

# THE CSC'S COMPETENCY-BASED HR JOURNEY



- The CSC Strategy Map and The Enterprise Scorecard (2010)
- The Competency Project (2011)
- Approval of the Competency Project Output (2012)
- Competency Assessment for CSC Officials and Employees (2012)
- Integration of Competencies in Recruitment and Promotion (2012)
- Integration of Competencies in Learning and Development (2014)

# STRATEGY MAP



## CSC 2030 AGENCY VISION

CSC shall be Asia's leading center of excellence for strategic human resource and organization development

### CORE PURPOSE

Gawing  
Lingkod  
Bayani ang  
Bawat Kawani

### CORE VALUES

- Love of God and Country
- Excellence
- Integrity

STAKEHOLDERS

Recognized as a Center for Excellence

High performing, competent, and credible civil servants

PROCESSES

Provide excellent HR processes

Ensure fairness and efficiency in performing quasi-judicial functions

PEOPLE

Enhance the competency of our workforce

FINANCE

Ensure efficient management of financial resources

PARTNERS

Cultivate partnerships with local and international institutions



# ENTERPRISE SCORECARD

**2011**

Perspective	Objectives	Owner	Measures		LEAD	LAG	Base	2011	2013	2015
<b>PEOPLE</b>	E Enhance the competency of our workforce	Commission	10	Percentage of CSC employees meeting their job competency standards			N/A	80%	90%	100%

**2013 Refreshed**

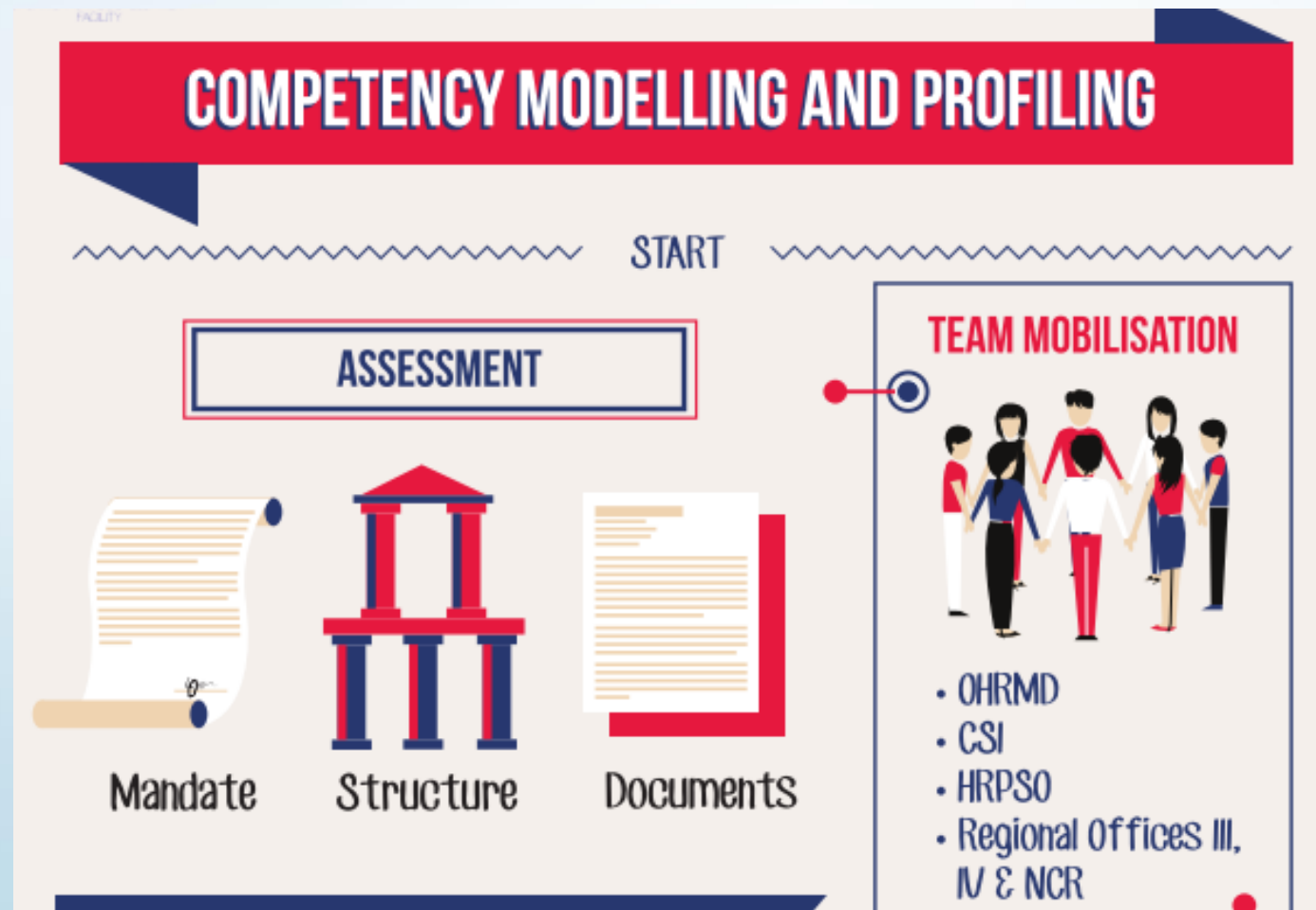
Per-spective	Objectives	Owner	Measures	LEAD	LAG	Baseline	2011	2012	2013	2014	2015
People	E Enhance the competency of our workforce	7	Percentage of CSC employees meeting their mission-critical job competency standards			66.23% (716 out of 1,081 - 2012 data)	N/A	N/A	70%	80%	85%



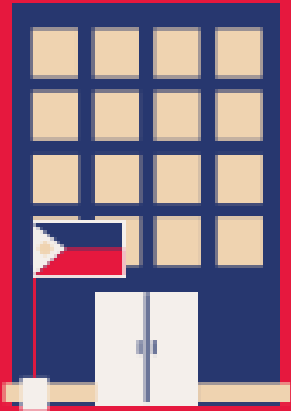
# THE CSC'S COMPETENCY-BASED HR JOURNEY



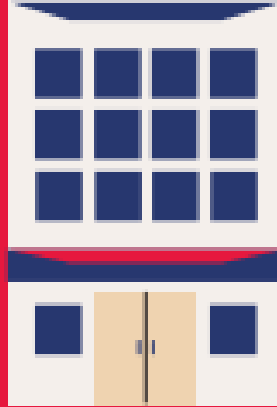
## The Competency Project (2011)



# BENCHMARKING



Government



Private

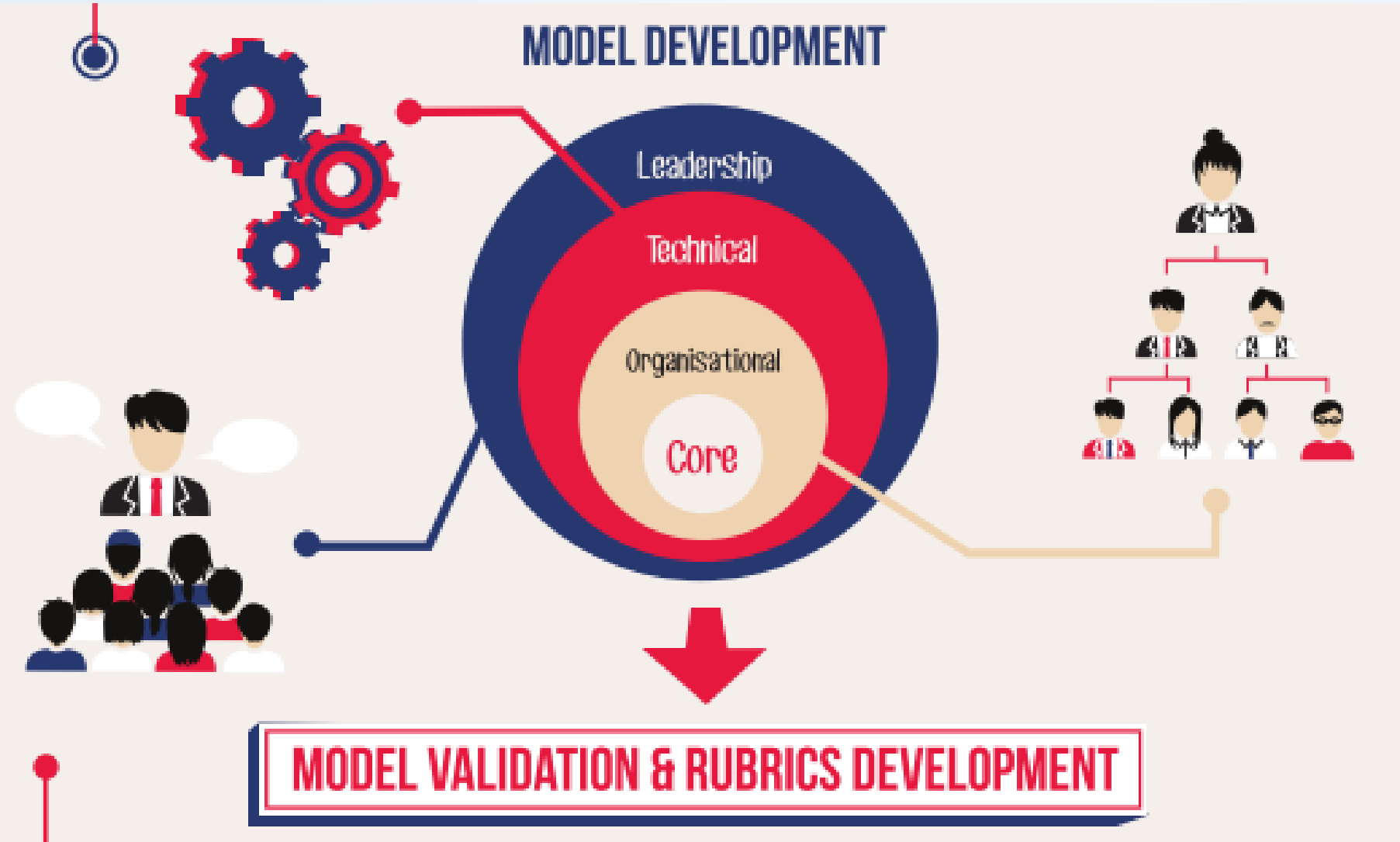


Local



International

## MODEL DEVELOPMENT



**MODEL VALIDATION & RUBRICS DEVELOPMENT**

## JOB COMPETENCY PROFILES



HR Specialist

### Core Competencies:

- Exemplifying Integrity
- Solving Problems & Making Decisions
- Delivering Service Excellence



## SYSTEMS CHANGES



Administrative Officer

- Exemplifying Integrity
- Delivering Service Excellence

Competency Based Job Descriptions

- Eligibility
- Education
- Experience
- Training
- Competency
- Proficiency level

Qualification Standards



Behavioural Event Interviewing

## APPLICATION TO HR SYSTEM

RECRUITMENT

L&D



PRAISE



# THE CSC'S COMPETENCY-BASED HR JOURNEY



## Approval of the Competency Project Output (2012)



**Competency Definition**

**Competency Tables**

**Position Profile**

**Competency-based Qualification Standards (73  
positions)**

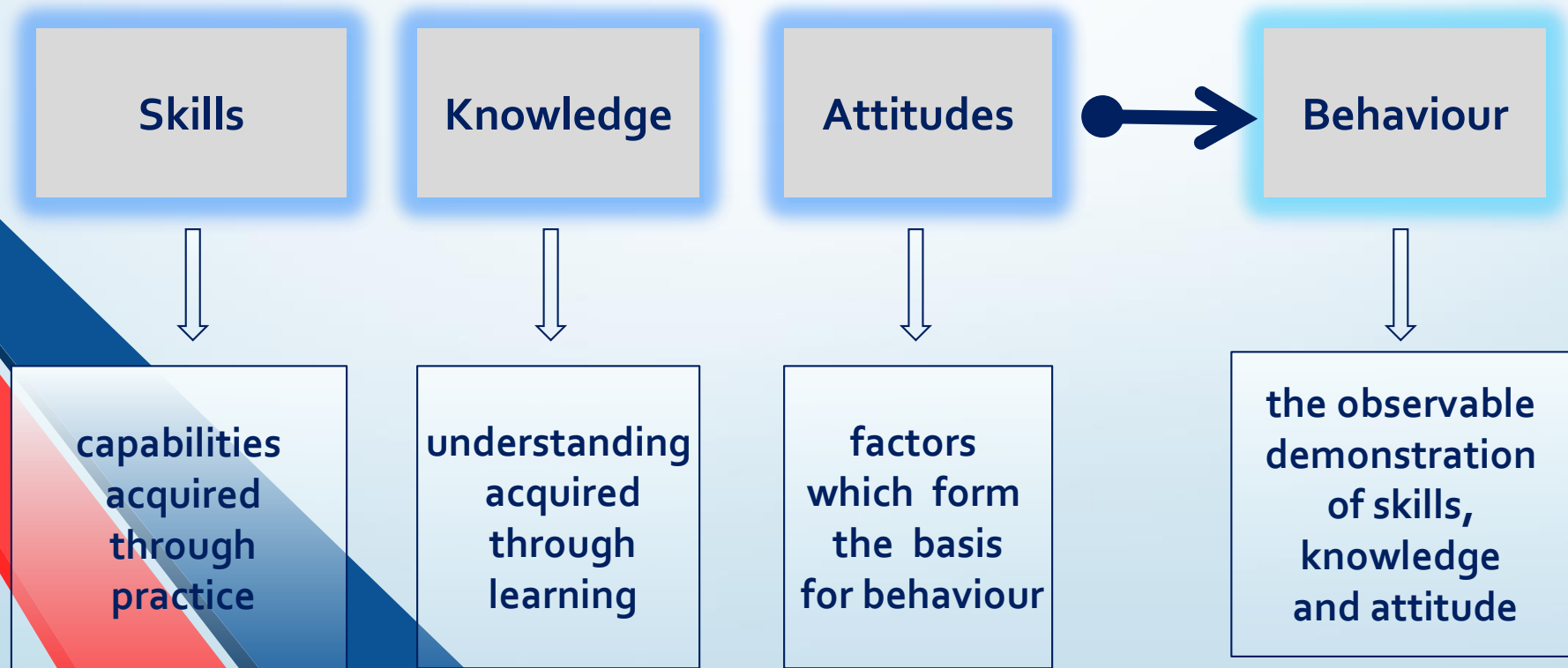
**Competency-based Job Descriptions (73 positions)**

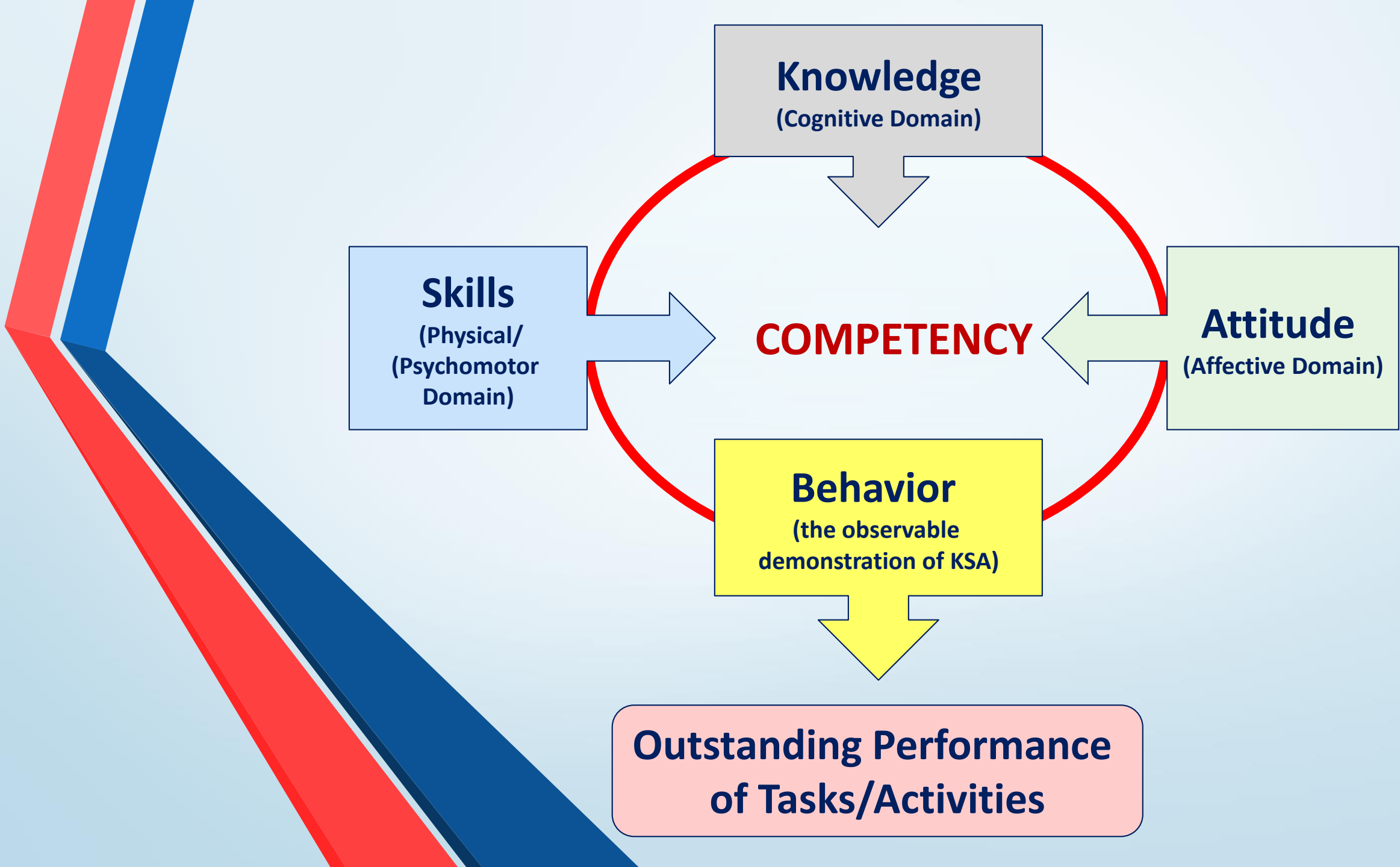
**Competency-based Recruitment and Promotion  
Policies**



# CSC DEFINITION OF COMPETENCIES

**Competencies** are observable, measurable and vital skills, knowledge and attitudes that are translations of capabilities deemed essential for organizational success.







## COMPETENCIES IDENTIFIED



High Performing  
Competent and Credible  
Civil Servant

# 2012 CSC COMPETENCY LIST

CORE	ORGANIZATIONAL		LEADERSHIP		
Exemplifying Integrity	Demonstrating Personal Effectiveness	Championing and Applying Innovation	Managing Performance	Partnering and Networking	Coaching for Results
Delivering Service Excellence	Speaking Effectively	Planning and Delivering	Building Commitment	Thinking Strategically	
Solving Problems and Making Decisions	Writing Effectively	Managing Information	Developing People	Leading Change	

# REVISION IN THE LEADERSHIP COMPETENCIES

CSC Resolution No. 1401375, s. 2014

## 7 Leadership Competencies



## 5 Leadership Competencies



# 2014 CSC COMPETENCY LIST

CORE	ORGANIZATIONAL		LEADERSHIP	
Exemplifying Integrity	Demonstrating Personal Effectiveness	Championing and Applying Innovation	Managing Performance and Coaching for Results	Thinking Strategically and Creatively
Delivering Service Excellence	Speaking Effectively	Planning and Delivering	Building Collaborative and Inclusive Working Relationship	Leading Change
Solving Problems and Making Decisions	Writing Effectively	Managing Information	Creating and Nurturing a High Performing Organization	

# REVISED CSC POSITION PROFILE

CSC Resolution No. 1401757, s. 2014

Classification	Position	SG	EI	DSE	SPMD	DPE	SE	WE	CAI	PD	MI	BCIVR	MPCR	LC	TSC	CNHPO	
1st Level Non- Supervisory	Admin Aide I	1	1*	1*	1*	1*	1		1*	1*	1						
	Admin Aide II	2	1*	1*	1*	1*	1		1*	1*	1						
	Admin Aide III	3	1*	1*	1*	1*	1		1*	1*	1						
	Admin Aide V	5	1*	1*	1*	1*	1		1*	1*	1						
	Admin Aide IV	4	1*	1*	1*	1*	1	1	1*	1*	1						
	Admin Aide VI	6	1*	1*	1*	1*	1	1	1*	1*	1						
	Admin Asst. I to VI	7 to 12	1*	1*	1*	1*	1	1	1*	1*	1						
	Sr. Admin Asst. III	15	1*	1*	1*	1*	1	1	1*	1*	1						



Classification	Position	SG	EI	DSE	SPMD	DPE	SE	WE	CAI	PD	MI	BCIWR	MPCR	LC	TSC	CNHPO	
2nd Level Non- Supervisory	Admin Officer I	10	1*	1*	1*	1*	1	1	1*	1*	2						
	Admin Officer II	11	2*	1*	1*	1*	1	1	1*	1*	2						
	Media Production Specialist I	11	2*	1*	1*	1*	1	1	1*	1*	2						
	Statistician I	11	2*	1*	1*	1*	1	1	1*	1*	2						
	Security Officer I	11	2*	1*	1*	1*	1	1	1*	1*	2						
	Planning Officer I	11	2*	1*	1*	1*	1	1	1*	1*	2						
	Legal Assistant II	12	2*	1*	1*	2*	1	2	1*	1*	2						
	Info Systems Analyst I	12	2*	1*	1*	2*	1	2	1*	1*	2						
	HR Specialist I	13	2*	1*	1*	2*	1	2	1*	1*	2						
	Exec Asst I	14	2*	1*	1*	2*	1	2	1*	1*	2						
	Admin Officer III	14	2*	1*	1*	2*	1	2	1*	1*	2						
	Statistician II	15	2*	1*	1*	2*	1	2	1*	1*	2						
	Special Investigator II	15	2*	1*	1*	2*	1	2	1*	1*	2						
	Planning Officer II	15	2*	1*	1*	2*	1	2	1*	1*	2						
	Information Officer II	15	2*	1*	1*	2*	1	2	1*	1*	2						
	Computer Programmer II	15	2*	1*	1*	2*	1	2	1*	1*	2						
Comp Maint. Techno II	15	2*	1*	1*	2*	1	2	1*	1*	2							
Admin Officer IV	15	2*	1*	1*	2*	1	2	1*	1*	2							

Classification	Position	SG	EI	DSE	SPMD	DPE	SE	WE	CAI	PD	MI	BCIWR	MPCR	LC	TSC	CNHPO	
2nd Level Non- Supervisory	HR Specialist II	16	2*	2*	2*	2*	2	2	2*	1*	2						
	Engineer II	16	2*	2*	2*	2*	2	2	2*	1*	2						
	Architect II	16	2*	2*	2*	2*	2	2	2*	1*	2						
	Nurse III	16	2*	2*	2*	2*	2	2	2*	1*	2						
	Exec Asst II	17	2*	2*	2*	2*	2	2	2*	1*	2						
	Comp Maint Techno III	17	2*	2*	2*	2*	2	2	2*	1*	2						
	Statistician III	18	2*	2*	2*	2*	2	2	2*	1*	2						
	Special Investigator III	18	2*	2*	2*	2*	2	2	2*	1*	2						
	Public Relations Officer III	18	2*	2*	2*	2*	2	2	2*	1*	2						
	Planning Officer III	18	2*	2*	2*	2*	2	2	2*	1*	2						
	Information Officer III	18	2*	2*	2*	2*	2	2	2*	1*	2						
	Computer Programmer III	18	2*	2*	2*	2*	2	2	2*	1*	2						
	Admin Officer V	18	2*	2*	2*	2*	2	2	2*	1*	2						
	Accountant III	18	2*	2*	2*	2*	2	2	2*	1*	2						
	Senior HR Specialist	19	2*	2*	2*	2*	2	2	2*	1*	2						
	Info Tech Officer I	19	2*	2*	2*	2*	2	2	2*	1*	2						
	Exec Asst III	20	3*	3*	3*	3*	2	2	2*	1*	2						
	Exec Asst IV	22	3*	3*	3*	3*	2	2	2*	1*	2						
	Exec Asst V	24	3*	3*	3*	3*	2	2	2*	1*	2						
Attorney III	21	3*	3*	3*	3*	3	3	2*	1*	2							
Attorney IV	23	3*	3*	3*	3*	3	3	2*	1*	2							
Special Investigator IV	22	3*	3*	3*	3*	3	3	2*	1*	2							

Classification	Position	SG	EI	DSE	SPMD	DPE	SE	WE	CAI	PD	MI	BCIWR	MPCR	LC	TSC	CNHPO	
2nd Level - Supervisory	Supervising HR Specialist	22	3*	3*	3*		3	3				1	1		1*	1	
	Supervising AO	22	3*	3*	3*		3	3				1	1		1*	1	
	Info Tech Officer II	22	3*	3*	3*		3	3				1	1		1*	1	
	Engineer IV	22	3*	3*	3*		3	3				1	1		1*	1	
	Accountant IV	22	3*	3*	3*		3	3				1	1		1*	1	
	Special Investigator V	24	3*	3*	3*		3	3				1	1		1*	1	
	Conciliator	25	3*	3*	3*		3	3				1	1		1*	1	
	Attorney V	25	3*	3*	3*		3	3				1	1		1*	1	
	Librarian V	24	3*	3*	3*				3	3		2	2*	1	2*	2	
	Engineer V	24	3*	3*	3*				3	3		2	2*	1	2*	2	
	Chief HR Specialist	24	3*	3*	3*				3	3		2	2*	1	2*	2	
	Chief AO	24	3*	3*	3*				3	3		2	2*	1	2*	2	
	Chief Accountant	24	3*	3*	3*				3	3		2	2*	1	2*	2	
	Exec Asst VI	25	3*	3*	3*				3	3		2	2*	1	2*	2	
	Attorney VI	26	3*	3*	3*				3	3		2	2*	1	2*	2	
Head Exec Asst	27	3*	3*	3*				3	3		2	2*	1	2*	2		
2nd Level - Executive/ Managerial	Director II	26	3*	3*	3*							3*	2	2*	3	2	
	Director III	27	3*	3*	3*							3*	3	3*	3	3	
	Director IV	28	3*	3*	3*							4*	3	3*	3	4	
Asst. Com/Exec Dir	29	4*	4*	4*							4*	4	4*	4	4		
<b>* Mission Critical Competencies</b>																	

## REQUIRED AND MISSION-CRITICAL COMPETENCIES

Position Category	Competencies Required	Mission Critical
<p>First Level and Second Level Non-Sup (AAide I to Exec Asst V)</p>	<ol style="list-style-type: none"> <li>1. Exemplifying Integrity</li> <li>2. Delivery Service Excellence</li> <li>3. Solving Problems &amp; Making Decisions</li> <li>4. Demonstrating Personal Effectiveness</li> <li>5. Writing Effectively *</li> <li>6. Speaking Effectively</li> <li>7. Championing and Applying Innovation</li> <li>8. Planning and Delivering</li> <li>9. Managing Information</li> </ol> <p style="color: red; font-weight: bold;">* WE is not required for AAide I, II, III and V positions</p>	<ol style="list-style-type: none"> <li>1. Exemplifying Integrity</li> <li>2. Delivery Service Excellence</li> <li>3. Solving Problems &amp; Making Decisions</li> <li>4. Demonstrating Personal Effectiveness</li>   <li>5. Championing and Applying Innovation</li> <li>6. Planning and Delivering</li> </ol>

## REQUIRED AND MISSION-CRITICAL COMPETENCIES

Position Category	Competencies Required	Mission Critical
Second Level Sup (Supervising HRS and Comparable Positions)	<ol style="list-style-type: none"><li>1. Exemplifying Integrity</li><li>2. Delivery Service Excellence</li><li>3. Solving Problems &amp; Making Decisions</li><li>4. Writing Effectively</li><li>5. Speaking Effectively</li><li>6. Building Collaborative, Inclusive Working Relationships</li><li>7. Managing Performance and Coaching for Results</li><li>8. Thinking Strategically and Creatively</li><li>9. Creating and Nurturing a High Performing Organization</li></ol>	<ol style="list-style-type: none"><li>1. Exemplifying Integrity</li><li>2. Delivery Service Excellence</li><li>3. Solving Problems &amp; Making Decisions</li>        <li>4. Thinking Strategically and Creatively</li></ol>

## REQUIRED AND MISSION-CRITICAL COMPETENCIES

Position Category	Competencies Required	Mission Critical
Second Level Sup (Chief HRS and Comparable Positions)	<ol style="list-style-type: none"><li>1. Exemplifying Integrity</li><li>2. Delivery Service Excellence</li><li>3. Solving Problems &amp; Making Decisions</li><li>4. Championing and Applying Innovation</li><li>5. Planning and Delivering</li><li>6. Building Collaborative, Inclusive Working Relationships</li><li>7. Managing Performance and Coaching for Results</li><li>8. Leading Change</li><li>9. Thinking Strategically and Creatively</li><li>10. Creating and Nurturing a High Performing Organization</li></ol>	<ol style="list-style-type: none"><li>1. Exemplifying Integrity</li><li>2. Delivery Service Excellence</li><li>3. Solving Problems &amp; Making Decisions</li>     <li>4. Managing Performance and Coaching for Results</li>   <li>5. Thinking Strategically and Creatively</li></ol>

## REQUIRED AND MISSION-CRITICAL COMPETENCIES

Position Category	Competencies Required	Mission Critical
Second Level Executive/Managerial (Director II up to AsCom)	<ol style="list-style-type: none"><li>1. Exemplifying Integrity</li><li>2. Delivery Service Excellence</li><li>3. Solving Problems &amp; Making Decisions</li><li>4. Building Collaborative, Inclusive Working Relationships</li><li>5. Managing Performance and Coaching for Results</li><li>6. Leading Change</li><li>7. Thinking Strategically and Creatively</li><li>8. Creating and Nurturing a High Performing Organization</li></ol>	<ol style="list-style-type: none"><li>1. Exemplifying Integrity</li><li>2. Delivery Service Excellence</li><li>3. Solving Problems &amp; Making Decisions</li><li>4. Building Collaborative, Inclusive Working Relationships</li><li>5. Leading Change</li></ol>





# Development of the Competency Model



## WAYS OF DEVELOPING COMPETENCY MODEL

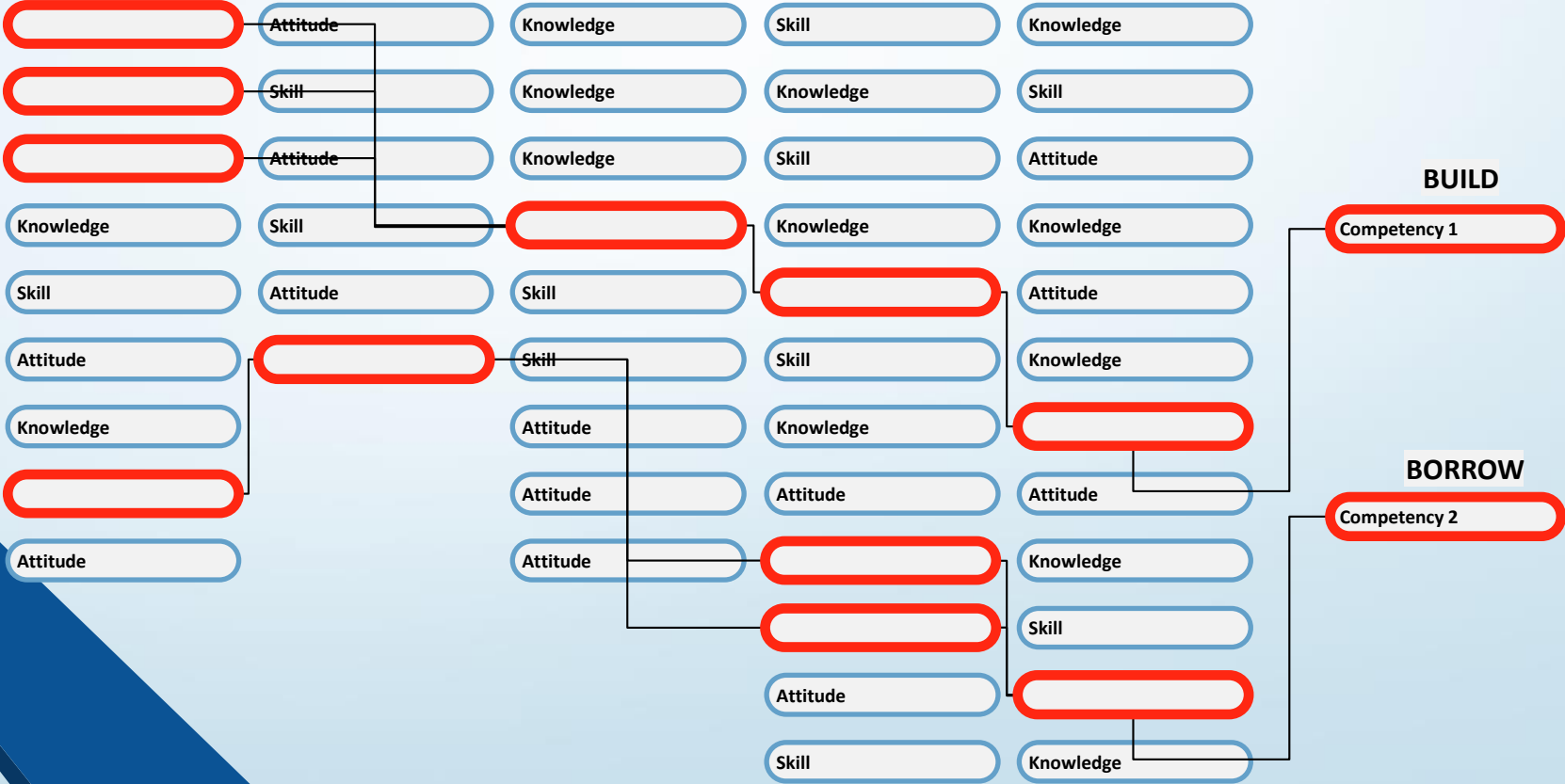
**BUY**

**BUILD**

**BORROW**

# HOW COMPETENCIES WERE IDENTIFIED

Job Descriptions	Job Analysis	Strategy Map/ Scorecards	Interviews	Benchmarking
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# FILTERING OF COMPETENCIES

Decision Making

Managing Performance

Planning and Delivering

External Awareness

Service Motivation

Achievement Orientation

People Development

Ensuring Execution

Leading Change

Building Commitment

Accountability

Partnering

Technical Credibility

Business Leadership

Catalyzing Teams

Flexibility

Interpersonal Skills

Strategic Thinking

Stress Tolerance

Motivating Others

Effective Communication

Influencing

Resilience

Leading Change

Analytical Thinking

Negotiating

Building Partnership

Creativity

Problem Solving

Customer Focus

Product Literacy

# FILTERING OF COMPETENCIES

Decision Making

Managing Performance

Planning and Delivering

External Awareness

Service Motivation

Achievement Orientation

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Catalyzing Teams

Flexibility

Interpersonal Skills

Strategic Thinking

Stress Tolerance

Motivating Others

Effective Communication

Influencing

Resilience

Leading Change

Analytical Thinking

Negotiating

Problem Solving

Negotiating

Strategic Thinking

Building Partnership

Creativity

Problem Solving

Customer Focus

Personal Effectiveness


Relevance

Common Themes

Progressive/Development

Element





Every workplace role is, at the simplest level, a collection of competencies.

- Every role has a unique competency combination.
- Every role requires different levels of competence.

**Focus is on what's needed to be successful in that role.**



## **VALIDATION ACTIVITIES**



**Writeshops (per position category)**



**Interviews (incumbents and supervisors)**



**Presentation of the output to the Asst.  
Commissioners**



**Presentation to the Commission**

# COMPETENCY TYPES

## CORE

Considered essential for all employees regardless of their function or level. *It relates to the values, mission and strategy of the organization.*

## ORGANIZATIONAL

*Relate to special skills needed to perform similar functions within the organization, expected in most positions.*

## LEADERSHIP

*Relate to skills needed to perform leadership or managerial work and processes; expected in leadership positions.*

## FUNCTIONAL

Specific competencies which are considered essential to perform any job in the organization within a defined technical or functional area of work.

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Competency	Planning and Delivering			
Definition	The ability to set priorities and identify scope and allocate resources to meet individual, team or organization targets and objectives.			
Levels	BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Core Description	Designs and implements plans focused on one's functional group or area of focus and involving team members from the same group.	Leads the design and implementation of plans, goals and/or objectives which involve members from other units.	Manages plans, goals and/or objectives that impact the whole organization.	Displays an integrated perspective as opposed to merely defining a systematic programming of pre-identified plans, goals and/or objectives.
Sample Behaviors	<ul style="list-style-type: none"> <li>Plans for personal and/or team goals and strategies based on cascaded or given office or division goals and strategies.</li> <li>Effectively prioritizes, sequences and schedules one's own or division goals and targets based on cascaded goals and strategies of the team.</li> <li>Effectively implements plans with few or minor snags or is able to control and correct deviations in plans immediately, monitoring and checking progress of the work against proposed timeline and set deliverables using available tools or employing simple methods of control.</li> <li>Uses simple tools or methods to delineate project tasks, and identifies responsible staff, schedule, resources, and time frame based on project plan.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and negotiates directions with stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded strategies of the organization.</li> <li>Effectively drafts and/or creates goals, measures and targets and the work involved in each in order to accomplish them, identifying the resources needed and ways to monitor or control progress of plans.</li> <li>Creates or enhances tools and improves work planning and delivery methods and processes to ensure effective and efficient execution of goals and strategies.</li> <li>Efficiently executes and completes projects within stated and agreed criteria such as people, time and budget resources involved.</li> <li>Anticipates potential challenges and takes active role in controlling and optimizing resources and processes to come up with preventive measures and ensure success.</li> <li>Coordinates with individuals or groups or seeks out partnerships to ensure the implementation of various tasks/activities of a plan succeed.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates ability to distribute and/or assign work or goals to individuals based on their role or capability, effectively prioritizing, sequencing and scheduling their work, goals and/or strategies.</li> <li>Reviews and analyzes project proposals and/or plans of different units, ensuring their alignment and resource allocation.</li> <li>Develops management approaches, methods, and techniques in project implementation in order to adhere to stakeholders and other project commitments.</li> <li>Creates a structure for communicating and keeping abreast of projects to ensure that stakeholders are informed and for the organization to be updated.</li> </ul>	<ul style="list-style-type: none"> <li>Charts and sells key priorities and goals to stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded or gleaned strategies.</li> <li>Creates strategic alliances to ensure that goals and plans are aligned and relevant interests of other groups and their respective organization strategy.</li> <li>Reconciles between tactical and operational goals and strategies, redirecting and allocating resources so that the bigger or more relevant plans take priority in execution while not necessarily forsaking other plans.</li> <li>Formulates policies, objectives, and structures, securing partners, resources and talent for the effective and efficient implementation of projects within CSC.</li> <li>Validates appropriateness of projects within the commission, seeking their alignment to each other and to the overall strategic imperative of CSC.</li> <li>Acts as project consultant by providing technical advice on project implementation.</li> </ul>

**Competency  
Definition**

# COMPETENCY TABLE

Competency	Planning and Delivering			
Definition	The ability to set priorities and identify scope and allocate resources to achieve organizational targets and objectives.			
Levels	BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Core Description	Designs and implements plans focused on one's functional group or area of focus and involving team members from the same group.	Leads the design and implementation of plans, goals and/or objectives which involve members from other units.	Manages plans, goals and/or objectives that impact the whole organization.	Displays an integrated perspective as opposed to merely defining a systematic programming of pre-identified plans, goals and/or objectives.
Sample Behaviors	<ul style="list-style-type: none"> <li>Plans for personal and/or team goals and strategies based on cascaded or given office or division goals and strategies.</li> <li>Effectively prioritizes, sequences and schedules one's own or division goals and targets based on cascaded goals and strategies of the team.</li> <li>Effectively implements plans with few or minor snags or is able to control and correct deviations in plans immediately, monitoring and checking progress of the work against proposed timeline and set deliverables using available tools or employing simple methods of control.</li> <li>Uses simple tools or methods to delineate project tasks, and identifies responsible staff, schedule, resources, and time frame based on project plan.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and negotiates directions with stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded strategies of the organization.</li> <li>Effectively drafts and/or creates goals, measures and targets and the work involved in each in order to accomplish them, identifying the resources needed and ways to monitor or control progress of plans.</li> <li>Creates or enhances tools and improves work planning and delivery methods and processes to ensure effective and efficient execution of goals and strategies.</li> <li>Efficiently executes and completes projects within stated and agreed criteria such as people, time and budget resources involved.</li> <li>Anticipates potential challenges and takes active role in controlling and optimizing resources and processes to come up with preventive measures and ensure success.</li> <li>Coordinates with individuals or groups or seeks out partnerships to ensure the implementation of various tasks/activities of a plan succeed.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates ability to distribute and/or assign work or goals to individuals based on their role or capability, effectively prioritizing and mitigating risks or conflicts in resources, schedules and implementation.</li> <li>Develops or customizes project management approaches, methods, and techniques in project implementation in order to adhere to stakeholders and other project commitments.</li> <li>Creates a structure for communicating and keeping abreast of projects to ensure that stakeholders are informed and for the organization to be updated.</li> </ul>	<ul style="list-style-type: none"> <li>Charts and sells key priorities and goals to stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded or gleaned strategies.</li> <li>Creates strategic alliances to ensure that goals and plans are aligned and relevant to the interests of other groups and their respective organization strategy.</li> <li>Distinguishes between tactical and operational goals and strategies, redirecting or balancing resources so that the bigger or more relevant plans take priority in execution while not necessarily forsaking other plans.</li> <li>Formulates policies, objectives, and structures, securing partners, resources and talent for the effective and efficient implementation of projects within CSC.</li> <li>Validates appropriateness of projects within the commission, seeking their alignment to each other and to the overall strategic imperative of CSC.</li> <li>Acts as project consultant by providing technical advice on project implementation.</li> </ul>

Competency Levels/Rubrics



**COMPETENCY TABLE**

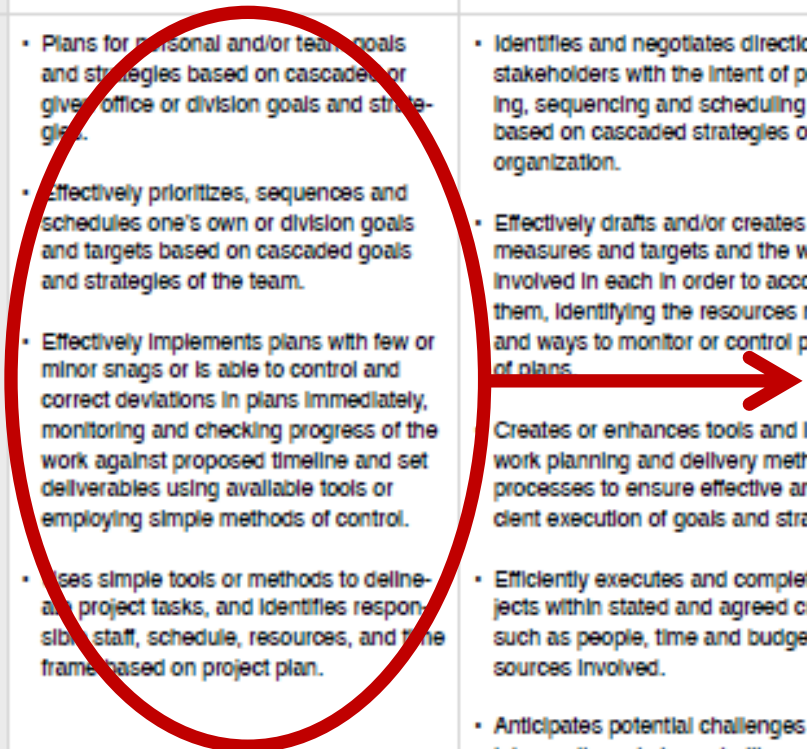
Competency	Planning and Delivering			
Definition	The ability to set priorities and identify scope and allocate resources to meet individual, team or organization targets and objectives.			
Levels	BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Core Description	<p>Designs and implements plans focused on one's functional group or area of focus and involving team members from the same group.</p>	<p>Leads the design and implementation of plans, goals and/or objectives which involve members from other units.</p>	<p>Manages plans, goals and/or objectives that impact the whole organization.</p>	<p>Displays an integrated perspective as opposed to merely defining a systematic programming of pre-identified plans, goals and/or objectives.</p>
Sample Behaviors	<ul style="list-style-type: none"> <li>Plans for personal and/or team goals and strategies based on cascaded or given office or division goals and strategies.</li> <li>Effectively prioritizes, sequences and schedules one's own or division goals and targets based on cascaded goals and strategies of the team.</li> <li>Effectively implements plans with few or minor snags or is able to control and correct deviations in plans immediately, monitoring and checking progress of the work against proposed timeline and set deliverables using available tools or employing simple methods of control.</li> <li>Uses simple tools or methods to delineate project tasks, and identifies responsible staff, schedule, resources, and time frame based on project plan.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and negotiates directions with stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded strategies of the organization.</li> <li>Effectively drafts and/or creates plans, measures and targets and the work involved in each in order to monitor and ways to monitor of plans.</li> <li>Creates or enhances work planning and processes to ensure efficient execution of projects.</li> <li>Efficiently executes and completes projects within stated and agreed criteria such as people, time and budget resources involved.</li> <li>Anticipates potential challenges and takes active role in controlling and optimizing resources and processes to come up with preventive measures and ensure success.</li> <li>Coordinates with individuals or groups or seeks out partnerships to ensure the implementation of various tasks/activities of a plan succeed.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates ability to distribute and/or assign work or goals to individuals based on their role or capability, effectively prioritizing, sequencing and scheduling their work, goals and/or strategies.</li> <li>Reviews and analyzes project proposals and/or plans of different units, ensuring alignment in and other project commitments..</li> <li>Creates a structure for communicating and keeping abreast of projects to ensure that stakeholders are informed and for the organization to be updated.</li> </ul>	<ul style="list-style-type: none"> <li>Charts and sells key priorities and goals to stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded or gleaned strategies.</li> <li>Creates strategic alliances to ensure that goals and plans are aligned and relevant to the interests of other groups and their respective organization strategy.</li> <li>Distinguishes between tactical and operational goals and strategies, redirecting or balancing resources so that the bigger or more relevant plans take priority in execution while not necessarily forsaking other plans.</li> <li>Formulates policies, objectives, and structures, securing partners, resources and talent for the effective and efficient implementation of projects within CSC.</li> <li>Validates appropriateness of projects within the commission, seeking their alignment to each other and to the overall strategic imperative of CSC.</li> <li>Acts as project consultant by providing technical advice on project implementation.</li> </ul>

**Core Description  
of the Proficiency  
Levels**

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Competency	Planning and Delivering			
Definition	The ability to set priorities and identify scope and allocate resources to meet individual, team or organization targets and objectives.			
Levels	BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Core Description	Designs and implements plans focused on one's functional group or area of focus and involving team members from the same group.	Leads the design and implementation of plans, goals and/or objectives which involve members from other units.	Manages plans, goals and/or objectives that impact the whole organization.	Displays an integrated perspective as opposed to merely defining a systematic programming of pre-identified plans, goals and/or objectives.
Sample Behaviors	<ul style="list-style-type: none"> <li>Plans for personal and/or team goals and strategies based on cascaded or given office or division goals and strategies.</li> <li>Effectively prioritizes, sequences and schedules one's own or division goals and targets based on cascaded goals and strategies of the team.</li> <li>Effectively implements plans with few or minor snags or is able to control and correct deviations in plans immediately, monitoring and checking progress of the work against proposed timeline and set deliverables using available tools or employing simple methods of control.</li> <li>Uses simple tools or methods to delineate project tasks, and identifies responsible staff, schedule, resources, and time frame based on project plan.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and negotiates directions with stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded strategies of the organization.</li> <li>Effectively drafts and/or creates goals, measures and targets and the work involved in each in order to accomplish them, identifying the resources and ways to monitor or control progress of plans.</li> <li>Creates or enhances tools and work planning and delivery methods and processes to ensure effective and efficient execution of goals and strategies.</li> <li>Efficiently executes and completes projects within stated and agreed criteria such as people, time and budget resources involved.</li> <li>Anticipates potential challenges and takes active role in controlling and optimizing resources and processes to come up with preventive measures and ensure success.</li> <li>Coordinates with individuals or groups or seeks out partnerships to ensure the implementation of various tasks/activities of a plan succeed.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates ability to distribute and/or assign work or goals to individuals based on their role or capability, effectively prioritizing, sequencing and scheduling their work, goals and/or strategies.</li> <li>Reviews and analyzes project proposals and/or plans of different units, ensuring their alignment to CSC mission and vision.</li> <li>Identifies and implements techniques in project implementation in order to adhere to stakeholders and other project commitments.</li> <li>Creates a structure for communicating and keeping abreast of projects to ensure that stakeholders are informed and for the organization to be updated.</li> </ul>	<ul style="list-style-type: none"> <li>Charts and sells key priorities and goals to stakeholders with the intent of prioritizing, sequencing and scheduling goals based on cascaded or gleaned strategies.</li> <li>Creates strategic alliances to ensure that goals and plans are aligned and relevant to the interests of other groups and their respective organization strategy.</li> <li>Distinguishes between tactical and operational goals and strategies, redirecting or balancing resources so that the bigger or more relevant plans take priority in execution while not necessarily forsaking other plans.</li> <li>Formulates policies, objectives, and structures, securing partners, resources and talent for the effective and efficient implementation of projects within CSC.</li> <li>Validates appropriateness of projects within the commission, seeking their alignment to each other and to the overall strategic imperative of CSC.</li> <li>Acts as project consultant by providing technical advice on project implementation.</li> </ul>

**Behavioral Indicators**



# SAMPLE POSITION PROFILE TABLE

Classification	Position	SG	EI	DSE	SPMD	DPE	SE	WE	CAI	PD	MI	BCIWR	MPCR	LC	TSC	CNHPO	
2nd Level - Supervisory	Supervising HR Specialist	22	3*	3*	3*		3	3				1	1		1*	1	
	Supervising AO	22	3*	3*	3*		3	3				1	1		1*	1	
	Info Tech Officer II	22	3*	3*	3*		3	3				1	1		1*	1	
	Engineer IV	22	3*	3*	3*		3	3				1	1		1*	1	
	Accountant IV	22	3*	3*	3*		3	3				1	1		1*	1	
	Special Investigator V	24	3*	3*	3*		3	3				1	1		1*	1	
	Conciliator	25	3*	3*	3*		3	3				1	1		1*	1	
	Attorney V	25	3*	3*	3*		3	3				1	1		1*	1	
	Librarian V	24	3*	3*	3*				3	3			2	2*	1	2*	2
	Engineer V	24	3*	3*	3*				3	3			2	2*	1	2*	2
	Chief HR Specialist	24	3*	3*	3*				3	3			2	2*	1	2*	2
	Chief AO	24	3*	3*	3*				3	3			2	2*	1	2*	2
	Chief Accountant	24	3*	3*	3*				3	3			2	2*	1	2*	2
	Exec Asst VI	25	3*	3*	3*				3	3			2	2*	1	2*	2
Attorney VI	26	3*	3*	3*				3	3			2	2*	1	2*	2	
Head Exec Asst	27	3*	3*	3*				3	3			2	2*	1	2*	2	



# USES OF POSITION PROFILE



**Describes the competencies important for each of the positions within CSC**

	<b>Adm Aide IV</b>	<b>HRS II</b>	<b>Sup HRS</b>	<b>Chief HRS</b>
<b>Solving Problems and Making Decision</b>	●	●	●	●
<b>Managing Performance and Coaching for Results</b>			●	●
<b>Delivering Service Excellence</b>	●	●	●	●

# USES OF POSITION PROFILE



Describes the level of proficiency expected in the competencies required of said positions

	Adm Aide IV	HRS II	Sup HRS	Chief HRS
Solving Problems and Making Decision	1	2	3	3
Managing Performance and Coaching for Results			1	2
Delivering Service Excellence	1	2	3	3

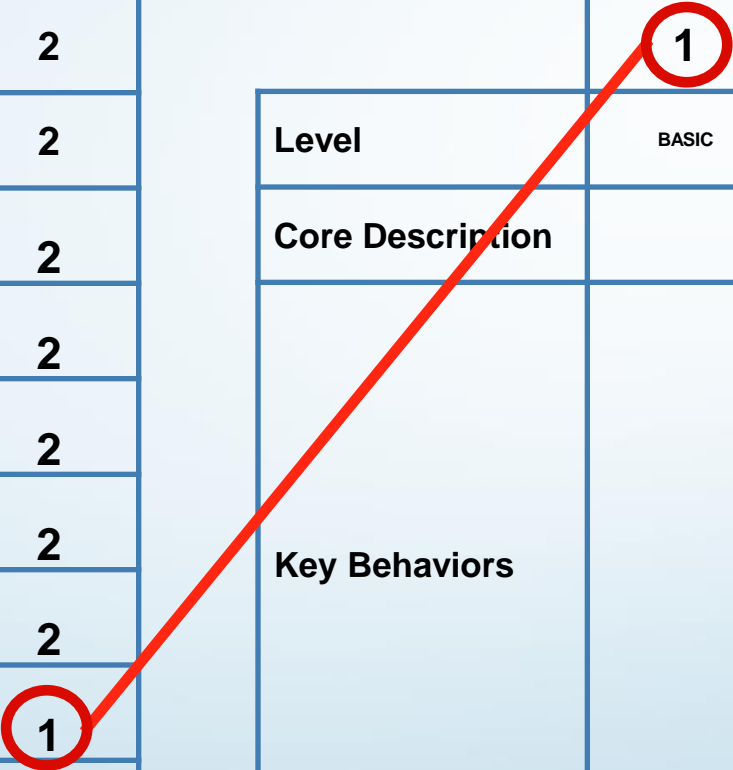
# HOW TO READ THE POSITION PROFILE AND COMPETENCY TABLE

HRS II		Delivering Service Excellence			
Delivering Service Excellence	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Exemplifying Integrity	<b>2</b>	BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
Solving Problems and Making Decisions	<b>2</b>	Core Description			
Speaking Effectively	<b>2</b>	Key Behaviors			
Writing Effectively	<b>2</b>				
Demonstrating Personal Effectiveness	<b>2</b>				
Championing and Applying Innovation	<b>2</b>				
Planning and Delivering	<b>1</b>				
Managing Information	<b>2</b>				

# HOW TO READ THE POSITION PROFILE AND COMPETENCY TABLE

	HRS II
Delivering Service Excellence	2
Exemplifying Integrity	2
Solving Problems and Making Decisions	2
Speaking Effectively	2
Writing Effectively	2
Demonstrating Personal Effectiveness	2
Championing and Applying Innovation	2
Planning and Delivering	1
Managing Information	2

	Planning and Delivering			
	1	2	3	4
<b>Level</b>	BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
<b>Core Description</b>				
<b>Key Behaviors</b>				



# THE CSC'S COMPETENCY-BASED HR JOURNEY



## Integration of Competencies in Recruitment and Promotion (2012)

### CBRPP

CSC Resolution No.  
1201265 dated  
September 5, 2012

- Competency-based Recruitment and Promotion Policies

### ECBRPP

CSC Resolution No.  
1400515 dated  
April 3, 2014

- CSC Enhanced Competency-based Recruitment and Promotion Policies

# Assessment Process

## Publication and Pre-qualifying

- ✓ Posting of the vacancy in the Bulletin of Vacant Positions
- ✓ Documents and QS review

## Evaluative

- ✓ Conduct of Written Exam
- ✓ Work Sample Test
- ✓ Behavioural Event Interview
- ✓ Background Investigation

## Contingent

- ✓ Medical Examination

# COMPETENCY-BASED QUALIFICATION STANDARDS

Education

Experience

Training

Eligibility

Core Competencies

Organizational Competencies

Leadership Competencies

Functional Competencies

- Retain the 4 factors
- Assign elements for each factor

**PLUS**  
Competencies  
Required

Achievement; Relevance

No. of Years; Relevance

No. of Hours; Relevance; Recency

POSITION: HRS II

OFFICE: OHRMD

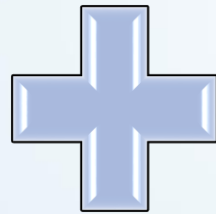
Factors	Traditional QS	Competency-Based QS	
Education	Bachelor's Degree	Achievement	Bachelor's Degree
		Relevance	HRD/HRM/HRDM
Experience	1 year of relevant experience	Years	One (1) Year
		Relevance	Demonstrated ability in any of the core HR system (Recruitment, Selection and Placement, Learning and Development, Performance Management and Rewards and Recognition)
Training	4 hours of relevant training	Hours	16 hours
		Relevance	Preferably in RSP, L&D, PMS and R&R
		Recency	Within the last 5 years
Eligibility	CS Professional / 2 <sup>nd</sup> Level Eligibility	Certification/Licenses	Career Service (Professional) Second Level Eligibility
Competencies	None	Exemplifying Integrity	2
		Delivering Service Excellence	2
		Solving Problems and Decision Making	2
		Demonstrating Personal Effectiveness	2
		Speaking Effectively	2
		Writing Effectively	2
		Championing and Applying Innovation	2
		Planning and Delivering	1
Managing Information	2		

**SAMPLE  
CBQS**



# ASSESSMENT CRITERIA

**30%**  
Performance



**70%**  
Competencies



**100%**

## RATING SCALE



# CSC PROFILE MATCH

## HRS II

Competencies	Proficiency Req.	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5
Exemplifying Integrity *	Intermediate (2)	3	4	5	3	3
Delivering Service Excellence *	Intermediate (2)	3	4	4	3	3
Solving Problems and Making Decisions *	Intermediate (2)	3	3	5	2	3
Demonstrating Personal Effectiveness*	Intermediate (2)	3	4	4	3	3
Speaking Effectively	Intermediate (2)	3	3	3	3	3
Writing Effectively	Intermediate (2)	3	4	4	3	3
Championing and Applying Innovation *	Intermediate (2)	3	4	5	2	3
Planning and Delivering *	Basic (1)	3	4	4	2	3
Managing Information	Intermediate (2)	3	3	4	2	3

-  • Proficient
-  • Very Proficient
-  • Shows Strength
-  • Minimal Development Needed
-  • Much Development Needed

# CSC PROFILE MATCH

## HRS II

Competencies	Proficiency Req.
Exemplifying Integrity *	Intermediate (2)
Delivering Service Excellence *	Intermediate (2)
Solving Problems and Making Decisions *	Intermediate (2)
Demonstrating Personal Effectiveness*	Intermediate (2)
Speaking Effectively	Intermediate (2)
Writing Effectively	Intermediate (2)
Championing and Applying Innovation *	Intermediate (2)
Planning and Delivering *	Basic (1)
Managing Information	Intermediate (2)

Meets	Applicant 1	Applicant 2	Applicant 3	Applicant 4	Applicant 5
	3	4	5	3	3
	3	4	4	3	3
	3	3	5	2	3
	3	4	4	3	3
	3	3	3	3	3
	3	4	4	3	3
	3	4	5	2	3
	3	4	4	2	3
	3	3	4	2	3


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# CSC PROFILE MATCH

## HRS II

Competencies	Proficiency Req.
Exemplifying Integrity *	Intermediate (2)
Delivering Service Excellence *	Intermediate (2)
Solving Problems and Making Decisions *	Intermediate (2)
Demonstrating Personal Effectiveness*	Intermediate (2)
Speaking Effectively	Intermediate (2)
Writing Effectively	Intermediate (2)
Championing and Applying Innovation *	Intermediate (2)
Planning and Delivering *	Basic (1)
Managing Information	Intermediate (2)

	Meets	Exceeds			
	Applicant 1	Applicant 2	Applicant 3	Applicant4	Applicant 5
	3	4	5	3	3
	3	4	4	3	3
	3	3	5	2	3
	3	4	4	3	3
	3	3	3	3	3
	3	4	4	3	3
	3	4	5	2	3
	3	4	4	2	3
	3	3	4	2	3

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# CSC PROFILE MATCH

## HRS II

Competencies	Proficiency Req.
Exemplifying Integrity *	Intermediate (2)
Delivering Service Excellence *	Intermediate (2)
Solving Problems and Making Decisions *	Intermediate (2)
Demonstrating Personal Effectiveness*	Intermediate (2)
Speaking Effectively	Intermediate (2)
Writing Effectively	Intermediate (2)
Championing and Applying Innovation *	Intermediate (2)
Planning and Delivering *	Basic (1)
Managing Information	Intermediate (2)

	Meets	Exceeds	Exceeds		
	Applicant 1	Applicant 2	Applicant 3	Applicant4	Applicant 5
	3	4	5	3	3
	3	4	4	3	3
	3	3	5	2	3
	3	4	4	3	3
	3	3	3	3	3
	3	4	4	3	3
	3	4	5	2	3
	3	4	4	2	3
	3	3	4	2	3

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# CSC PROFILE MATCH

## HRS II

Competencies	Proficiency Req.
Exemplifying Integrity *	Intermediate (2)
Delivering Service Excellence *	Intermediate (2)
Solving Problems and Making Decisions *	Intermediate (2)
Demonstrating Personal Effectiveness*	Intermediate (2)
Speaking Effectively	Intermediate (2)
Writing Effectively	Intermediate (2)
Championing and Applying Innovation *	Intermediate (2)
Planning and Delivering *	Basic (1)
Managing Information	Intermediate (2)

	Meets	Exceeds	Exceeds	Fails	
	Applicant 1	Applicant 2	Applicant 3	Applicant4	Applicant 5
	3	4	5	3	3
	3	4	4	3	3
	3	3	5	2	3
	3	4	4	3	3
	3	3	3	3	3
	3	4	4	3	3
	3	4	5	2	3
	3	4	4	2	3
	3	3	4	2	3


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-  • Very Proficient
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# CSC PROFILE MATCH

## HRS II

Competencies	Proficiency Req.
Exemplifying Integrity *	Intermediate (2)
Delivering Service Excellence *	Intermediate (2)
Solving Problems and Making Decisions *	Intermediate (2)
Demonstrating Personal Effectiveness*	Intermediate (2)
Speaking Effectively	Intermediate (2)
Writing Effectively	Intermediate (2)
Championing and Applying Innovation *	Intermediate (2)
Planning and Delivering *	Basic (1)
Managing Information	Intermediate (2)

	Meets	Exceeds	Exceeds	Fails	Meets
	Applicant 1	Applicant 2	Applicant 3	Applicant4	Applicant 5
	3	4	5	3	3
	3	4	4	3	3
	3	3	5	2	3
	3	4	4	3	3
	3	3	3	3	3
	3	4	4	3	3
	3	4	5	2	3
	3	4	4	2	3
	3	3	4	2	3

-  • Proficient
-  • Very Proficient
-  • Shows Strength
-  • Minimal Development Needed
-  • Much Development Needed



# HIRING DECISION

- ✓ The Commission/Regional Director shall select the appointees from among the top five ranking candidates who fully meet the competencies assessed.
- *An applicant is said to have met the competencies if he/she obtained a rating of at least “3” in all the competencies assessed.*
- ✓ In cases, however, that none of the applicants fully meet all the competencies required of the position, the Commission/Regional Director may select the applicant who meets the mission-critical competencies of the position



Q&A