-6
VERTICAL COMPARTMENTALIZATION, PERSONNEL BENEFITS AND LEAVE ADMINISTRATION

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
POLICY, RULES, GUIDELINES FORMULATION					
Formulation of policies, rules, regulations, standards and guidelines on personnel benefits and leave administration	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/ coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
PERSONNEL ACTIONS FOR 1ST AND 2ND LEVEL POSITIONS					
Sick and Vacation Leave Availment of Central Office Personnel Not exceeding 10 days	Office Director approves	-	-	-	-
Exceeding 10 days but not more than one (1) month	Office Director endorses	Approves	-	-	-
Exceeding one (1) but not more than two (2) months	Office Director endorses	Endorses	Approves	-	-
Sixty (60) days of more	Office Director endorses	Endorses	Endorses	Approves	-
Sick and Vacation Leave Availment of Regional Office Personnel Not exceeding 30 days	Regional Director approves	-	-	-	-
Exceeding 30 days but not more than 90 days	Regional Director endorses	Approves	-	-	-
Exceeding 90 days but not more than six (6) months	Regional Director endorses	Endorses	Approves	-	-
More than six (6) months	Regional Director endorses	Endorses	Endorses	Approves	-
Maternity Leave (60) days of Women Employees	Office Director approves for women employees in Central Office Regional Director approves for women employees in	-	-	-	-
Extension for Maternity Leave Availment of Women Employees Not exceeding 30 days extension	Office Director reviews and endorses (for women employees in Central Office) Regional Director reviews and endorses (for women employees in the Regional Office)	Approves	-	-	-
More than 30 days extension	Office Director reviews and endorses (for women employees in Central Office) Regional Director reviews and endorses (for women employees in the Regional Office)	Endorses	Endorses	Approves	-

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Monetization of leave Credits Maximum of 60 days, but not more than 20% of accumulated leave credits, whichever is higher	Office Director for CO approves Regional Director for RO approves	-	-	-	-
More than 60 days, but not more than 40% of accumulated leave credits, whichever is higher	Office Director in CO endorses Regional Director endorses	Approves for both CO and ROs	-	-	-
More than 60 days, but not more than 50% of accumulated leave credits, whichever is higher	Office Director in CO endorses Regional Director endorses	Endorses	Endorses	Approves	-
Terminal Leave Benefits: Compulsory retirement	Office Director in CO endorses Regional Director approves	Approves for CO staff	-	-	-
Optional retirement	Office Director in CO endorses Regional Director endorses	Endorses	Endorses	Approves	-
PERSONNEL ACTIONS FOR 3RD LEVEL POSITIONS					
Leave Availment (irrespective of type of leave): Central Office personnel	Office Director endorses	Endorses	Endorses	Approves	-
Regional Office personnel	Regional Director endorses	Endorses	Endorses	Approves	-
Monetization of Leave Credits Less than 50% of accumulated leave credits	Office/Regional Director endorses	Endorses	Endorses	Approves	-
Equivalent to 50% of accumulated leave credits	Office/Regional Director endorses	Endorses	Endorses	Approves	-
MANAGEMENT AND EXTERNAL REPORTING					
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making			

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

9.5 Core Processes

- 9.5.1 Requests for leave benefits/leaves of absence must be made by accomplishing the duly prescribed Leave Form in two copies. The immediate supervisor of the employee applying for leave of absence recommends approval or disapproval of request. Information in the employee's daily time record is checked.
- 9.5.2 The GAO, for Central office employees and the AFSD, for personnel in the Regional Office, process requests for leave benefits/leaves of absence. The GAO/AFSD validate remaining leave credits vis-à-vis the request. If it is in excess of the available credits, the GAO/AFSD shall approve the request only for the actual number of day-equivalence of the leave credits, or leave without pay, as the case may be.
- 9.5.3 The vertical compartmentalization for signing authority of leave availment shall be followed.
- 9.5.4 The processing of requests will be in accordance with the following basic/general guidelines as provided in different issuances by pertinent authorities, including the CSC, DBM and COA, among others, and subject to the above vertical compartmentalization of decision-making authority.

Leave of Absence

- All CHR employees who render work within the prescribed office hours, will be entitled to 15 days vacation and 15 days sick leave annually with full pay exclusive of Saturdays, Sundays and public holidays, without limitation as to the number of vacation and sick leave credits that may be accumulated.
- The purpose of the leave will be clearly indicated in the written application, which shall be submitted through the GAO to the approving official for consideration.
- An employee who is absent without approved leave will not be entitled to receive his/her salary corresponding to the period of his/her unauthorized leave of absence. In this case, his absence will no longer be deducted from his accumulated leave credits, if any.
- An employee who fails to report for work on a regular day for which suspension of work is declared after the start of a regular working hours, he/she will not be considered absent for the whole day. However, the corresponding time between

the start of the official working hours and the suspension of work will accordingly be deducted from his/her leave credits.

- When an employee is absent on a day immediately preceding or succeeding a Saturday, Sunday or holiday, whether such absence is continuous or not, he/she will not be considered absent on said Saturdays, Sundays or holidays, and no deductions will be made from his/her leave credits.
- Any employee who is continuously absent without approved leave for at least 30 calendar days will be considered AWOL and be dropped from the rolls, subject to the approval of the Commission en Banc.
- If the number of unauthorized absences incurred is less than 30 calendar days, a written "Return-to-Work" Order will be sent to the employee concerned. His/her failure to work within the period specified in the Order is a valid ground to drop him/her from the rolls.
- Vacation and sick leave will be cumulative and any part thereof not taken in the calendar year when they were earned may be carried over to the succeeding years.
- Any employee who has reached the compulsory retirement age of 65, but whose service has been extended, will no longer earn leave credits.
- An employee who has accumulated 15 days of vacation leave will be allowed to monetize a maximum of 10 days; provided that at least five (5) days are retained after monetization; and provided further that only a maximum of 30 days will be monetized in a given year. Monetization of up to 50% of all the accumulated leave credits of an employee may be granted for valid and justifiable reasons, subject to the discretion of the Chairperson and to the availability of funds.

Vacation Leave

- The request for vacation leave will be in accordance with the vertical compartmentalization of authority as indicated above.
- The request for vacation leave will be acted upon by the official concerned within five days before the effectivity date of such leave.

Forced Vacation Leave

- All officials and employees with 10 days or more vacation leave credits will be required to go on vacation leave whether continuous or intermittent for a minimum of five (5) working days annually. However, in cases where the official or employee must report to work in the exigency of the service, the mandatory annual five-day forced vacation leave will not be deducted from the vacation leave credits of the employee.

Sick Leave

- Sick leave will be granted only on account of sickness or disability on the part of the employee concerned or any of his/her immediate member of his/her family. Immediate member of family refers to any relative within the first degree of consanguinity or affinity living under the same roof and dependent upon the employee for support.
- An application for sick leave will be filed within five (5) days upon the employee's return from such leave. Notice of absence, however, should be sent to the immediate supervisor.
- Application for sick leave in excess for five (5) successive days will be accompanied by a medical certificate. In case of sick leave already taken to exceeding said number of days, the Director concerned may duly determine whether or not the grant of sick leave is appropriate under the circumstances. In case of doubt, a medical certificate may be required.
- Sick leave may be applied for/submitted prior to the intended leave in cases where official or employee will undergo medical examination, operation, or has been advised by a doctor to rest in view of ill health. A medical certificate must support such request for sick leave.
- Approval of sick leave in excess of five (5) days whether with pay or without pay, is mandatory, provided that proof of sickness or disability is attached to the application. Unreasonable delay in the approval of the request for sick leave, or non-approval without justifiable reason will be a ground for appropriate sanction against the official concerned.
- When an employee has already exhausted his sick leave credits, he may use his vacation use credits, but not the other way around.

Maternity Leave

- A married employee will be entitled in case of pregnancy to maternity leave consisting of a maximum of 60 days, subject to the following conditions:
 - One who has rendered an aggregate of two or more years of service will be entitled to 60 days maternity leave with full pay.
 - One who has rendered one year or more but less than two years of service will be allowed maternity leave computed in proportion to her length of service.
 - One who has served for less than one year of service will be entitled to 60 days maternity leave with half pay.
- The avilment of maternity leave may be taken either before or after the actual date of delivery in a continuous and uninterrupted manner, not exceeding 60 calendar days.

- An employee may be allowed to report for work even before the expiration of her maternity leave, provided that she present a medical certificate stating that she is physically fit to assume the duties of her position. The commuted value of the unexpired portion of the maternity leave need not be refunded. The employee who returns to work before the expiration of her maternity leave will receive both benefits granted under the maternity leave law and the salary for actual services rendered from the date she reports back to work.
- Maternity leave with pay may be granted even after the termination of an employee's service, as her right thereto has already been accrued, provided that the delivery occurs not more than 15 calendar days after her termination.
- An employee who is on extended leave of absence with pay may still avail of 60 days maternity leave with pay.

Paternity Leave

- Every married male employee is entitled to paternity leave of seven (7) days for the first four (4) deliveries of his legitimate spouse. A married male Muslim employee with more than one legal spouse shall be entitled to paternity leave of a maximum of four deliveries irrespective of whoever among his legal spouses has given birth.
- Paternity leave is non-cumulative and strictly non-convertible to cash. It may be enjoyed on a continuous or intermittent basis, immediately before and after the childbirth or miscarriage.

Special Leave Privileges

- An employee is granted the following special leave privileges, not exceeding three (3) days in a year, in addition to vacation, sick, maternity and paternity leave:
 - Personal milestones such as birthday, wedding and death anniversaries
 - Parental obligations such as attendance in children's school programs, PTA meetings, graduation, first communion, and medical needs, among others.
 - Filial obligations such fulfillment of a filial duty to parents and siblings in regard to their medical and social needs.
 - Domestic emergencies such as sudden urgent repairs needed at home or the sudden absence of a maid
 - Personal transactions such as payment of taxes, court appearances, arranging a housing loan, etc.
 - Calamity, accident, hospitalization leave which cover force majeure or events that affect the life, limb and property of the employee or his immediate family.

- An employee may avail of his/her birthday and wedding anniversary leave even if such occasion falls on a Saturday, Sunday or holiday, either before or after the occasion. He/she may avail of one special leave privilege for three (3) days or a combination of any of the special leave privileges for a maximum of three (3) days in a given year. Special leave privileges are non-cumulative and strictly non-convertible to cash.

Study Leave

- A permanent employee is entitled to a study leave, subject to the following conditions:
 - The profession or field of study to be pursued must be relevant to the functions of the agency or to the official duties and responsibilities of the applicant.
 - The applicant has no pending administrative and criminal charges.
 - The applicant does not have any current foreign or local scholarship grant
 - The applicant must have fulfilled the service obligation of any previous scholarship and training contract.

Terminal Leave

- An employee who intends to sever his employment may apply for terminal leave. Application for terminal leave is allowed only if the employee's resignation, retirement or separation from the service is without fault on his part.
- An employee who retires, voluntarily resigns, or is separated from the service and is not otherwise covered by special law shall be entitled to the commutation of his leave credits exclusive of Saturdays, Sundays and holidays without limitation and regardless of the period when the credits were earned.
- Payment for terminal leave benefits for purposes of retirement or voluntary resignation shall be based on the highest monthly salary received at any time during an employee's period of employment in the government service, and not on his/her latest salary, unless the latter is the highest salary received.
- An employee who has been penalized with dismissal from the service is not barred from entitled to his/her terminal leave benefits.

Leave or Absence Without Pay

- An employee may avail of leave without pay, subject to the following conditions:
 - Leave of absence without pay will not exceed one (1) year.

- Application for leave of absence without pay in excess of sixty (60) days will require the approval of the Chairperson upon endorsement of the Commissioner-en-Charge and recommended by the Director concerned.
- If subject employee fails to report for work upon the expiration of his /her one (1) year leave of absence without pay, he/she will be considered automatically dropped from the service.
- Leave of absence without pay for any reason other than illness shall not be counted as part of the actual service rendered.

10 PERSONNEL RECORDS MANAGEMENT

10.1.1 This section establishes the vertical compartmentalization of responsibilities for the management, tracking, maintenance and physical storage of personnel records.

10.1.2 The procedures cover steps to be followed in the recording, filing and maintenance of data and transactions of employees during their entire employment with the CHRP.

10.2 Design Objectives

10.2.1 Prescribe systematic management of personnel records for easy retrieval and reference both by management and employees

10.2.2 Determine responsibility centers for personnel records management

10.2.3 Provide the basis for the future establishment of an automated personnel information system that will feed into a management information system and support human resources development planning, policy making and budgeting

10.3 Operating Policies

10.3.1 Employment records of CHRP personnel shall be updated regularly and made readily accessible for all necessary personnel actions. The provision of personnel records services and the processing of personnel transactions shall be facilitated and immediately acted upon

10.3.2 Each CHR office, including the Regional Offices shall maintain a separate file of their respective staff. Disposal of personnel records shall be undertaken appropriately, following pertinent rules and regulations.

10.4 Vertical Compartmentalization

10.4.1 Documents of personnel transactions that must be retained in the personnel records those approved by the CHRP officials concerned. Authority to dispose old personnel records at the central office is assigned to the HRDD, GAO, the disposal done at the

region will be undertaken by the AFSD in each RO. The vertical compartmentalization of decision-making in personnel records management is indicated in Table 2-7.

Table 2-7
VERTICAL COMPARTMENTALIZATION, PERSONNEL RECORDS MANAGEMENT

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of policies, rules, regulations, standards and guidelines on personnel records management	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/ coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves
Disposal of old personnel records stored in Central Office	GAO Director endorses	Approves	-	-	-
Disposal of old personnel records at the Regional Office	Regional Director approves	-	-	-	-
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making			
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

10.5 Core Processes

10.5.1 The GAO and the AFSD shall maintain personnel records in the CHRP central office and regional offices, respectively. The basic records/information which must be maintained by these units for each employee include plantilla, service records, 201 files of both existing and outgoing personnel, salary history, performance ratings, training courses and seminar, retirement records, employee's welfare benefits, administrative cases, leaves/leave credits, and property accountabilities. Information in these records must be entered in a cross-reference index system.

10.5.2 The GAO and AFSD must likewise maintain employee requisition forms, leave forms, application for employment form, employment tests, medical records, merit rating records, job analysis records, time records, civil service rules and regulations, reports and permits, and internal issuances on personnel-related matters, among others.

10.5.3 Disposal of personnel records shall follow the policies and guidelines formulated and prescribed for the purpose. The GAO/AFSD shall initiate the development of such guidelines for approval of CHRP officials concerned, following the above vertical compartmentalization for decision-making. These units will segregate/dispose of inactive records of separated employees based on the guidelines.

11 PERSONNEL MANAGEMENT REPORTING

11.1.1 The system covers procedures to be followed in reporting significant information, events and conditions involving personnel that are of concern to management.

11.1.2 The procedures are to take effect upon approval of implementation and shall continue in effect as long as information on personnel being generated are needed by management and found to be useful.

11.2 Design Objectives

11.2.1 Activate a system for personnel management reporting that is up to date about significant developments and conditions relevant to employees; an

11.2.2 Provide a system of processing and reporting personnel information that will be useful in planning and decision-making.

11.3 Operating Policies

11.3.1 There will be a personnel management information/reporting system that will inform management of important situations, events, conditions and transactions involving the personnel of the Commission, to provide for necessary information in planning and decision-making and to address personnel issues.

11.4 Vertical Compartmentalization

11.4.1 Approval of recommended actions arising from personnel reports follows the approving authority for personnel records and transactions. The vertical compartmentalization of decision-making in personnel management reporting is indicated in Table 2-8.

**Table 2-8
VERTICAL COMPARTMENTALIZATION, PERSONNEL MANAGEMENT REPORTING**

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of policies, rules, regulations, standards and guidelines on personnel management reporting	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves
Monthly report on personnel statistics / information/ transactions on the following: <ul style="list-style-type: none"> • Attendance • Attrition • New hires 	GAO Director signs reports on personnel data in Central Office Regional Director signs reports on personnel data in Regional Offices	Reviews and endorses	Reviews and endorses	Reviews and approves	Reviews and approves
Periodic personnel management reports, including issues and recommendations	GAO Director prepares reports on personnel data in Central Office Regional Director signs reports on personnel data in Regional Offices	Reviews and endorses	Reviews and endorses	Reviews and approves	Reviews and approves

11.5 Core Processes

- 11.5.1 The GAO and AFSD submit a monthly report on personnel information, and periodically undertake studies on personnel matters to address issues and improve the operation of the personnel management system of the CHRP.
- 11.5.2 GAO/AFSD summarizes reports and submit analysis to pertinent officials who shall accordingly act on these documents based on the above vertical compartmentalization matrix. Approved reports for purposes of dissemination will be sent to recipient individuals per mailing list.
- 11.5.3 Computer-based information systems may be installed to achieve accuracy, timeliness and speed in personnel management reporting.

3

MANPOWER PLANNING AND CAREER DEVELOPMENT

1 SYSTEM DEFINITION

- 1.1.1 The manpower planning and career development system consists of a set of policies, procedures and institutional arrangements that identify employees who have potentials for future growth, and for defining the directions that their careers may take within the CHRP. Once the career path of an employee has been drawn, the system and the corresponding processes and procedures will provide guidance to the CHRP in placing the individual in development track (either fast, moderate, or slow), depending on the motivational needs of the candidate and the needs of the agency for personnel replacement.
- 1.1.2 The components of the manpower planning and career development system include personnel planning and budgeting, training and development, career development and succession, performance evaluation, personnel audit, and position classification and competency requirements.

2 OBJECTIVES

Reform Objectives

- 2.1.1 The reform objectives in manpower planning and career development system are as follows:
- Develop the basic institutional capacities for an effective manpower planning and career development functions consistent with the principles of fiscal autonomy and accountability
 - Develop and sustain the career of CHRP personnel and strengthen staff professionalization efforts, emphasizing the principles of merit, fitness and accountability, and promoting convergence between personal and organizational objectives
 - Improve the overall efficiency and responsiveness of personnel services and benefits

Design Objectives

2.1.2 The detailed technical design has the following objectives:

- Clarify the appropriate roles and functions of the Human Resource Development Division (HRDD) of the General Services Office (GAO) in the CHRP central office and the counterpart unit in the Administrative and Finance Services Division (AFSD) in each of the Regional Offices on manpower planning and career development within the context of a comprehensive human resource development system
- Strengthen manpower planning and career development in the CHRP to effectively contribute in the achievement of a well-functioning CHRP and in establishing a culture of integrity and accountability
- Strengthen systems integration through clear functional and workflow linkages and mechanisms among the components of manpower planning and career development systems
- Decentralize decision-making in relevant manpower planning and career development systems components to enhance speed, efficiency and timeliness of personnel services
- To install core institutional capacity for personnel planning and budgeting within the decentralized set-up of the CHRP
- Determine key processes for aligning manpower planning and career development with the mission, vision and goals of the CHRP

3 DESIGN FRAMEWORK

3.1.1 The design on the manpower planning and career development system will have the following reform features, which will be the basis for the detailed processes and transaction flow under the system.

3.1.2 The capacity of the CHRP to perform manpower planning and career development functions will be strengthened, especially in the following areas, subject to existing pertinent rules and regulations prescribed by oversight government agencies like the CSC and DBM:

- Human resources development planning
- Formulation and implementation of training and development programs
- Personnel budgeting
- Position classification and determination of competency requirements
- Development and implementation of career development programs

- Personnel audit
 - Performance evaluation
- 3.1.3 The CHRP will continue to be subject to civil service laws, rules and regulations. Oversight agencies will help the CHRP in strengthening its accountability by establishing and implementing appropriate review and audit mechanisms that will ensure the transparency and integrity of human resources development policies and operations and the proper planning and management of human resources in CHRP.
- 3.1.4 The design of the manpower planning and career development systems will provide for policies and processes that will ensure their synchronization with the CHRP's strategic plan and budgeting systems and processes. Human resources development programs necessary to support the goals and objectives of the strategic plan will be determined and defined by the CHRP and inputted to the medium-term expenditure planning and annual budgeting processes. Human resources development programs will likewise be integrated with the overall capacity building program of the CHRP, including changes in competency requirements, organizational systems, and operating technologies.
- 3.1.5 The CHRP will implement in its different offices appropriate vertical and horizontal compartmentalization of human resources development functions where necessary. This covers functions on manpower planning, career development, training and development, position classification and competency requirements, personnel audit, and performance evaluation.

4 PERSONNEL PLANNING AND BUDGETING

- 4.1.1 There is no manpower planning system in the CHRP at present. The search for applicants to fill vacant positions starts only when positions become vacant. The absence of such system where skills needed to meet goals and objectives are identified, gaps are ascertained, and areas where training must be provided and capacity building programs designed, may render CHRP's efforts in human resource development ineffective.
- 4.1.2 Also, there is no clear definition on the role of personnel budgeting in the overall budgeting system of the CHRP. Personnel budgeting has not been a concern of the entire Commission.
- 4.1.3 The proposed personnel planning and budgeting system will be an integral part of the strategic plan formulation and implementation processes. The system will prescribe the policies and the vertical compartmentalization of identified activities and decision-making authority in the formulation of a three-year and annual personnel plans and budgets, which will undergo a rolling annual update as part of the annual planning exercise and updating of the CHRP's medium-term goals and objectives as contained in the strategic plan.

- 4.1.4 The system will determine the appropriate mix and levels of staffing and personnel who will match the competency requirements of the strategic plan and the estimation of the budgetary resources needed, covering a period of three years.
- 4.1.5 The work processes describes the compartmentalization of responsibilities, from the establishment of policy guidelines, planning authorization and participation of the ROs.

4.2 Design Objective

- 4.2.1 To capacitate the entire organization of the CHRP in the conduct of human resource planning and budgeting which is linked with the strategic directions of the organization and availability of resources.

4.3 Operating Policies

- 4.3.1 Manpower plans and budgets will cover a period of three years to be consistent with the Commission’s strategic plan; the plans shall be updated annually as a component of the yearly planning exercises.
- 4.3.2 Manpower plans and budgets will be reflective of the actual personnel requirements in terms of skills mix and staffing levels of the programs and activities identified under the CHRP’s strategic plan, to meet its vision, mission and objectives.
- 4.3.4 All offices of the CHRP will be involved in personnel planning and budgeting, by determining the staffing and competency requirements of their respective units, guided by the policies and guidelines formulated by the GAO for the purpose.

4.4 Vertical Compartmentalization

- 4.4.1 The responsibility for the final approval of the personnel plan and budget lies with the Commission en Banc as part of the overall medium-term expenditure planning and annual budget preparation process. The vertical compartmentalization of decision-making in personnel planning and budgeting is indicated in Table 3-1.

**Table 3-1
Vertical Compartmentalization, Personnel Planning and Budgeting**

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of policies for prioritization	GAO prepares policies, in consultation/ coordination with Offices concerned				
Policies on creation, conversion, upgrading, merger, and other position modification actions	GAO endorses	Endorses	Endorses	Endorses	Approves

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Guidelines for prioritization Guidelines and standards for creation, conversion, upgrading, merger, and other position modification actions	GAO prepares guidelines and standards in consultation/coordination with Offices concerned GAO endorses	Endorses	Endorses	Approves	-
Personnel and skills mix/competency requirements	Office/Regional Director identifies personnel requirements and endorses GAO consolidates and endorses	Endorses	Endorses	Approves	-
Periodic review of personnel plans and programs	GAO studies, recommends and endorses Regional Office studies, recommends and endorses	Endorses	Endorses	Approves	-
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making			
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

4.5 Core Processes

- 4.5.1 Manpower planning draws from the analysis of job descriptions and assessment of the capabilities of existing personnel against the personnel plan. The GAO in this regard is involved in inventorying of the existing capacity of the staff which may reveal the need to institute effective programs of recruitment; the need to make available certain scarce skills for new and integrative capacities; and/or the need for new human resource development programs to fill future job demands.
- 4.5.2 The GAO will ensure that CHRP's manpower requirements for future situations will be met and made available. The process primarily involves the matching of individual and organizational needs and designing/formulating appropriate personnel plans, which are linked with the strategic plan and the budgeting priorities of the Commission.

- 4.5.3 The personnel planning activities of the GAO specifically include the (a) determination of the workload inputs based on the strategic goals and objectives of the CHRP; (b) review and analysis of the present job descriptions of the different positions of the Commission and formulating appropriate job description and job specifications; (c) forecast of manpower requirements, identifying required skill mix and competency requirements of each job; (c) inventory of manpower which involves an analysis of the current manpower complement of the Commission; and (d) preparation of personnel plans.
- 4.5.4 The personnel plan is an integral part of the strategic plan of the CHRP. GAO reviews the plan on an annual basis in consultation with other CHRP offices, such assessment is to be done primarily in relation to both the individual employee's needs for improvements and growth and the Commission's needs for new skills. The personnel plan is submitted to the Strategic Planning and Development Office (SDPO) to be integrated in the regular planning activities. The plan must likewise be reflective of the financial requirements for personnel requirements. GAO coordinates with the FMO on funding availability, the priorities and policies.

5 CAREER DEVELOPMENT AND SUCCESSION

- 5.1.1 The career development system involves several policies and component sub - systems that will allow a clear charting of the career paths of CHRP personnel within the organization. It involves designing a staffing pattern that defines the vertical hierarchy and mix of positions, which are matched with the corresponding competency requirements, job descriptions, and the remuneration package.
- 5.1.2 The system defines the career path of employees with specific skills, qualifications and potentials. It establishes baseline and profile of each and every employee as to their employment history, performance, academic qualifications, expertise, potentials, career development objectives and other related information relevant to status of employee. It matches each and every employee to the next higher post as a next-in-rank employee for succession purposes; and it draws up a computerized list of at least two next-in-rank employees per position as basis for succession and advancement.
- 5.1.3 The system will be managed on continuing basis and synchronized with the recruitment and promotion systems, and the training system. The design and application of the career development system is linked with the position classification, staffing and remuneration systems.

5.2 Design Objectives

- 5.2.1 Provide clearer and wider opportunities for the career advancement of CHRP staff
- 5.2.3 Establish a career development system that promotes convergence of individual and organizational goals

5.2.4 Define career development processes within the context of a decentralized human resources development system

5.3 Operating Policies

5.3.1 It will be the policy of the CHRP that its manpower force will be provided adequate opportunity to grow with the Commission. As a guiding principle, the growth of the organization should be truly reflective of the quality of its personnel in terms of their career development and growth.

5.3.2 It is a major of the CHRP to provide the enabling environment within which each employee can develop his/her human potentials in line with its vision, mission and goals.

5.3.3 All heads of Offices will assume the responsibility of ensuring that every employee who displays willingness, cooperation, professional competency, good performance, and other related attributes be properly guided with his/her career development and opportunities for upward or horizontal movement under the succession policy.

5.3.4 The career development program while coordinated at the oversight level will be implemented at the Regional Offices to the extent necessary and subject to availability of resources.

5.4 Vertical Compartmentalization

5.4.1 The approval of the overall career development program as developed by GAO will be done by the Chairperson. The implementation of the training and career development program in the regions will be undertaken by the Regional Offices. The vertical compartmentalization of decision-making in career development and succession is indicated in Table 3-2.

Table 3-2
Vertical Compartmentalization, Career Development and Succession

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of career development policies, rules, regulations, standards and guidelines on horizontal (expert) path, vertical (managerial) path, and non-path progression (rewards system)	GAO prepares policies, rules, regulations, standards and guidelines, in consultation/coordination with Offices concerned GAO endorses	Endorses	Endorses	Endorses	Approves

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Implementation of career pathing programs, including counseling	GAO prepares recommendations and endorses GAO consolidates recommendation of Regional Offices	Approves for personnel in 1 st and 2nd level positions Endorses for personnel in the 3 rd level positions	Endorses for personnel in the 3 rd level positions	Approves for personnel in 3 rd level positions	-
Periodic review of career pathing programs	GAO studies, recommends and endorses Regional Office studies, recommends and endorses	Endorses	Endorses	Approves	-
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

5.5 Core Processes

- 5.5.1 The system covers the major processes of managing the human resources of the CHRP which include supervising, guiding, coaching, and monitoring activities to meet the employee’s “development” needs, consistent with the personnel plans. The respective supervisors of individual employees are primarily responsible in undertaking these tasks, the employees themselves being involved in the process.
- 5.5.2 GAO will develop a career development program for CHRP employees which is linked to performance appraisal, through which the supervisors can undertake with their subordinates career planning and review of individual employee’s future potential, development needs, strengths, weaknesses, career options, among others.
- 5.5.3 GAO provides further counseling, supplying information to individual employees on how their own needs, talents, values and plans can be matched with the opportunity structure of the Commission. GAO documents what have been decided upon and inputs these in career development program formulation and implementation in the Commission.

6 PERFORMANCE EVALUATION

- 6.1.1 The system defines the vertical compartmentalization of responsibilities of processes and decision making in the CHRP in the area of performance evaluation of personnel. It is linked with the annual and medium-term strategic plan of the Commission. From the strategic plan, the various units will draw up operations plans. The operations plans are cascaded and distributed among the employees of a particular responsibility center for the performance targets and measures.
- 6.1.2 The system consists of work processes for commitment setting and performance evaluation. Specifically, the procedures cover the setting up of performance targets (quantitative factors) and competency factors (qualitative components) against which the actual performance of the individual employee is periodically measured. This becomes the basis for promotion, career development planning and training.
- 6.1.3 At the beginning of the year, individual performance targets are set, which become the basis for performance evaluation every semester.

6.2 Design Objectives

- 6.2.1 Maintain certain level of performance standards among the employees that would best serve the fulfillment of the mandate, goals and objectives of the CHRP
- 6.2.2 Establish an institutional merit system that would be the basis for the granting of promotion, incentives, awards and the like, to include career development and training opportunities for CHRP staff
- 6.2.3 Establish on a continuing basis, a system of reconciliation of individual performance with institutional performance for purposes of evolving compatibilities and consistencies at all levels of the organization

6.3 Operating Policies

- 6.3.1 An effective performance evaluation system, which is linked with the strategic plan of the CHRP, as a means to sustain a level of standards for the performance of each and every employee, shall be implemented.
- 6.3.2 The assessment of performance of individual employee will be primarily based on performance. While traits and competencies shall continuously consider in evaluating performance, these are however subordinated by employee's accomplishments as against set objectives and targets.
- 6.3.3 The system will cover the setting of performance targets and competency factors against which the actual performance of individual employee is periodically measured, as a basis for promotion, career development planning, and training and other personnel benefits. The performance target setting at the beginning of each year by individual employees will be discussed and agreed upon with his/her

supervisor to ensure consistency with the targets of the concerned office/unit. The performance review must have the participation as practicable as possible of the subordinate of the employee being appraised, a peer and the client being served.

6.4 Vertical Compartmentalization

6.4.1 The approval of performance targets and final performance evaluation ratings are to be performed by the appropriate Performance Evaluation Review Committee (PERC): The vertical compartmentalization of decision-making in performance evaluation is indicated in Table 3-3.

Table 3-3
Vertical Compartmentalization, Performance Evaluation

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of performance evaluation policies, rules, regulations, standards and guidelines	Performance Evaluation Review Committee (PERC) prepares policies, rules, regulations, standards and guidelines PERC endorses	Endorses	Endorses	Endorses	Approves
Conduct of periodic performance evaluation	Office/Regional Director evaluates and approves performance of respective staff in 1 st and 2 nd level positions	Reviews performance of staff in 3 rd level positions and endorses	Reviews performance of staff in 3 rd level positions and endorses	Approves performance evaluation/rating of personnel in 3 rd level positions	-
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

6.5 Core Processes

- 6.5.1 The performance evaluation system is designed to enhance productivity and improve efficiency among the CHRP employees in the performance of their assigned responsibilities, by identifying their strengths and weaknesses, addressing the weak points and developing their potentials. Evaluation of employee's performance is undertaken every six (6) months, ending June 30 and December 31 of every year. Where necessary, the shortest appraisal period of no less than 90 days, and the longest appraisal period of not more than one (1) year may be adopted.
- 6.5.2 The system generates information on the performance of individual employees that will serve as a basis for recommending promotion, training, scholarship availment, grant of incentives and rewards and other related personnel actions.
- 6.5.3 The CHR Performance Evaluation System (CHRPES) which prescribes for the policies, guidelines and requirements in undertaking performance evaluation of CHRP personnel is implemented by a Performance Evaluation Review Committee (PERC) in the Central Office and in each of the Regional Offices.
- 6.5.4 The PERC reviews employees' performance targets and standards adopted for each duty of positions in the different CHRP offices. It evaluates work accomplishments and performance ratings not later than 15 days after receipt of evaluation rating of employees.
- 6.5.5 Employee's performance targets are first approved by the PERC before the rating period. The supervisor and employee meet at least once a month to review progress of accomplishments. They moreover agree on schedule, deliverables and output status. The supervisor gathers, tabulates, and summarizes the ratings of the employee based on the agreed weight allocation and computation.
- 6.5.6 Performance evaluation forms that reflect the employee work targets, accomplishments and ratings by the supervisor, peers, subordinate and clients, as well as the self-assessment of said employee, have been prescribed. These forms are submitted to GAO/AFSD which will consolidate such submissions and report to PERC.

7 TRAINING AND DEVELOPMENT

- 7.1.1 Training is a continuing concern in the work life of each employee. New technology, new concepts and new knowledge are continuing realities that the workforce must learn if the institution is to keep pace with recent developments and work demands.
- 7.1.2 The system describes the vertical compartmentalization of functions and responsibilities with respect to the training of CHRP employees in support of the overall career development program and performance evaluation system.
- 7.1.3 The procedures outline the steps in defining training needs and providing CHRP employees necessary training programs for the development and improvement of

their skills and job knowledge. The steps involve pre-training, training proper and post training.

7.2 Design Objectives

- 7.2.1 Provide mechanisms for continuing improvement in employee competency, thereby improve individual performance and, consequently, the institution’s performance
- 7.2.2 Institutionalize training of individual employees in order to help them progressively build on their career development path.

7.3 Operating Policies

- 7.3.1 It will be the policy of the CHRP to continually assess the training needs of its personnel, and support this effort with comprehensive and stratified training programs for the continuing improvement in personnel competency and performance.
- 7.3.2 Training programs for the CHRP personnel may consist of the comprehensive training activities, which will be planned and implemented by the central office units concerned, and those, which individual ROs may undertake considering resource availability and management capability.

7.4 Vertical Compartmentalization

- 7.4.1 The approval of training programs and the corresponding funding for the purpose shall be as follows: training programs using the respective budget of the ROs – Regional Director; and (b) training for inter-regional offices and central office personnel – Executive Director. The vertical compartmentalization of decision-making in training and development is indicated in Table 3-4.

**Table 3-4
Vertical Compartmentalization, Training and Development**

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
Formulation of training and development polices, rules, regulations, standards and guidelines	GAO prepares policies, rules, regulations, standards and guidelines PERC endorses	Endorses	Endorses	Endorses	Approves
Development and implementation of training programs	Office/Regional Director determines training requirements of staff and endorses	Approves training of individual personnel in	Endorses training of individual personnel	Approves training of individual personnel in	-

Transaction Title	Office/Regional Director	E D	CIC	Chair	CEB
	GAO consolidates training needs, evaluates and endorses Regional Director implements training programs where necessary and applicable	the Central Office in the 1 st and 2 nd level positions	in the 3 rd level positions	the 3 rd level positions	
Management reporting	AFSD prepares reports, Regional Director approves GAO prepares consolidated reports	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making	Receives/ uses reports in decision-making
External reporting	AFSD prepares reports, Regional Director approves GAO prepares reports and endorses	Endorses	Endorses	Approves	-

CORE PROCESSES

- 7.4.2 The GAO and AFSD establish appropriate training programs for the staff. They will study the training needs of employees, which will be the basis for the formulation of training policies and procedures; designing the specific types and nature of training programs to be implemented; identification of the funding requirements of the programs; determination of the appropriate schemes to be adopted in implementing the training programs; and determining the placement and benefits of said activities to employees who have successfully completed the programs.
- 7.4.3 GAO and AFSD determine, in consultation with the different CHRP offices the training activities to be carried out, and arrange these activities according to priorities. They evaluate the training programs and submit to CHRP officials concerned for approval. They ensure that the training objectives are met and consistent with the policies and guidelines. They prepare reports on training program implementation, and assess the effectiveness of each program and the quality of training activities.