



PROVINCIAL GOVERNMENT
OF BOHOL

Human Resource Management and Development Plan

HRMDP | 2011-2015

With the support and assistance of



Australian Government
AusAID

PHILIPPINES
PROVINCIAL ROADS MANAGEMENT FACILITY
Supported by the Australian Government Aid Program



Department of the Interior
and Local Government

TABLE OF CONTENTS

	Page
Acronyms and Abbreviations	3
List of Tables and Figures	7
Executive Summary	8
Authorization	11
Chapter I Strategic Directions of the Provincial Government of Bohol	14
1.1 Background and Introduction	14
1.2 Provincial Profile	16
1.3 Overarching Development Framework	17
1.4 Overview of the HRMD Planning Process	20
Chapter II The HR Situation in the Provincial Government of Bohol	24
2.1 The PLGU As An Organization	24
2.2 Assessment of LGU Investments in HR	26
2.3 Personnel and Employee Profile	28
2.4 Analysis of the HR Systems	29
2.4.1 Summary Report of Staff and Skills Inventory	31
2.4.2 Organizational and HR Status and Challenges	33
2.4.3 Assessment of HR Systems	45
2.4.4 Gaps Prioritization	46
Chapter III Proposed HRMD Interventions: Five Year HRMD Plan and Capacity Development Program	48
3.1 Organizational	49
3.2 Personnel	51
3.3 Human Resource Systems	70
3.4 Health and Wellness	74
3.5 Capacity Development Program	79
Chapter IV Role of HRM Practitioners	91
4.1 HRMDO	91
4.2 HR Support Groups	93
4.3 HR Ad Hoc Committee	94
Chapter V Monitoring and Evaluating the HRMD Plan	101
Chapter VI Communicating the Plan	116
ANNEXURES	119

Acronyms and Abbreviations

AIP	Annual Investment Program
AUSAID	Australian Agency for International Development
BAC	Bids and Awards Committee
BAWIGS	Bohol Association of Women in Government Service
BEMO	Bohol Environment and Management Office
BEPO	Bohol Placement and Placement Office
BICTU	Bohol Information and Communication Technology Unit
BIPC	Bohol Investment and Promotion Center
BLECS	Bohol Law Enforcement Communication System
BOPEL	Bohol Provincial Employees League
BOPE-MPC	Bohol Provincial Employees-Multipurpose Cooperative
BOSS	Bohol One-Stop Shop
BTO	Bohol Tourism Office
CCAD	Center for Culture and Arts Development
CCH	Candijay Community Hospital
CDH	Catigbian District Hospital
CLUP	Comprehensive Land Use Plan
CNPCMH	Cong. Natalio P. Castillo Memorial Hospital
COA	Commission on Audit
CPGMH	Carlos P. Garcia Municipal Hospital
CSC	Civil Service Commission
CSGTMH	Cong. Simeon G. Torribio Hospital
DBM	Department of Budget and Management
DILG	Department of Local Government
DOH	Department of Health
DTR	Daily Time Record
EIA	Environmental Impact Assessment
ELA	Executive –Legislative
ELA	Executive and Legislative Agenda
ELFC	Expanded Local Finance Committee
EMS	Environment Management System
e-NGAS	electronic-New Government Accounting System
E-TRACS	Enhanced Tax Revenue Assessment and Collection System
FDMH	Francisco Dagohoy Memorial Hospital
FITTSYS	Financial Transaction Tracking System
GAD	Gender and Development
GF	General Fund
GIS	Geographic Information System
GMPH	Garcia Memorial Provincial Hospital
GO	Governor's Office
G.O.L.D.	Governance and Local Development
GPS	Government Procurement System

HEAT	Health and Sanitation, Education and Technology, Agriculture and Food Security, Tourism and Livelihood
HELPS	Health, Environment, Leadership Development, Peace and Order, Sports and Youth Development
HR	Human Resource
HRDC	Human Resource Development Committee
HRIS	Human Resource Information System
HRIS	Human Resource Information System
HRMD	Human Resource Management and Development
HRMDO	Human Resource Management and Development Office
HRMDP	Human Resource Management and Development Plan
HRS	Human Resource System
IAS	Internal Audit Service
ICT	Information and Communication Technology
IEC	Information and Education Campaign
IEE	Initial Environmental Examination
IRA	Internal Revenue Allotment
IT	Information Technology
JMC	Joint Memorandum Circular
LAMP	Land Administration and Management Office
LCE	Local Chief Executive
LFC	Local Finance Committee
LGC	Local Government Code
LGU	Local Government Unit
LIFE	Livelihood & Tourism, Infrastructure , Food and Education
M&E	Monitoring and Evaluation
MCH	Maribojoc Community Hospital
MEB	Management Executive Board
MIS	Management Information System
MOA	Memorandum of Agreement
MOOE	Maintenance and Other Operating Expenses
MOV	Means of Verification
MSP	Merit Selection Plan
NEDA	National Economic Development Authority
NGICS	National Guidelines on Internal Control Systems
NGO	Non-Government Organization
ODA	Overseas Development Assistance
OPSWD	Office of the Provincial Social Welfare and Development
OPV	Office of the Provincial Veterinarian
PAccO	Provincial Accountant's Office
PAdmO	Provincial Administrator's Office
PAHRDF	Philippines-Australia Human Resource Development Facility
PAO	Provincial Agriculture Office
PAssO	Provincial Assessor's Office
PBMO	Provincial Budget and Management Office
PBS	Personnel Selection Board

PDC	Provincial Development Council
PDF	Position Description Form
PDC-TWG	Provincial Development Council Technical Working Group
PDIP	Provincial Development Investment Program
PDMU	Project Development Monitoring Unit
PDPFP	Provincial Development and Physical Framework Plan
PDRPMC	Provincial Disaster Risk Reduction Management Council
PEO	Provincial Engineering Office
PFM	Public Financial Management
PGBh	Provincial Government of Bohol
PGSO	Provincial General Services Office
PHIC	Philippine Health Insurance Corporation
PhilGEPS	Philippine Government Electronic Procurement System
PHO	Provincial Health Office
PIAO	Provincial Internal Audit Office
PLEE	Potential Local Economic Enterprises
PLGU	Provincial Local Government Unit
PLO	Provincial Legal Office
PLPEM	Provincial Local Public Expenditure Management
PMEC	Provincial Monitoring and Evaluation Committee
PMES	Performance Management and Evaluation System
PMPO	Provincial Motor Pool Office
PO	Peoples Organization
PPAs	Programs, Projects, and Activities
PPDC	Provincial Planning and Development Coordinator
PPDO	Provincial Planning and Development Office
PPOC	Provincial Peace and Order Council
PRAISE	Programs on Awards and Incentives for Service Excellence
PRMF	Provincial Roads Management Facility
ProMES	Provincial Monitoring and Evaluation System
PS	Personal Services
PSB	Personnel Selection Board
PTO	Provincial Treasurer's Office
QS	Qualification Standard
RA	Republic Act
RAO	Registry of Allotment and Obligation
RPTIS	Real Property Tax Information System
SAAOB	Statement of Appropriations, Allotments and Obligations
SEEM	Social, Economic, Environmental Management
SEF	Special Education Fund
SERVICE	Stewardship Excellence Respect Vision Integrity Culture Empowerment
SFMP	Strategic Financial Management Plan
SMUs	Sectoral Monitoring Units
SP	Sangguniang Panlalawigan
SRP	System Ranking Positions
SSI	Staff and Skills Inventory

SWOT	Strengths, Weaknesses, Opportunities and Threats
TBGDH	Teodoro B. Galagar District Hospital
TDMS	Training and Development Management System
TDMT	Training Development and Management Team
TWG	Technical Working Group
USAID	United States Aid for International Development
VMG	Vision Mission Goals

List of Tables and Figures

Table No.	TITLE
1	PLGU Investments in Human Resources Management and Development: 2008-2011
2	Personnel and Employee Profile : 2011
3	Rating Scales Used in the Staff and Skills Inventory
4	Technical Competencies and Challenges of the Social Development Sector
5	Technical Competencies and Challenges of the Economic Development Sector
6	Technical Competencies and Challenges of the Environment Management Sector
7	Technical Competencies and Challenges of the Infrastructure Development Sector
8	Technical Competencies and Challenges of the Development Administration Sector
9	Five Year Human Resource Development Plan and Capacity Development Program: Organizational
10	Five Year Human Resource Development Plan and Capacity Development Program: Personnel
11	Five Year Human Resource Development Plan and Capacity Development Program: Human Resource System
12	Five Year Human Resource Development Plan and Capacity Development Program: Health and Wellness
13	Five Year Human Resource Development Plan and Capacity Development Program: Capacity Development Program
14	Summary of LGU Five Year HRMD and Capacity Development Investments
15	Role of HRM Practitioners in the Provincial Government of Bohol in HRMD Plan Implementation
16	Proposed Logical Framework for the HRMD Plan of the Provincial Government of Bohol
17	Communication Plan of the HRMD Plan and Capacity Development
18	Organizational Chart of the Provincial Government of Bohol
19	Personnel and Employee Profile
20	Salary Scale of the Provincial Government of Bohol
21	Analysis of the HR Systems in the Provincial Government of Bohol
22	Gaps Prioritization of the Social Development Sector
23	Gaps Prioritization of the Economic Development Sector
24	Gaps Prioritization of the Environment Management Sector
25	Gaps Prioritization of the Infrastructure Development Sector
26	Gaps Prioritization of the Development Administration Sector

FIGURES

Figure No.	TITLE
1	Bohol's Overarching Development Framework
2	The Results Chain Framework of the HRDMP and Capacity Development Program
3	The HRMD Plan Road Map

EXECUTIVE SUMMARY

The achievement of the Bohol's strategic direction requires the acknowledgement on the importance of the human resource to an organization. The Provincial Government of Bohol (PGBh) is no exception having set its Vision and Mission statement it is also inherent for the management to enhance the capacity of its workforce to fully respond to the needs and demands in achieving the overall goal and to meet the expectations of Boholano stakeholders for efficient, effective and quality public service.

The Provincial Government of Bohol envisions the local government as an organization to be:

“A dynamic and responsive organization that provides responsible, participatory, informative and self-reliant governance led by proactive, innovative and committee leaders and staff equipped with new capabilities to inspire entrepreneurial efforts among different sectors to all stakeholders, primarily the Boholano people.”

To achieve this requires full understanding of what are the challenges currently faced by the provincial government and to determine strategic responses including human resource systems requirements. Preparing, developing and managing the human resource has always been a huge challenge for the PGBh. The journey towards human resource management and development has been long, arduous and continuing.

Right after the passage of the local autonomy act known as Local Government Code of 1991, the PGBh braces itself to better equip its human resources. Maximizing the technical assistance provided under the USAID-assisted Governance and Local Development (GOLD) Project (1996-2000), and the Philippines Australia Human Resource Development Facility (PAHRDF) (2005-2010), the Province took the momentum to strengthen human resource management and organizational development by defining the requirements to address the competency gaps. This highlights the Province's interest to determine the best workforce, systems and processes possible in responding to the increasing demand of running an organization in a true meaning of good governance.

Because of the new challenges set forth with the finalization of Bohol's overarching development framework defined in the acronym **H E A T L I F E H E L P S**, the Province in partnership with Philippine Provincial Roads Management Facility (PRMF), a AusAID funded development assistance that pursues institutional and governance reforms in the road sector, seeks to determine the present conditions of the PLGU and its human resource and propose strategic interventions to fully harness the potentials of its human resource to match the required organizational, managerial and technical competencies.

The intent and determination of the Provincial Government for human resource management and development is manifested with the institutionalization of Human Resource Management and Development Office (HRMDO), from a unit in the Provincial Administrator's Office into a separate office, mandated to capacitate and build reform initiatives based on a full understanding of the previous and present human resource conditions including its processes and operational systems.

The processes require the conduct of staff and skills inventory (SSI) and an analysis of the entire organizational set up to determine the gaps and plan for strategic interventions.

The results of the staff and skills inventory provided insights and new opportunities to the Provincial government. This paved the way for the formulation of the Five Year Human Resource Management and Development Plan (HRMDP) that included a Five Year Capacity Development Program. The HRMDP as a reform package covers five major areas to include (a) organization; (b) personnel; (c) human resource systems; (d) health and wellness; and (e) capacity development. Furthermore, the data analysis of the results of SSI is done within the context of the five governance and development areas that include (1) Social Development Sector, (2) Economic Development Sector, (3) Environmental Management Sector, (4) Infrastructure Development Sector, and (5) Development Administration Sector. Finally, the analysis of the core, managerial and technical competencies and their results are matched against the standards; areas which were sub-standards are considered for HR organizational improvement.

Investing in the human resource is a tradition of the PGBh. Historical financial data reveal the PGBh increasing investments in human resource. For the last three years, the Province has increased by at least 10% its investments for human resource management and development. Although Personal Services (PS) has been noted to have exceeded what is allowed by the Department of Budget and Management (DBM), however, the PGBh has exerted effort to reduce excess to 4% in 2011 from 15% in 2008, 22% in 2009 and 11% in 2010. This initiative demonstrates the determination of the PGBh to achieve strategic fit between its development directions and its workforce.

As regards the personnel profile of the PGBh, 67% belong to the first level employees; while 33% are categorized as second level employees. However, among second level employees there are more supervisory (65%) than non-supervisory (35%). Gender balance is almost attained with 55% male and 45 % female. Like other provincial LGUs, the present workforce of the provincial government is complemented with contract of services and job order workers.

In areas of competencies, the results also indicate an emerging trend and demand for more trainings on competencies for both managerial and middle managers to be more responsive.

Given this scenario and as a response to the identified gaps generated from the Staff and Skills Inventory conducted by the Human Resource Management and Development Office (HRMDO), the Provincial Governor issued on 4 January 2011 Executive Order No. 1-A, series of 2011, creating the HRMDP Planning Team composed of 12 members that has identified major human resource and capacity development interventions planned for the next five years. The HRMD Plan is a product of many participatory planning processes involving representatives of different offices who have some level of competency in human resource development planning. The HRMD Plan also embraces the concept of defining all parameters for Human Resource Management. The plan being spread in a five year period also defines the investment priorities in human resource capacity building.

This Plan as a process will go thru the numerous discussions and presentations engaging different stakeholders to gain support in the implementation of the Plan and continually determine best options in building a robust and responsive provincial government workforce capable of translating priority programs and projects into specific actions contributing to the achievement of the development agenda of the Province.

One notable action is the process of communicating the plan to all stakeholders, both to generate support and better understanding of the plan importance. Monitoring and Evaluation of the Plan implementation requires identification of key areas as indicators of changes, thus the Plan has by itself has embedded M&E parameters. Regular conduct of monitoring shall be the responsibility of the HRMD Office and shall become an integral part of the Provincial Monitoring and Evaluation System or ProMES.

The Plan will further cement the premiums set forth by the Provincial Government on the importance of a more responsive cohesive human resources required in building a sound foundation towards the attainment of its vision and fully meeting the needs of Boholanos for effective and quality delivery of services, especially in the road sector and Good Governance.

AUTHORIZATION



Republic of the Philippines
PROVINCE OF BOHOL
City of Tagbilaran

OFFICE OF THE GOVERNOR

March 22, 2011

Hon. CONCEPCION O. LIM, M.D.
Vice Governor and Presiding Officer
Sangguniang Panlalawigan of Bohol

Madam:

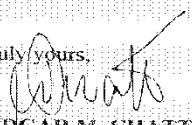
It pleases me to inform you that Ms. Josefina J. Relampagos, Head of the Human Resource Management and Development Office (HRMDO) of this LGU has presented to me and other key personnel just this morning the draft of the Human Resource Management and Development (HRMD) Plan for the Provincial Government of Bohol.

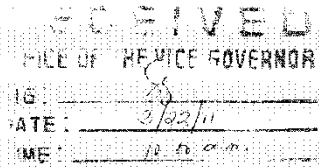
I find that the HRMD Plan would contribute significant benefits to the Provincial Government particularly in the area of human resource development and institutional reforms. In sum, I am optimistic that this mechanism is very substantial in achieving the strategic directions and development agenda of the present administration. The contents of the HRMD Plan is implementable and if adopted, will be beneficial to the Provincial Government of Bohol. Thus, I approved such plan.

In view hereof, I am respectfully requesting the approval of the SP by passing a resolution approving and adopting the aforesaid HRMD Plan as we are catching up with the deadline set by the Provincial Roads Management Facility (PRMF) which is March 31, 2011.

Thank you for this in anticipation of your early action thereon in the interest of public service.

Very truly yours,

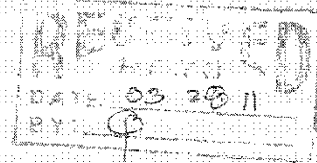

Atty. EDGAR M. CHATTO
Governor



AUTHORIZATION



Republic of the Philippines
PROVINCE OF BOHOL
 City of Tagbilaran



OFFICE OF THE SANGGUNIANG PANLALAWIGAN

EXCERPT FROM THE RECORD OF PROCEEDINGS OF THE REGULAR SESSION OF THE SANGGUNIANG PANLALAWIGAN OF BOHOL HELD AT THE SENATOR BENIGNO S. AQUINO, JR. SESSION HALL, NEW CAPITOL COMPLEX, TAGBILARAN CITY, ON MARCH 23, 2011.

PRESENT:

Hon. Concepcion O. Lim, M.D.	Prov'l. Vice Governor
Hon. Dionisio D. Balite, Ph.D.	Senior Member
	Presiding Officer
Hon. Josephine Socorro C. Jumarnoy	Member
Hon. Cesar Tomas M. Lopez, M.D.	Member
Hon. Bienvenido C. Molina, Jr., M.D.	Member
Hon. Gerardo C. Garcia	Member
Hon. Abeleon R. Damalerio	Member
Hon. Venzencio B. Arcamo	Member
Hon. Brigido Z. Imboy	Member
Hon. Romulo G. Cepedosa, D.M.D.	Member
Hon. Ramonito A. Torrefranca	Member, PCL
Hon. Crispina A. Vergara	Member, ABC
Hon. Daxson T. Asoy	Member, SK

ABSENT:

Hon. Godofredo O. Tirol, Ph.D.	Member
-------------------------------------	--------

RESOLUTION NO. 2011-107

APPROVING AND ADOPTING THE FIVE-YEAR HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT (HRMD) PLAN INCLUDING THE CAPACITY DEVELOPMENT PROGRAM AND ITS MONITORING AND EVALUATION.

(Sponsored by **Hon. Cesar Tomas M. Lopez**)
 (Co-sponsored by the **Honorable Presiding Officer,**
Senior Member Dionisio D. Balite)

"WHEREAS, hiring of personnel in adherence to principles of merit, fitness and equality leads to a good quality of performance of the human resources that support the achievement of the vision, mission and goals of the provincial government;

"WHEREAS, the Human Resource Management and Development Office leads in the development and implementation of human resource management and development that will ensure the human resource needs of the provincial government as well as taking care of the individual employees and the strong implementation of policies in adherence to civil service laws and policies;

"WHEREAS, the Capacity Development Program will help employees recognize and realize their potentials as human beings, concurrent with the task of developing the knowledge, skills and abilities to enable employees to be more effective in their respective job roles;

AUTHORIZATION

Sangguniang Panlalawigan of Bohol
Resolution No. 2011-107

- 2 -

"WHEREAS, the proposed plan is a blueprint of an organized human resource management in response to the achievement of the Province's strategic direction on how important human resources are to an organization, a vital requisite in building a sound foundation towards the attainment of its Vision;

"WHEREFORE, be it resolved, as it is hereby resolved by the Sangguniang Panlalawigan of Bohol in session duly assembled -

To approve and adopt the Five-Year Human Resource Management and Development Plan including the Capacity Development Program and its Monitoring and Evaluation;

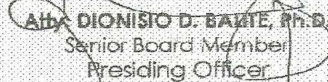
"RESOLVED FURTHER, to furnish a copy of this resolution to all persons concerned for their appropriate action and due information;

"APPROVED".

I hereby certify to the correctness of the above quoted Resolution.


BONIFACIO M. QUIROG, JR.
SP Secretary

ATTESTED:


ATTY. DIONISIO D. BANTE, Ph.D.
Senior Board Member
Presiding Officer



CHAPTER I THE STRATEGIC DIRECTIONS OF THE PROVINCIAL GOVERNMENT OF BOHOL (PGBH)

BACKGROUND AND INTRODUCTION

It is inherent and imperative for the management of an organization to enhance the capability of its workforce in order to fully carry-out plans and targets towards achieving its goals and objectives. After all, the most important asset of any organization is its human resource.

The Provincial Government of Bohol (PGBh) is aware of the multitudes of challenges it is currently faced with to ensure that strategic development directions and programs are implemented in a manner that meets the needs of constituents. Capable, well resourced and equipped personnel and robust human resources systems are required to meet these tasks.

PGBh's journey towards a strong bureaucracy and responsive human resource management and development systems dates back to the mid 90's, right after the passage of the local autonomy act known as the Local Government Code of 1991. The Provincial Government of Bohol was among 11 provinces where a USAID –assisted project called Governance and Local Development or G.O.L.D. was implemented. This technical assistance provided direction to the human resource management and organizational development efforts of PGBh, struggling to meet the new demands of decentralization. The GOLD project gained for Bohol a more defined human resource development and management office, which is separate from the Governor's Office; a pool of facilitators trained on the "Technology of Participation" to moderate countless provincial planning workshops as well as municipal and barangay development planning sessions; and the capacity development of provincial employees who were tasked to man newly created offices such as tourism, investment promotions and environmental management, which were established to respond to the newly – formulated vision and mission statements of Bohol Province.

The GOLD Project left a legacy to the Provincial Government of Bohol in the creation of the Management Executive Board (MEB), composed of the heads of departments and offices attached to the Governor's Office and chaired by the Provincial Governor or in his absence the Provincial Administrator. This steering structure is still enshrined in the Administrative Code of PGBH, approved by the Sangguniang Panlalawigan. Presently, the MEB meets once a week to discuss on program and project implementation concerns. With the advocacy of PRMF, a Road Sector Committee (RoadSec) is created within the MEB to respond to road sector-related concerns. The Road Sector Committee meets twice a month and reports to the MEB.

Sometime in 2005, PGBh was assisted and supported by the Philippines-Australia Human Resource Development Facility (PAHRDF), a program undertaken by the Australian Agency for International Development of AusAID, for the formulation of a three –year Human Resource Management and Development (HRMD) Plan that clearly outlined steps for a long-term development of the employees to increase capacity and responsive of PGBh for service delivery. The Plan covered until 2007 and is due for updating.

Aside from assisting the PGBh in the preparation of the first HRMD Plan of 2004-2007, the PAHRDF has provided a comprehensive menu of short-term skills- building and competency-based capacity development activities for public finance, human resource management, database management/ GIS, change management, agri-entrepreneurship, public enterprise management, monitoring and evaluation and project identification, development and management, executive managerial leadership training, training development and management, among others. These capacity development activities have produced a number of knowledge products to include: (1) Bohol Agriculture Master Plan; (2) Five-Year Financial Management Plan; (3) Manual on Tourism Standards; (4) Agri – Entrepreneurial Handbook; (5) ICT Operations Manual; (6) Training Development and Management Systems (TDMS), among others.

Long-term scholars from the provincial government (22), municipal governments (5) and academe (1) were sent on long-term studies to Australia to enhance skills required to push the development directions of Bohol in the fields of agribusiness, rural systems and management, environmental , environmental management and resource planning, human resource management , organizational development, ICT/GIS and database management, ecotourism, engineering, public financial management , gender and women empowerment, among others.

The partnership of the PGBh with the Australian AID Program and the Department of Interior and Local Government (DILG) in the implementation of the Philippines Provincial Roads Management Facility (PRMF), a five year institutional reforms and governance program using the road sector as an entry point which began in the latter part of 2009, paved the way for the continuation of organizational and HR enhancement initiatives started by PAHRDF. With the advocacy of PRMF, the PGBh will update and enhance its HRMD Plan for 2011-2015. The revision and updating of the HRMD Plan is Incentive Criteria No. 3 of the Incentive Program of PRMF, which is the “Development and Implementation of a Multi-Year Human Resource Management and Development Plan.”

The updating and enhancement of the PGBh's Human Resource Management and Development Plan for 2011-2015, with assistance from PRMF, is most timely as a new set of provincial leadership and officials have started their administration and governance of the provincial government after the May 2010 elections. This HRMD Plan will provide adequate guidance to provincial leaders for appropriate implementation support – financial, policy and administrative.

PROVINCIAL PROFILE

Bohol is one of the island provinces in the Philippines, the 10th largest in the country. It is composed of a mainland and 81 offshore islands and islets with an approximate total coastline of 654 kilometers. Out of its total land area of 411, 726 hectares, about 21% are protected land. Bohol was made a province on 10 March 1917. It is classified as a First Class-A province and is the homeland of revolutionary leaders Francisco Dagohoy and Tamblot and of the 4th President of the Republic of the Philippines and President of the 1972 Constitutional Convention, Pres. Carlos P. Garcia. The detailed development profile of the province is contained in the Provincial Development and Physical Framework Plan. The detailed provincial profile can be seen in the Provincial Development and Physical Framework Plan (PDPFP).

Administrative Divisions Located almost centrally in the Philippine archipelago, the island province of Bohol can be reached by air or sea transportation direct from Manila and some Mindanao provinces or via Cebu. The province is composed of one city, Tagbilaran City serving as its capital, and 47 municipalities grouped into 3 congressional districts and is composed of 1, 109 barangays.

Population In 2007, the Province has a total population of 1,230,110 with 1.06% Annual Population Growth Rate. Results of the Poverty Database and Monitoring System (PDMS) of the Provincial Government reveal that Bohol has 224,283 households with an average family size of 5 persons. Bohol's population is predominantly young with most of its population belonging to the younger age groups. Children in the ages 5 to 9 years comprised the largest age group in Bohol, posting 12.4 percent of the total household population, followed closely by age groups 0 to 4 years and 10 to 14 years with 12.1 percent each. The dependency ratio of the province is 54%, as such, 54% of the population are either under 15 or over 65 years old).

Socio –Cultural-Economic Profile Employment in the Province was placed at 91 percent and is mostly agriculture-led (NSO, 2000). Agriculture is the main source of economic activity in Bohol with a greater number of its people engaged in farming and fishing.

Bohol has done relatively well with regard to human development compared with other provinces and countries. Per the Philippine Human Development Report 2002, Bohol falls within the medium human development category and is comparable to that of Vietnam but slightly better than Indonesia. This positive trend shows that despite the limited cash income, Boholano families were still able to manage their resources well to minimize the impact of low income on their quality of life.

The economy of Bohol is largely agricultural-based with agricultural activities focused on the cultivation of food crops. While the economy of the province is predominantly small-scale agriculture, home-based industries, mostly of the micro and cottage types, also play a great deal of contribution. Tourism is another industry, which is increasingly gaining influence on the province's economy.

The province of Bohol is a growing favorite destination not only of domestic but also of foreign tourists. Tourism industry has become a major element for the economic growth in Bohol. Tourism investors and service providers have seen the industry's promising conditions and its potentials for further development.

OVERARCHING DEVELOPMENT FRAMEWORK

The Province of Bohol envisions itself as “a prime eco-cultural tourism destination and a strong, balanced agro-industrial province, with a well-educated, God-loving and law-abiding citizenry, proud of their cultural heritage, enjoying a state of well-being and committed to sound environmental management.” Its mission is “to enrich Bohol's social, economic, cultural, political and environmental resources through good governance and effective partnerships with stakeholders for increased global competitiveness. The Bohol Vision is translated into four major development themes to include **H** Health and Sanitation; **E** Education and Technology; **A** Agriculture and Food Security and **T** Tourism and Livelihood, or shortened in the acronym **H E A T – Bohol**. This can be best appreciated in the overarching development framework seen in Figure 1 on page 12.

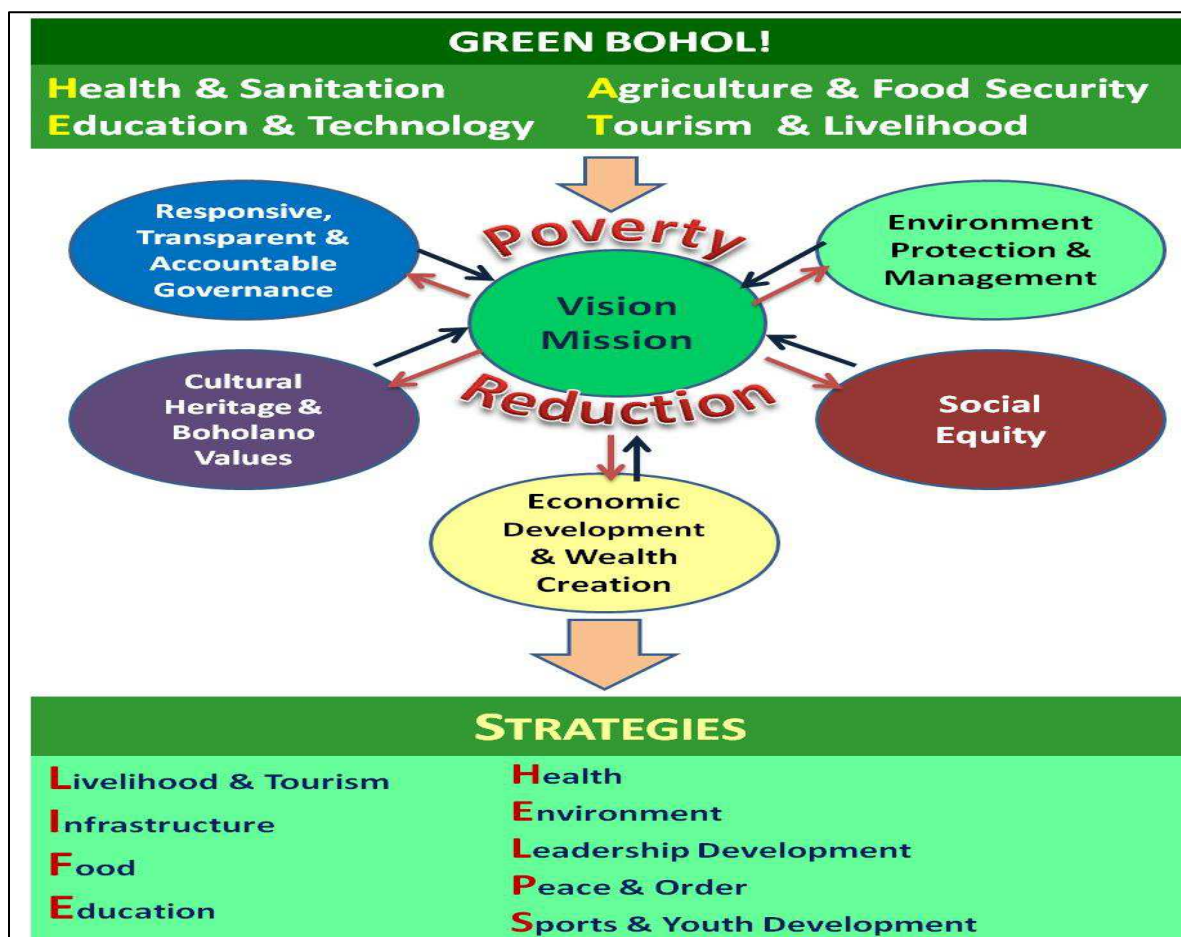


Figure 1 Bohol's Overarching Development Framework

Development Strategies To achieve the vision and mission embodied in HEAT Bohol, the following strategies are developed under the acronym **L I F E H E L P S**, where

Livelihood and Tourism (Generate sustainable livelihoods and enterprises)

Infrastructure (Build and upgrade infrastructure)

Food (Ensure food sufficiency)

Education (Promote access to quality education at all levels that upholds cultural heritage and Boholano values;

Hhealth (Improve access to quality integrated health services and facilities)

Environment (Ensure sound environmental management)

Leadership Development (Promote efficient, transparent and responsive bureaucracy)

Ppeace and Order (Maintain peace and order with citizen participation)

Sports and Youth Development (Integrate sports, youth, vulnerable sectors like the elderly and differently- able persons in relevant development programs)

To carry out these strategies, the PGBh needs a personnel complement of capable and efficient employees accompanied by a more responsive and relevant human resource management and development systems that can fortify the governmental bureaucracy.

Development Programs and Services Like other provincial government systems, the Provincial Government of Bohol implements the following major programs and key services to the Boholano constituents:

- Health programs and services
- Agricultural and veterinary services
- Tourism development and promotion
- Investment promotions and business one-stop shops
- Promotion of Micro, Small and Medium Enterprises
- Environmental management and protection such as watershed management, solid waste management, coastal resource management, and disaster risk management, water quality management, etc.
- Revenue generation
- Participatory Development Planning
- Sustainable roads management through rehabilitation and maintenance
- Support to primary and secondary education
- Promotion of Information, Communication Technology
- Social welfare programs to women, children, disabled, and to marginalized and poor sectors of the Boholano community and to those affected by natural and man-made calamities
- Monitoring and Evaluation
- Procurement
- Public Expenditure Management

These programs require that the skills set of the provincial employees as well as the human resource systems for recruitment, retention, promotion, rewards, incentives, personnel relations, succession planning, retirement and others are all in place to bring in the right persons for the job and ensure that adequate incentives and capacity development are provided for employees to stay in the job and can productively contribute to the vision and mission of the Provincial Local Government Unit (PLGU).

OVERVIEW OF THE HRMD PLANNING PROCESS

It is obvious that to get development programs implemented well and government services delivered in a most efficient and timely manner, a HRMD Plan is essential. This is to ensure that staff, systems, skills, structures, styles match the requirements of program implementation and service delivery.

The human resource management and development offices or local government bureaucracies are always confronted with critical issues and challenges that could include the following:

- Are we getting the right people?
- Are we placing people in appropriate jobs?
- Are we treating people fairly?
- Are we allowing people to grow?
- Are we encouraging people to develop their work potentials?
- Are we preparing for people movement?

The HRMD Plan will address these “people issues and challenges along the four (4) phases of HRM, e.g. recruitment, retention, rewards and recognition, and retirement. The HRMD Plan will provide the “handles” to attain the PLGU’s strategic objectives as well the links and networks for the PLGU’s relevant development plans.

Rationale for the HRMD Plan The challenge of achieving the HEAT LIFE HELPS vision and strategic directions of the PGBh is reason enough to review the present Human Resource Management and Development Plan and make this current and updated to respond to the call of the times. The Provincial Government has also entered into a partnership with the Philippines Provincial Roads Management Facility (PRMF) that advocates for strengthened human resource management and development systems, to include a competency-based capacity development program.

In the amended Memorandum of Agreement (MOA) signed in November 2010 by the Provincial Government of Bohol, represented by Governor Edgar M. Chatto, with the Australian Agency for International Development (AUSAID) and the Department of Interior and Local Government (DILG), for the implementation of PRMF, it is stated that,

“Within five years BOHOL will achieve a state of sustainable road maintenance; transparent and accountable budget and expenditure management system; fully functioning internal control system including an independent internal audit; transparent procurement process which complies with all laws and regulations of the GOP; achieve and implement a comprehensive Human Resource Development Plan and Management Strategy that clearly articulates the mandate of the Provincial Government and the role, skill-set and responsibilities of each individual in achieving that mandate.”

In the Incentive Program of PRMF, specifically tied incentive criteria number 3, it is stated that, *“A five-year Human Resources Management and Development Plan (HRMDP) including a Capacity Development Program (based on the staff and skills inventory) approved by the Governor and the SP.”*

Objectives of the HRMD Plan The HRMD Plan is formulated to serve the following purposes and objectives:

1. To enhance the skills and capacities of the human capital of the Provincial Government of Bohol bureaucracy - officials, department / office heads, division /section heads and rank-and-file employees in order to carry out targets of development plans and program to achieve the vision and mission of Bohol Province.
2. To further manage human resources towards productive contributions to vision achievement and efficient service delivery.
3. To sharpen the recruitment, promotion, retention, personnel relations, rewards and incentives as well as succession planning and retirement practices and policies beneficial to both individual employees and to the PGBh as a whole.

Users of the Plan The users of the plan include the following:

1. Provincial officials, supervisors and rank-and-file employees of the PGBH shall use the Plan as their guide in implementing human resource management and development activities to support the successful achievement of the provincial government’s development agenda; and
2. Funding institutions that may use the Plan as their guide in determining support and technical assistance to respond to the human resource needs and requirements of the provincial government towards the achievement of its reform agenda.

Methodologies and Approaches The following describes the methodologies and approaches employed in the preparation of the HRMD Plan:

- **Staff and Skills Inventory.** The Human Resource Management and Development Office (HRMDO) and the Training Development and Management Team (TDMT) conducted a staff and skills inventory of 18 provincial government departments, attached offices to the Governor's Office and 10 district hospitals for a total of 1275 regular and permanent employees. Retrieval rate of filled and completed questionnaires is about 85%. The staff and skills inventory was conducted from October to December 2010.
- **Data Encoding, Collation and Analysis.** Once the filled and completed questionnaires were retrieved, these were encoded using simple Excel formulas. A team of encoders worked on the data encoding. Data encoded were collated and transformed into graphs and tables for easy analysis by the HRMDO and TDMT.
- **Gaps Analysis.** From the tables and graphs resulting from the result of the staff and skills inventory, the HRMDO and TDMT identified gaps and analyzed why the gaps were existing.
- **Creation of the HRMD Planning Team.** Executive Order No. 1a dated 4 January 2011 was issued by the Governor designating the HRMD Planning Team. This EO can be seen in the **Annexure __**
- **Conduct of workshops.** The following workshops were conducted to prepare the HRMD Planning Team for the task of preparing and writing the HRMD Plan.
 1. Competency Gaps and HR Analysis Workshop, 16-17 December 2010
 2. Staff/Skills Inventory Data Analysis Workshop , 6-7 January 2011
 3. HRMD Planning Coaching, Part I, 10-22 January 2011
 4. HRMD Plan Coaching and Mentoring, Part II, 22-23 February 2011
 5. HRMD Plan Finalization, 26-28 February 2011
 6. Workshop for the M&E System of the HRMD Plan and Capacity Development Program
- **HRMD Vetting Workshop.** The draft HRMD Plan was presented and reviewed in a Vetting Workshop organized at the Facility Level on 7 -11 March 2011.
- **Presentation to the Management Executive Board/Road Sector Committee.** The Plan was presented to the Management Executive Board and the Road Sector Committee on 11 March 2011.

- **Plan finalization, 14 – 25 March 2011**, where 12 members of the HRMD Planning Team met to incorporate comments made by a panel of technical experts during the HRMD Vetting Workshop.
- **Final Approval.** Presentation and approval of the HRMD Plan with the Five Year Capacity Development Program and Monitoring and Evaluation System to the Joint Session of the Sangguniang Panlalawigan (SP), 23 March 2011.
- **Plan Dissemination.** The Plan will be communicated to the provincial staff and employees based on the communication plan contained in the HRMD Plan.

CHAPTER II THE EXISTING HR SITUATION OF THE PGBH

Title III (Human Resources and Development), Section 76 (Organizational Structure and Staffing Patterns) of Republic Act (RA) No. 7160, which is popularly known as the Local Government Code (LGC) of 1991 states that, “Every local government unit shall design and implement its own organizational structure and staffing pattern taking into consideration its service requirements and financial capability, subject to the minimum standards and guidelines prescribed by the Civil Service Commission (CSC).”

THE PLGU AS AN ORGANIZATION

The Provincial Local Government Unit (PLGU) has tremendous impact on the lives of people and local communities it serves. As such, the PLGU exercises vast powers, authorities and responsibilities and command of provincial resources. Strategic human resource management in the PLGU as an organization is important to ensure efficient and effective delivery of public services for the quality of life of constituents.

Section 77 (Responsibility for Human Resources and Development), Title III of RA 7160 or the LGC 1991 declares that, “The chief executive of every local government unit shall be responsible for human resources and development in his unit and shall take all personnel actions in accordance with constitutional provisions on civil service, pertinent laws, and rules and regulations thereon, including such policies, guidelines and standards as the Civil Service Commission may establish . . .”

The Provincial Government of Bohol (PGBh) is headed by the Provincial Governor with fourteen (14) members of the Legislative Board or Sangguniang Panlalawigan, including the Provincial Vice- Governor. The 18 provincial government departments and attached offices and 10 district hospitals deliver public services for social and economic development, environmental management, infrastructure development and development administration. The Organizational Chart of the Provincial Government as of 2011 can be found in the Annexures.

As an organization, the PGBh envisions to be ***“A dynamic and responsive organization that provides responsible, participatory, informative and self-reliant governance led by proactive, innovative and committee leaders and staff equipped with new capabilities to inspire entrepreneurial efforts among different sectors to all stakeholders, primarily the Boholano people.”*** To achieve this vision, the Provincial Government of Bohol as an organization has set a

mission ***“To create effective and efficient policies and structures; adapt appropriate technologies and participatory processes; ensure and safeguard the balance and sustainable development of the province; advance the economic, social and cultural well-being of the Boholanos; and spearhead the growth and sustain the competitive edge of Bohol’s prime industries.”*** This organizational vision and mission statements have been in use since 1998.

The Human Resource Management and Development Office (HRMDO) is the office in the Provincial Government of Bohol that is charged with the implementation of the Human Resource Management and Development Plan and the Capacity Development Program. The HRMDO has this for a vision: ***“A strong and empowered organization of pro-active and innovative employees committed to deliver excellent, efficient and effective services to the constituents.”*** To achieve this vision, the HRMDO has this as mission: ***“To develop strong and committed human resources of the Provincial Government through the formulation and operationalization of innovative and responsive capacity development programs towards strong local governance.”***

Through the years, the PGBh has shown a remarkable transformation in terms of human resources management from simple personnel management functions to human resources management. From a very simple office, the Human Resource Management and Development Office evolved to a much complex function of recruitment and placement, performance management, learning and development, personnel management and information. HRMDO is currently facing many challenges and issues, the most important of which is reengineering the structure of the HRMDO so as to give justice to the complicated tasks performed by the employees whose compensation is not commensurate to their current duties and responsibilities. The office has created a philosophy which states:

HUMAN RESOURCE PHILOSOPHY of PGBh

We seek to create a challenging and enjoyable work environment that enables everyone to deliver their best efforts, realizes their full potentials and fulfils their career aspirations.

Recognizing that knowledge organizations in the new economy need to manage talents in different ways, we adopt a holistic approach towards managing and developing our people.

By adopting the best human resources practices, we strive to be a progressive, high performance organization that would attract best talents, nurture, develop, motivate and retain them for more efficient and effective service delivery in support of poverty reduction programs that ensure quality of life to Boholanos.

The Core Values of the Provincial Government as an organization are best presented in the acronym **S E R V I C E**, where

- S**teewardship Provincial officials and employees should always uphold the public interest of Boholanos over personal interest. This also means that all government resources and powers are used efficiently, effectively and honestly especially to avoid wastage of public funds and resources.
- E**xcellence The provincial Government strives to continually learn and improve in order to achieve the highest ideals of public service through exemplary competence
- R**espect Provincial officials and employees embrace each others' differences so that the personalities and well-being of everyone will be fully developed and enhanced; each will learn from other's creativity and talents and actions are based on the principles of inclusion, empathy and dignity. Also, regard for gender uniqueness and concerns are taken into account in this core value.
- V**ision The provincial governmental organizational is propelled by its clear vision for Bohol's development that gives the inspiration that propels employees and staff to reach peak performance.
- I**ntegrity The Provincial Government of Bohol values the public trust and ensures public transparency, accountability and responsibility for all its actions. Furthermore, integrity development is an ongoing process in the PGBh.
- C**ulture The Provincial Government of Bohol values Boholano culture and traditions. This is shown in the innate Boholano "pride of place." In the midst of modernity and global trends, the provincial government keeps the Boholano traditions at heart as they deliver services to the people.
- E**mpowerment The provincial government looks at the continuing capacity development for employees and staff to ensure they are capable and strengthened to carry out their jobs, increase leadership assertiveness, managerial competencies and technical skills to perform better.

ASSESSMENT OF LGU INVESTMENTS FOR HUMAN RESOURCE

For the past three years (2008 – 2011), the indicative investments of the Provincial Government of Bohol for human resource management and development are increasing at an

average annual increase of about 9 %, the highest percentage increase in 2011, with 13% annual increase. However, personal services (PS) have exceeded what has been allowed by the Department of Budget and Management (DBM), which ideally should be only 45% of the total LGU budget. In 2008, the PGBh exceed its personal services by 15%, in 2009 this increased to 22 % and decreased substantially to 11% in 2010 and 3.87% in 2011.

Table 1. PLGU Investments in Human Resource Management and Development: 2008-2011

HR Investments	Implementation Years				Total Investments	%
	2008	2009	2010	2011		
Organizational	372,773,236.00	409,077,035.00	413,658,445.00	465,859,655.00	1,661,368,371.00	58%
Personnel	5,127,049.00	5,401,977.00	5,979,427.00	6,776,400.00	23,284,853.00	1%
(percent excess PS over allowable based on DBM assessment, excluding economic enterprise)	15.30	22.92	11.0	3.87		
HR Systems		210,000.00	210,000.00	250,000.00	670,000.00	0%
Health and Wellness			1,000,000.00	1,000,000.00	2,000,000.00	0%
<i>Capacity Development</i>	<i>500,000.00</i>	<i>1,000,000.00</i>	<i>1,000,000.00</i>	<i>1,800,000.00</i>		
<i>Others: MOOE</i>	<i>231,371,106.00</i>	<i>242,695,174.00</i>	<i>290,108,254.00</i>	<i>334,168,696.00</i>		
<i>Capital Outlay</i>	<i>10,434,000.00</i>	<i>9,102,150.00</i>	<i>18,219,350.00</i>	<i>25,943,235.00</i>		
Total Capacity Development	242,305,106.00	252,797,324.00	309,327,604.00	361,911,931.00	1,166,341,965.00	41%
TOTAL	620,205,391.00	667,486,336.00	730,175,476.00	835,797,986.00	2,853,665,189.00	100%
Difference		47,280,945.00	62,689,140.00	105,622,510.00		
%		7%	9%	13%		

The table above shows LGU investments in all facets of human resource management and development: (1) organizational; (2) personnel; (3) HR systems; (4) health and wellness; and (5) capacity development. Over the years, investments to support organizational priorities like staffing, structural enhancements of the PLGU and others take more than half of the LGU resources (58%). Capacity development is also important to the LGU, where 41% of the LGU investments in the past four years were allocated and spent.

It can be noted that health and wellness investment is almost nil compared to the total HRMD investments over the years. This is an area for enhancement. HR systems budget allocations also need to be enhanced.

PERSONNEL AND EMPLOYEE PROFILE

The Provincial Government of Bohol has a total workforce of 1,275 permanent employees, 67% are in the first level that includes clerical, trades, crafts and custodial service personnel while 33% are in the second level, which include professional technical/scientific/non technical employees. Among second level employees, there are more supervisory employees than non-supervisory; the non-supervisory comprise 35%; while 65% are supervisory.

It is interesting to note that provincial employees are aging, with almost half or 47% with ages 50 and above. The implications here point to the need to put in place policies and procedures for succession planning, career path charting of junior employees as well as pre-retirement services to retiring employees.

Table 2. Personnel and Employee Profile: 2011

STATUS OF EMPLOY- MENT	LEVEL										TOTAL
	FIRST (clerical, trades, crafts and custodial service)		SECOND (professional technical/scientific/non- technical)				THIRD Executive / Managerial				
			Non- Supervisory		Supervisory		CES		Executive Managerial		
	M	F	M	F	M	F	M	F	M	F	
Permanent	482	374	38	117	92	172	0	0	0	0	1275
Temporary	9	1	0	0	0	0	0	0	0	0	10
Substitute	0	0	0	0	0	0	0	0	0	0	0
Contract of Services	64	43	0	0	0	0	0	0	0	0	107
Co- terminus	0	0	0	0	6	2	0	0	0	0	8
Plantilla- Casual	43	24	0	0	0	0	0	0	0	0	67

STATUS OF EMPLOY- MENT	LEVEL										TOTAL
	FIRST (clerical, trades, crafts and custodial service)		SECOND (professional technical/scientific/non- technical)				THIRD Executive / Managerial				
			Non- Supervisory		Supervisory		CES		Executive Managerial		
Job Order			0	0	0	0	0	0	0	0	523
Elective	0	0	0	0	11	4	0	0	0	0	15
TOTAL	598	442	38	117	109	178	0	0	0	0	2005

The table above also shows generally, in the total workforce, there are more males (55%) than females (45%); however among managerial and supervisory employees; there are more females than males.

The complete Employee Profile is contained in a Table found in the Annexures.

ANALYSIS OF THE HR SYSTEMS

Currently, the Provincial Government of Bohol has five operational human resource systems which can be briefly explained as follows:

1. **Grievance Machinery.** This personnel mechanism is required under Civil Service Commission (CSC) Memorandum Circular No. 02, S. 2001. This system aims at seeking to promote harmony in the workplace, thereby fostering productivity of each member of the organization. It also seeks to resolve at the earliest possible time and at the lowest possible level work-related issues that give rise to employee dissatisfaction.
2. **Programs on Awards and Incentives for Service Excellence (PRAISE).** This is required under CSC MC No. 01, S. 2001. This system identifies outstanding accomplishments, best practices, among others, of employees on a continuing basis. This is to encourage, recognize and reward employees for their suggestions, innovative ideas, inventions, discoveries, superior accomplishments, heroic deeds, exemplary behavior, extraordinary acts or services in the interest of the public and other personal

efforts which contribute to the efficiency, economy and improvement in government operations, which lead to organizational productivity. Further, the program provides incentives and interventions to motivate employees who have shown personal efforts and positive attitude towards organizational productivity.

3. **Merit Selection Plan.** This is required under CSC MC No. 03, S. 2001. The objectives of this system is to establish a system that is characterized by strict observance of the merit, fitness and equality principles in the selection of employees for appointment to positions in the career and non-career service in first and second levels; create equal opportunities for employment to all qualified men and women; and, to ensure that no discrimination in the selection of employees on account of gender, civil status, disability, religion, ethnicity and political affiliation.
4. **Performance Management System.** This is required under Revised Policies on performance Evaluation System as delineated under CSC MC No. 07, S. 2007. This aims to determine the overall local governance performance of the Provincial Government of Bohol in order to improve local government management, operations and service delivery.
5. **Human Resource Information System.** This is an electronic system for managing personnel records and producing reports/documents for the following purposes: managing of all employees information; reporting and analyzing employees information; payroll integration; computerized Daily Time Record using Biometric Machine (DTR); online access to leave credits and leave of absence application; centralized data for adequate
6. **Training and Development Management Systems (TDMS).** This is a system of policies and procedures to be used as basis for all the training and development programs of the provincial government. This system was created to effectively manage in-house and outsourced capacity development and training programs. Finally, the TDMS aims to establish a capacity development and training framework to increase employee capacities, enhancements of HR systems and continuing learning and innovation for greater organizational effectiveness. A Training and Development Management Team (TDMT) was created through an Executive Order of the Provincial Governor. The TDMT provides support to the HRMDO in training and capacity development activities.

The Provincial Government of Bohol, desiring to improve its organizational and human resource capabilities, has decided to update its PAHRDF-assisted HRMD Plan. This effort was partly inspired by Philippines Provincial Roads Management Facility (PRMF) that provides an incentive to the PGBh to develop a Five Year Human Resource Management and Development Plan, with a Capacity Development Program.

Summary Report of Staff and Skills Inventory A staff and skills inventory was conducted from October to December 2010. This was conducted to 100% of all 18 provincial government departments and attached offices and 10 district hospitals. The survey instrument includes the following assessment areas and variables.

1. Core Competencies to include communication skills, service orientation, teamwork and collaboration, transparency, and interpersonal sensitivity.
2. Managerial Competencies to include planning, organizing, leading and controlling functions.
3. Technical Competencies to include technical skills and abilities specific to the department or office or hospital.
4. Additional information on the VMG of PGBh, development agenda, and road sector needs and issues, role of the office/department in the successful implementation of road projects and programs and linkages of the office/department to the road sector.

The staff and skills inventory, from tool development to the administration / conduct of the survey questionnaires and to the encoding, tabulation and analysis of data were all undertaken by the joint efforts of the TDMT and the HRMD Office personnel.

The table below shows the rating scales used in the survey questionnaire.

Table 3 Rating Scales Used in the Staff and Skills Inventory

Competency Level (Current)	Importance (Ideal)
Level 1 – Fair : Very little knowledge, works under close supervision	Level 1 – Not important, not necessary for the job
Level 2 – Good: Average / basic knowledge but requires occasional coaching, works with minimal supervision	Level 2 – Slightly Important needed for job success and utilized 10%-40% of the time
Level 3 – Very Good: Very knowledgeable and Skilled; Assists and/or supervises others with broader perspective acquired through additional training	Level 3 – Important, essential to job success and utilized 40%-60% of the time
Level 4- Excellent: performance fully meets all and far exceeds most expectations, capable of innovating/ developing new processes	Level 4 – Critical, impossible to do the job without it and utilized 60% - 90% of the time.

The above tables also show that for every competency, the personnel will rate his/her present competency level, which reflects the CURRENT competencies and also the level of importance which is the IDEAL competency required for the job. A difference between the IDEAL and the CURRENT is considered as a GAP.

The following phases and steps were followed in the process of conducting the staff and skills inventory until the data was used to inform the Human Resource Management and Development Plan as well as the Five Year Capacity Development Program.

Phase I Instrumentation: Formulation of the Survey Tool

- Step 1 A team from the HRMDO and the TDMT was tasked to formulate the survey tool. This tool was also an enhancement of the survey questionnaire used in the early part of 2010, and which was part of Incentive Target for Year 1.
- Step 2 A review workshop was conducted by the HRMDO and TDMT to review the survey instruments.
- Step 3 Assignment of HRMDO and TDMT was made according to the office or department which was represented by TDMT. The staff of HRMDO was assigned to a number of offices or departments. The survey team assigned to offices especially reviewed the technical competencies based on the mandates and functions of the office or department.

Step 4 An orientation workshop was conducted on October 18, 2010 to review the finalized tools and discuss on the conduct and administration of the questionnaires to different offices, departments and hospitals. The TDMT and HRMDO were given their respective assigned offices or departments.

Phase II Conduct /Administration and Retrieval of Survey Questionnaires

Step 5 The conduct and administration of the survey questionnaires took about two months. The length of time considered the distances of the ten district hospitals owned by the provincial government and whose personnel were covered in the staff and skills inventory.

Step 6 Retrieval of questionnaires was staggered. Provincial Departments and Offices within the provincial capitol building and were accessible to the survey team, were retrieved earlier.

Phase III Encoding, Tabulation and Analysis of Data

Step 7 Once filled and completed, the encoders entered the ratings in Excel program to compute for averages, which are simple arithmetic means.

Step 8 Computed averages were interpreted using this rating scale with the following descriptive qualifiers:

Computed Averages	Qualitative Description
1.00 – 1.59	Fair
1.60 – 2.59	Good
2.60 – 3.59	Very Good
3.6-4.00	Excellent

Step 9 The gaps between the ideal and current competencies were computed and analyzed and served as the basis for gaps prioritization. The following scale was also used in determining priorities.

Below 1	Third priority
1.1-1.9	Second priority
2.0 and above	First priority

Phase IV Preparing the Five Year HRMD Plan and Capacity Development Program

Step 10 Creating the HRMD Planning Team to take charge on full time basis the writing and formulation of the Plan.

Step 11 The prioritized gaps were categorized into organizational, personnel, HR Systems, health and wellness, and capacity development. HRMD interventions were identified to address the prioritized gaps. These interventions form part of the HRMD Plan.

Step 12 The Five Year HRMD Plan and Capacity Development Program were allocated investments for a five year period, from 2011 to 2015.

Step 12 A Monitoring and Evaluation System and a Communication Plan was developed for the Five Year HRMD Plan.

Organizational and HR Status and Challenges The results of the staff and skills inventory provided information on status and challenges in the PGBh as an organization and its human resources. This will be presented by the following development sectors, patterned after the National Economic Development Authority (NEDA): (1) Social Development Sector; (2) Economic Development Sector; (3) Environmental Management Sector; (4) Infrastructure Development Sectors; and (5) Development Administration Sector. This sectoral presentation also matches with the Capacity Development Agenda formulation process in the Executive and Legislative Agenda (ELA).

The analysis of the organizational and HR status and challenges came from the results of the analysis of the core, managerial and technical competencies as revealed in the staff and skills inventory. Those skills which are rated Very Good and Average and considered as highlights and exemplary; while those which are Fair to Good are considered as sub-standards and are therefore areas for HR and organizational improvement.

I. Social Development Sector. This is composed of the Provincial Health Office (PHO), Office of the Provincial Social Welfare and Development (OPSWDO), ten District Hospitals, Center for Culture and Arts Development (CCAD), and the Bohol Employment and Placement Office.

Core Competencies The office/hospitals under the social sector are mostly good in communication skills except the Office of the Social Welfare and Development where competency on communication is very good. Service orientation competency is very good in this sector except TBGDH Hospital is good and PHO is fair. The Teamwork competency is very good however CPG

Hospital and TBGH Hospital is good. Transparency Competency is very good while CPG Hospital is good. Interpersonal & Sensitivity fifty eight percent (58%) of the office are good while forty two percent (42%) are very good.

Managerial Competencies Fifty eight percent (58%) of the offices are very good in Planning while forty two (42%) are good. Fifty eight percent (58%) of the offices are very good in Leading while forty two percent (42%) are good. Fifty percent (50%) of the offices are good in Organizing while fifty percent (50%) are very good. Sixty six percent (67%) of the offices are good in Controlling while thirty percent (33%) are very good.

Technical Competencies In terms of the technical competencies, the following table below shows the status as well as challenges of the sector technical competencies.

Table 4. Technical Competencies and Challenges of the Social Development Sector

Office	Technical Skills	Challenges and Recommendations
OPSWD	Managerial and Social Welfare institutions	Training on : <ul style="list-style-type: none"> • Gender Sensitivity • Social Case Management
	Disaster Relief Service	<ul style="list-style-type: none"> • Disaster and Risk Management • Stress Debriefing • Trauma Management • Disaster Management
	Special Social Services	<ul style="list-style-type: none"> • Social Re-integration and Social Enhancement of Disadvantaged Persons • Community Organizing • Linkage and Coordination
	Assistance to Individuals/Families in Crisis	<ul style="list-style-type: none"> • Effect Intake Interview • Problem Identification • Counseling Skill • Crisis Intervention
PHO	<ul style="list-style-type: none"> • Dental Service • Medical Laboratory Services • Research and Statistics • Environmental health and Sanitation • Nursing Services • Nutrition Health Education 	Training on: <ul style="list-style-type: none"> • Advanced periodontal dentistry • Forensic Ordonthology • Management of Dental Emergencies • Management of Medically Compromised Dental patients • Advanced Pediatrics Dentistry • Dental Surgery • Management of Dental Waste • Health Statistics • Updates on Environmental health and Sanitation
HOSPITALS		
GMPH-Talibon	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology 	Updates on: <ul style="list-style-type: none"> • Hospital Administration • Ancillary Service (Related laboratory trainings) • Radiology

Office	Technical Skills	Challenges and Recommendations
	<ul style="list-style-type: none"> • Dietary Service • Dental Service • Out-Patient 	<ul style="list-style-type: none"> • Dental Service
CNPCMH-Loon	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	Updates on: <ul style="list-style-type: none"> • Hospital Administration • Dietary Service
CDH-Catigbian	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	Updates on: <ul style="list-style-type: none"> • Hospital Administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service
TBGDH – Jagna	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	Updates on: <ul style="list-style-type: none"> • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service
MCH-Maribojoc	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	Updates on: <ul style="list-style-type: none"> • Hospital Administration • Radiology • Dental Service
CSGTMH-Carmen	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	Updates on: <ul style="list-style-type: none"> • Hospital Administration
CCH- Clarin	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	Updates on: <ul style="list-style-type: none"> • Hospital administration • Medical Service • Dental Service
FDMH-	<ul style="list-style-type: none"> • Hospital administration 	Updates on:

Office	Technical Skills	Challenges and Recommendations
Inabanga	<ul style="list-style-type: none"> • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	<ul style="list-style-type: none"> • Radiology • Dental Service • Dietary Service • Out-patient services
CCH – Candijay	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	Updates on: <ul style="list-style-type: none"> • Hospital Administration • Nursing service • Radiology • Dental Service
CPGMH - CPG	<ul style="list-style-type: none"> • Hospital administration • Medical Service • Nursing Service • Ancillary Service • Radiology • Dietary Service • Dental Service • Out-Patient 	none

II. Economic Development Sector. This sector is composed of Provincial Agriculture Office (PAO), Office of the Provincial Veterinarian (OPV), Bohol Tourism Office (BTO), and the Bohol Investments Promotions Center (BIPC).

Core Competencies The core competency on communication of most of the Economic Sector is good, while service orientation, teamwork and cooperation, transparency and interpersonal sensitivity are very good. However, there is still a need for capacity development activities on these core competencies, especially communication to meet the requirements of the Provincial Government.

Managerial Competencies Majority of the offices in the economic sector is very good in planning and organizing, while leading and controlling are only good in these offices. Thus, interventions like leadership skill and personality development are necessary for the Leading competency, while Supervisory Skills enhancement is needed for the Controlling competency.

Technical Competencies The technical competency of the Economic Sector has Fair and Good ratings and thus need to be addressed to be able to meet the required standards of the Provincial Government of Bohol is best explained on the table below.

Table 5. Technical Competencies and Challenges of the Economic Development Sector

Office	Technical Skills	Challenges and Recommendations
Office of the Provincial Agriculturist (OPA)	Resource Mobilization	<ul style="list-style-type: none"> • Training on Project Proposal Preparation • Training on Project Development and Financial Analysis • Training on Project Identification and Prioritization
	Agri-Investment Planning and Development	<ul style="list-style-type: none"> • Training on Product Development • Training on Product Packaging and Labeling
	Value Chain Analysis and Development	<ul style="list-style-type: none"> • Refresher course on Agri-Enterprise Development
	Development Communication	<ul style="list-style-type: none"> • Training on Basic Communication Skills • Training on Technology of Participation • Training on Public Speaking • Training on Running Effective Meetings
	Business Organization and Quality Management	<ul style="list-style-type: none"> • Training on Social Marketing • Training on Community Organizing
Office of the Provincial Veterinarian (OPV)	Project Monitoring and Evaluation	<ul style="list-style-type: none"> • Training on Project Monitoring and Evaluation • Training on Basic Statistics • Training on Project Development and Financial Analysis
	Project Identification and Development	<ul style="list-style-type: none"> • Training on Project Proposal Preparation • Training on Project Identification and Management
	Livestock and Poultry Production, Program Planning and Implementation	<ul style="list-style-type: none"> • Refresher Course on Community Organizing • Training on Livestock and Poultry Production • Training on Animal Diseases Prevention
	Data Analysis Computation and Interpretation	<ul style="list-style-type: none"> • GIS Training • Training on Basic and Advance Computer Literacy
	Animal Diseases Prevention and Control	<ul style="list-style-type: none"> • Training on Animal Diseases Diagnosis
Bohol Employment and Placement Office (BEPO)	Management and Development of Resources	<ul style="list-style-type: none"> • Training on Resource Mobilization
	Enforcement of Laws and Ordinances	<ul style="list-style-type: none"> • Training on Monitoring and Evaluation on the implementation of laws, ordinances and policies
Bohol Investment Promotion Center (BIPC)	Records Management	<ul style="list-style-type: none"> • Training on Records Management
	Enforcement of laws, policies and ordinances	<ul style="list-style-type: none"> • Training on Monitoring and Evaluation on the implementation of laws, ordinances and policies
	Investment Planning, Development and Promotions	<ul style="list-style-type: none"> • Training in investment planning, development and promotions • Communication Skills Training

III. Environmental Management Sector. This sector is solely made up of the Bohol Environmental Management Office (BEMO), which operates as an attached office to the Office of the Governor.

Core Competencies The highlights of the core competencies of the Environmental Management Sector include Service Orientation, Teamwork and Collaboration and Interpersonal Sensitivity which are Very Good, however, the sector needs to improve on Communication and Transparency which have a good rating only.

Managerial Competencies The managerial competencies of the Environmental Management Sector on Planning, Leading, Organizing and Controlling are all Very Good.

Technical Competencies The technical competency of the Environmental Management Sector that has Fair and Good ratings and thus need to be addressed is best explained on the table below.

Table 6. Technical Competencies and Challenges of the Environmental Management Sector

Office	Technical Skills	Challenges and Recommendations
BEMO	Data Analysis Computation and Interpretation	<ul style="list-style-type: none"> • Training on Management Information System • Training on Data Generation, Analysis and Interpretation • Basic Computer Literacy • Training on GIS/GPS application purchase of equipment
	Project Monitoring and Evaluation	<ul style="list-style-type: none"> • Training on Results-Based Project Monitoring and Evaluation
	Project Identification and Development	<ul style="list-style-type: none"> • Training on Project Identification and Project Proposal preparation
	Natural Resource Planning, Implementation and Management	<ul style="list-style-type: none"> • Training on Initial Environmental Examination (IEE) • Training on Environmental Impact Assessment • Training on natural resource assessment and planning • Training on Disaster Risk Reduction and Management

IV. Infrastructure Development Sector. This sector is composed of the following offices / departments:

1. Provincial Engineer's Office
2. Provincial Motor Pool Office (PMPO)
3. Provincial General Services Office (PGSO)

4. Bohol Law Enforcement Communication System (BLECS).

Core Competencies The highlights of the core competencies of the Infrastructure Sector include Service Orientation, Transparency and Interpersonal Sensitivity which are Very Good; nevertheless, the sector needs to improve on Communication skills which got a Good rating only. This is expected as this is perceived as a technical sector, especially engineering services, where employees need good command of written and oral communication skills.

Managerial Competencies The managerial competencies of the Infrastructure Sector on Leading, majority of the offices got a Very Good rating except one which got Fair. On Organizing, majority of the offices got Good rating except one which got Very Good. On planning and controlling competencies, two offices got Very Good rating while the other two got good.

Technical Competencies The technical competency of the provincial offices and departments under the Infrastructure Development Sector show Fair and Good ratings and thus need to be addressed, which can be best seen on the table below.

Table 7. Technical Competencies and Challenges of the Infrastructure Development Sector

Office	Technical Skills	Challenges and Recommendations
PEO	Road Network Maintenance Management Materials and Quality Control Project Management Project Planning and Design Project Implementation Road Maintenance Road Safety Environment Engineering Geotechnical Survey Design	<ul style="list-style-type: none"> • Training on Road Network Maintenance Management • Training on Leadership and Management • Training on Materials and Quality Control • Training on Project Management • Training on Monitoring and Evaluation System • Training on Planning and Designing • Training on Project Implementation • Training on Road Maintenance • Training on Road Safety • Training on Environment Engineering • Training on Geotechnical Survey Design
PMPO	Planning	<ul style="list-style-type: none"> • Training on Standards/Rules on Equipment Maintenance • Training Forecasting and Planning of Bulk Procurement • Facilitation of Planning Workshops • Training on Planning System

Office	Technical Skills	Challenges and Recommendations
		<ul style="list-style-type: none"> • Training on Asset Management System
	Occupational Health and Safety	<ul style="list-style-type: none"> • Updates on Laws/Standards on Occupational Health and Safety • Formulation of Occupational Health and Safety Standards for Motor Pool Operations
PGSO	Property and Supply Management	<ul style="list-style-type: none"> • Property and Supply Management Seminar/Workshop • Inventory of Supplies and Asset Management System
	Project Monitoring and Evaluation	<ul style="list-style-type: none"> • Seminar/Workshop on Monitoring and Evaluation System
	Building Construction, Repair and Maintenance	<ul style="list-style-type: none"> • Training on Building Construction • Repair and Maintenance of Equipment
	Procurement Management	<ul style="list-style-type: none"> • Procurement Management Seminar/Workshop • Re-Orientation on Government Procurement Reform Act RA 9184 • Review of Procurement Processes and System
	Security and Protection Management	<ul style="list-style-type: none"> • Re-Orientation on the 11 General Order • Security Management
BLECS	Repair and Maintenance	<ul style="list-style-type: none"> • CapDev on Radio and Communication Equipment Repair and Maintenance Skills

V. Development Administration Sector. This sector has the most number of provincial government offices and departments that includes: (1) Office of the Governor (GO); (2) Provincial Planning and Development Office (PPDO); (3) Provincial Legal Office (PLO); (4) Provincial Administrator's Office (PAdmO); (5) Human Resource Management and Development Office; (6) Bohol Information and Communication Technology Unit (BICTU); (7) Provincial Treasurer's Office; (8) Provincial Budget and Management Office (PBMO); (9) Provincial Accountant's Office (PAccO); (10)

Provincial Assessor's Office (PAssO); (11) Provincial Internal Audit Office (PIAO); and (12) Sangguniang Panlalawigan (SP).

Core Competencies The core competencies of the offices and departments that belong to this sector can be best summarized as follows:

- **Communication** - it is only the Governor's Office that is rated as Very Good while the rest of the offices have rated Good which to the standard of the provincial government needs much to be desired.
- **Service Delivery** – All offices said that they are Very Good in this area of competency but it is still recommended to be enhanced in order to give client satisfaction.
- **Teamwork and Collaboration** – only 3 offices out of 11 said that their rating for this competency is Good while the rest said that they have a Very Good teamwork and collaboration with other offices.
- **Transparency** – 8 out of 10 offices said that they are transparent in their transaction while 3 said transparency needs to be improved.
- **Interpersonal Sensitivity** – majority of the offices said that they are Very Good in this area.

The recommendations in this area include the following:

- To improve the communications skills it is highly recommended that training on oral and communication skill will be given to the personnel of the provincial government
- Conduct regular teambuilding activities in order to strengthen relationship between employees
- Rewards and recognition for Best Performance and celebrate excellent service
- To improve service delivery employees needs to attend trainings on basic customer service and other behavioral trainings in order to give excellent service to the client
- Implement the Citizen's Charter

Managerial Competencies The managerial competencies of this sector are best summarized below:

- **Planning** - Only 1 office said that they need improvement in their planning skill since they rated Fair and the remaining 9 offices, 50 % said they are Very Good in planning and 50% said they are just Good.
- **Leading** – one office said they need to improve their skill on leading as per rating which is Fair and one office said Good and the rest are already Very Good in leading their employees.
- **Organizing** – one office rated Fair and generally most of the office rated Very Good
- **Controlling** – one office rated Fair and 7 out of 11 said they are Very Good in controlling competency.

The recommendations for the enhancement of managerial competencies include the following below:

- Conduct regular planning and assessment workshop to monitor accomplishment and assess program alignment to the overall direction
- Training on organizational management skills like leadership, conflict and stress management, problem solving, coaching and mentoring, monitoring and evaluation

Technical Competencies The technical competencies of the sector are best seen in the following table below.

Table 8. Technical Competencies and Challenges of the Development Administration Sector

Office	Technical Skills	Challenges and Recommendations
SP	<ul style="list-style-type: none"> • Local Legislation • Legislative Committee Services • Documentation and Records • Monitoring • Public Information Services • Library Collection and Acquisition Development • Readers Services • Cataloguing and Archiving • Children's Library Services • ICT 	<p>These technical skills are all rated as good except for Public Information Services which require the following:</p> <ul style="list-style-type: none"> - Training on basic journalism and research - News writing - Training on Media Broadcasting - Technical writing skills - Public speaking - Photo journalism - Communication
GO	<ul style="list-style-type: none"> • Linkaging and Networking • Organizational Sensitivity • Management, Deployment and 	<p>Technical skills are all rated good which needs the following training interventions:</p> <ul style="list-style-type: none"> - Resource Mobilization

Office	Technical Skills	Challenges and Recommendations
	Resources <ul style="list-style-type: none"> • Analysis • Judgment • Enforcement • Records Management 	<ul style="list-style-type: none"> - Networking and Linkaging - Facilitations Skills - Organizational Development - Data analysis - IT Skills - Ethical standards for Public employees and Officials - CSC Distance Learning Program - Monitoring and evaluation of the implementation of laws, ordinances & policies - Records management, retrieval and disposal
PPDO	<ul style="list-style-type: none"> • Project Monitoring and Evaluation • Land Use Planning • Project Development • Data Analysis/ Computation/ Interpretation 	Technical skills are all rated good which needs the following training interventions: <ul style="list-style-type: none"> - Project Monitoring and Evaluation skills - Land Use planning skills - Project Development skills - Data Analysis Computation/Interpretation skills - Information technology - Integrated Rural Development Planning skills
HRMDO	<ul style="list-style-type: none"> • Recruitment and selection • Performance Management • Employees' welfare and benefits • Training and development • Records management 	Technical skills are all rated as good that needs the following training interventions: <ul style="list-style-type: none"> - Training on updated Qualifications Standards - Training on Rules on Promotion - HR forecasting - Seminar-Workshop on Appointments & Other Personnel Actions - Seminar-Workshop for Personnel Selection Board Members - Seminar-Workshop on Appointments Preparation & Other Personnel Actions - Training on performance appraisal management and systems - Skills in facilitating performance planning - Skills in managing performance review - Ability to evaluate "star performers" for rewards and "non-performers" for appropriate disciplinary action - Training on how to conduct HR Audit - Training on basic principles, laws, policies on employees welfare and benefits - Knowledge on record management systems
PLO	<ul style="list-style-type: none"> • Provision of Legal Services • Conduct of Legal Researches 	Technical skills are all rated as fair which requires the following capacity

Office	Technical Skills	Challenges and Recommendations
	<ul style="list-style-type: none"> Effective Records Management 	<p>development:</p> <ul style="list-style-type: none"> Enhancement/updating of skills on the formulation /rendering Legal Opinions Skills on the preparation of pleadings and other legal documents Skills on the conduct of administrative and other investigations Enhancement/updating of skills on the settlement of disputes and grievances Training on the conduct of Online Researches using E-library and Legal Journals Enhancement of skills to comprehend and communicate the provisions of the applicable laws Records Management and disposal
PTO	<ul style="list-style-type: none"> Local Revenue & Treasury Laws Revenue Generation Treasury Operation Data Information Management Records Management 	<p>All these technical skills are rated Good and it requires the following capability development:</p> <ul style="list-style-type: none"> Local Revenue Generation, Accounting, Cashiering and Auditing Laws, Fiscal Management Data Information Strategies in effective tax campaign system Advance e-TRAC system and FMIS Records Management
PBMO	<ul style="list-style-type: none"> Formulation of Multi-Year Provincial Budget Review of Local Government Budgets and Plans Monitoring and Evaluation of Budget Performance Data Analysis and Interpretation 	<p>These competencies are rated good and the following are required to improve the competencies of office:</p> <ul style="list-style-type: none"> Training on Multi-year budget formulation Coaching and mentoring Monitoring and evaluation for budget performance Updating of new budgeting laws
PAssO	<ul style="list-style-type: none"> Revenue Generation Appraisal and Assessment Services Records Management Data Information Management 	<p>Data Information Management is rated fair and others are rated good which needs the following training in order to enhance skills:</p> <ul style="list-style-type: none"> General Revision of Real Properties, Tax Mapping Monitoring and Evaluation Assessment on the BLGF-DOF implementation Data analysis Records Management
PAccO	<ul style="list-style-type: none"> Accounting Rules, Laws and Regulation Accounting Services 	<p>All competences are rated good and the following are required to improve skills and services:</p>

Office	Technical Skills	Challenges and Recommendations
	<ul style="list-style-type: none"> • Audit & Disbursement • Data Information Management • Records Management 	<ul style="list-style-type: none"> - Updating of accounting laws, rules and regulations - Coaching and mentoring - Advance computer operation like Microsoft programs, e-NGAS & FITTSYS and ICT - Records Management
PIAO	<ul style="list-style-type: none"> • Enforcement of laws, policies and ordinances • Records Management 	<p>These 2 competencies are rated good and in order to improve the competencies the following are needed:</p> <ul style="list-style-type: none"> - Records Management - Coaching and mentoring

Assessment of HR Systems There are four major HR systems which were assessed and analyzed by the Provincial Government of Bohol. These HR systems include (a) recruitment; (b) retention; (c) rewards and recognition; and (d) retirement. The assessment results can be found in the table below.

Recruitment takes into consideration qualification standards, merit promotion plan, the personnel selection board and promotion practices, career path charting and succession planning. Retention include performance management systems,, training and development and employee welfare and benefits. Rewards and recognition include programs for the recognition and awards for excellent public service.

Personal relations with employees are also covered in grievance machinery and collective negotiation agreement. Retirement include HR systems like pre-retirement services to prepare retiring employees to re-enter the world of post employment and still be productive. Finally health and wellness HR systems include programs, services and facilities that will promote the physical, social, emotional, psychological and even the spiritual well-being of the employees.

Gaps Prioritization The gaps which were identified in the staff and skills inventory were prioritized and categorized into the following: (1) organizational; (2) personnel; (3) human resource systems; (4) health and wellness; and (5) capacity development.

Organizational gaps would refer to the weaknesses in policies, strcutures, staffing pattern, systems, styles of leadership and strategies, among others. Personnel gaps are those that refer to the number or quantity of personnel, especially matched with the service delivery requirements of

the provincial government. Quality of personnel is also reviewed and this includes the skills and competencies gaps, especially resulting from the staff and skills inventory.

The gaps in the human resource systems include those weaknesses in recruitment, retention, rewards and recognition and retirement policies and practices. Health and wellness gaps include deficiencies in the programs for the physical, social, emotional, psychological and spiritual well being of provincial employees. Finally, capacity development includes gaps which hinder the learning and innovation and maximization of the creative potentials of employees like inadequacy in programs for knowledge management, monitoring and evaluation, inadequacies in equipment and facilities support, among others.

The determination of the gaps, as earlier discussed, is guided by the qualitative interpretations of the computed average ratings in the competencies for core, managerial and technical skills. A computed average of 1.00-1.59 to 1.60- 2.59, which are described as fair and good, respectively, was agreed to deserve attention and should require interventions. Computed averages ranging between 2.60-3.59 to 3.60-4.00, which are described as Very Good and Excellent, respectively, are ratings which reveal the highlights and strengths of the office/department.

A gap is further defined as the *difference* between the computed average ratings for the IDEAL competency less the computed averages ratings for the CURRENT competency level. A computed score differential of above 2 is a FIRST priority; while a computed score differential of below 1 is considered as LAST or third priority. Somehow, this prioritization process is based on the intensity of the skills/competencies gaps.

These gaps are presented by sector that includes the standards development sectors patterned after NEDA: (1) social development sector; (2) economic development sector; (3) environmental management sector; (4) infrastructure development sector; and (5) development administration sector. The gaps prioritization table can be found in the Annexures.

CHAPTER III PROPOSED HRMD INTERVENTIONS: FIVE YEAR HRMD PLAN AND CAPACITY DEVELOPMENT INVESTMENT PROGRAM

Based on the current status and challenges of the organizational and HR systems of the Provincial Government of Bohol HRMD priority interventions are prepared and these are the basis of the Five Year HRMD Plan and Capacity Development Program.

The Five Year HRMD Plan have the following sections: (1) organizational; (2) personnel; (3) human resource systems; (4) health and wellness; and (5) capacity development. For each of this section in the Five Year HRMD Plan and Capacity Development Program, the following sets of information are included for the successful implementation of the Plan:

- **Prioritized Gaps.** These were the gaps which result from the skills and staff inventory as well as those which came out during the HR systems assessments. These gaps were presented in the section on Gaps Prioritization per development sector.
- **Proposed Interventions.** These cover proposed solutions to address the prioritized gaps. These interventions also can be seen in earlier tables that contained recommendation, challenges and proposals that are relevant to the prioritized gaps.
- **Expected Benefits.** It is essential to include the short term as well as long-term benefits of the Plan so that at the Planning stage, provincial partners are already aware where the Five Year HRMD Plan and Capacity Development Program will lead to, in terms of outputs and outcomes. The articulation of the expected benefits will also help the provincial government determine if the expected benefits lend to the efficient and effective delivery of services and implementation of plans/programs/projects.
- **Resources Needed.** This column includes the five Ms in management: materials, man (woman) power, methods, machines and money.
- **Estimated Cost.** Although monetary resources are also included in the column for resources needed, yet this is segregated as a separate information set, especially that the LGU has a long process of budget allocation and if costs are not specified this could be a handicap in Plan implementation. In the culture of the LGU, an unfunded and unbudgeted HRMD intervention will have no way to get implemented.
- **Timeline.** This is the five year implementation period from 2011 to 2015.
- **Target Groups.** This refers to the beneficiaries of the HRMD Intervention.
- **Lead Office.** Refers to the provincial government department and office that is supposed to take the lead and initiative in the HRMD plan implementation.

Table 9 Five Year Human Resource Development Plan and Capacity Development Program: Organizational

Prioritized Gaps	Proposed Intervention	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long -Term				2011	2012	2013	2014	2015		
Job misfits and redundancy of functions	Strengthen organizational structure a.)reviewing the current structure b.) realignment of functions c.) Forecasting manpower needs per office	Clear functions	Increased morale of the employees	Current office structure, job description and actual functions,	100,000.00	PLGU HRMDO		50,000	50,000			Department Heads, division Heads	HRMDO
Vacant positions not filled up which results to work overload	Filling up vacant positions after 6 months of vacancy and implementation of the Merit and Selection Plan (MSP)	Vacant positions filled up by competent persons	No more work overload	Plantilla Food and venue	25,000.00	PLGU HRMDO	5,000	5,000	5,000	5,000	5,000	Internal and external applicants	HRMDO
Less openness and trust between and among management	Teambuilding and Communication Skills	Building of trust among employees	Harmonious relationship among management and staff	Activity design, Resource person/facilitator, food and venue	5,700,000 (50T per office)	PLGU (Charged to department)	950,000	950,000	950,000	950,000	950,000	All employees	All Departments

Prioritized Gaps	Proposed Intervention	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long -Term				2011	2012	2013	2014	2015		
and employees						budget)							
	Study on Behavioral Changes of the workforce (formulate assessment tool to determine behavioral changes	Work behavior of employees are identified	Work efficiency	Activity design, researchers, Assessment tool	600,000	PRMF PLGU	300,000	100,000	100,000	50,000	50,000		
TOTAL					5,475,000		1,255,000	1,105,000	1,105,000	1,005,000	1,005,000		

Table 10 Five Year Human Resource Development Plan and Capacity Development Program: Personnel

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Need to strengthen and enhance plan-budget linkages	Training on multi-year planning and budgeting with inputs in JMC and PLPEM	Preparation of more streamlined AIP	Multi-year activity-based budgeting	Resource Persons, Logistics, Venue/Food	239,662	PRMF PLGU	239,662					Department Heads, Administrative and Budget/Finance Officers	PPDO & PBMO
	Cap Dev on Revenue Generation and Collection Efficiency	Identification of revenue sources	Increased income from revenues	Logistics, Venue/Food Training supplies	150,000	PRMF		100,000		50,000		Department Heads and Division Heads of the Finance Offices: PBMO, PACCO, PPDO, PTO,PASSO	PACCO & PBMO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Inadequate Skills for Legislative Processes/ Systems	Training on the formulation and rendering of legal opinion, pleadings and other legal documents	Confidence of lawyers to give legal opinion	Fast action on documents needing legal opinion	Logistics, Venue/Food Training supplies	60,000	PLGU (PLO)				25,000	35,000	Provincial Legal Office Lawyers and Sangguniang Panlalawigan Members	PLO & HRMDO
	Benchmarking on Paperless Legislation	Ordinance adopting Paperless Legislations	Savings on resources	Resource Persons, Travel Expenses	150,000	PLGU (20% Dev. Funds of SP)		150,000				Vice Governor, SP Members, Legislative Staff Assistants, Provincial Secretary, Documentation Section personnel and all SP Admin Officers	VGO, SP

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	Orientation on the updates of the legal requirements and other requirements for the Environmental Management System (EMS) implementation with the Academe	Increased awareness on legal requirements and other policies	Effective EMS implementation	Resource Persons, Venue, Food, Training Supplies	100,000	PLGU (20% EMS Dev. Funds)	100,000					EMS-IC Members, Provincial Legal Officer Staff	SP, BEMO, SEEM
Inadequate Customer Service Skills	Basic Customer Service Skills Training	Improved Customer Services	Minimized Complaints ; Public Trust Improved	CSC Resource Persons, Venue, Food, Training Supplies	300,00.00	PLGU (HRMDO)	60,000	60,000	60,000	60,000	60,000	all PGBh employees	HRMDO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	Values Enhancement Orientation Workshop for greater work performance	Improved accountability, ethical conduct of public officials and employees	Effective and efficient delivery of services;, improved image of the PGBh	CSC Resource Persons, Venue, Food, Training Supplies	2,900,000	PLGU (HRMDO)	900,000	500,000	500,000	500,000	500,000	All Employees of the Provincial Government	HRMDO
	Time/Stress Management Training	Minimized stress	Improved productivity	Resource Persons, Venue, Food, Training Supplies	100,000	PLGU (HRMDO)		25,000	25,000	25,000	25,000	All PBGh employees	HRMDO
	Conflict Management Training	Conflicts mitigated/resolved	Healthy relationship among employees	Resource Persons, Venue, Food, Training Supplies	100,000	PLGU (HRMDO)		25,000	25,000	25,000	25,000	Department Heads, Division/Section Heads	HRMDO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Lack of Sensitivity/Awareness for Public Transparency and Anti-Corruption	Training on Effective Fiscal Management	Improved financial management and sustained austerity measures	Value for money	Resource Persons, Venue, Food, Training Supplies	100,000	PRMF	50,000	50,000				Elective Officials, Department Heads, Administrative Officers	PBMO
	Orientation on RA 3019 Anti-graft and Corrupt Practices Act	Awareness on the implications of corrupt practices	Honest and Transparent Governance	Resource Persons, Venue, Food, Training Supplies	150,000	PLGU		50,000	50,000	25,000	25,000	Elective Officials, Department Heads, Administrative Officers	HRMDO
	Training on Interpretation and Compliance of Local Revenue Accounting, Procurement, Auditing and Cashiering Laws	Financial & procurement processing standards established; Shortened processing and fast release of claims, supplies and materials	Less bureaucratic red tape; cost savings and client satisfaction	Resource Persons, Venue, Food, Training Supplies	150,000	PRMF Funds	150,000					Department Heads, Administrative Officers, Supply Officers and responsible officers of the financial offices	PBMO/PACCO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	Orientation Training on Citizen's Charter and Corruption Sensitivity Training	Business processes standardized	Less bureaucratic red tape; cost savings	Resource Persons, Venue, Food, Training Supplies	150,000	PLGU (HRMDO)	30,000	30,000	30,000	30,000	30,000	Department Heads, Administrative Officers, Division Heads	HRMDO
Insufficient Abilities for Supervisory and Managerial Skills	Leadership and Management Skills Training	Improved Leadership Management	Improved performance and employee relationships	Resource Persons, Venue, Food, Training Supplies	150,000	PLGU (HRMDO)		50,000	50,000	25,000	25,000	Department Heads, Division and Section Heads	HRMDO
	Training on Facilitation (second-liner development)	Availability of Facilitators	Aligned departmental programs	Resource Persons, Venue, Food, Training Supplies	100,000	PLGU (HRMDO)		25,000	25,000	25,000	25,000	Division and Section Heads	HRMDO & PPDO
	Managerial Coaching and Mentoring	Motivated and dedicated subordinates	Productive employees	Resource Persons, Venue, Food, Training Supplies	100,000	PLGU (HRMDO)		25,000	25,000	25,000	25,000	Department Heads, Division and Section Heads	HRMDO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Limited Capacities for Advance Engineering Skills	Training on Environmental Management Program for the Road Sector	Environmental management program for road sector established	Sustainability of programs even beyond PRMF	Resource Persons, Venue, Food, Training Supplies	100,000	PRMF Funds	100,000					Department Heads and Division Heads of PEO,BEMO,	PEO & BEMO
	Training on Materials Quality Control	Understanding of the materials quality control standards	Quality standards of materials followed	Resource Persons, Venue, Food, Training Supplies	50,000.00	PRMF Funds	50,000					PEO materials and quality control personnel	PEO
	Training on Geotechnical Survey and Design	Ability to prepare roads design in geologically challenged areas using the equipment	Accurate road designs	Resource Persons, Venue, Food, Training Supplies	50,000	PRMF Funds		50,000				PEO engineers & PEO Planning staff	PEO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	Training on Road Network Maintenance and Management	Identified road networks for maintenance	Road networks are well maintained and there's a huge increase of economic activities	Resource Persons, Venue, Food, Training Supplies	100,000	PRMF Funds		100,000				PEO Division Heads and FLEET Engineers and heavy equipment operators	PEO
	Refresher Course on Heavy Equipment and Service Vehicles repair and engine overhaul	Updated knowledge on heavy equipment and service vehicles repair and engine overhauling	Effective and high performance of employees	Resource person from TESDA, venue, food and other training cost	50,000.00	PLGU (PMPO)		50,000				Provincial Motorpool heavy equipment mechanics	Motorpool
	Advance Pediatric Dentistry Training	Enhanced knowledge on pediatric dentistry	Satisfied clients	Resource person, venue and food, training materials	75,000	PLGU (PHO)					75,000	Hospital and PHO dentists	PHO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Insufficient Abilities/Skills to support Dental Management Programs	Advance Periodontics Dentistry Training	Increased knowledge on periodontics dentistry	Client satisfaction	Resource person , venue and food, training materials	75,000	PLGU (PHO)				75,000		Hospital and PHO dentists	PHO
	Dental Waste Management Training	Ability to dispose dental waste	Conducive working environment	Resource person , venue and food, training materials	50,000	PLGU (PHO)		50,000				Hospital and PHO dental aides	PHO
Need to Improve Skills on Hospital Management	Training for hospital equipment operation	Enhanced knowledge on equipment operation	Effective utilization of the equipment and assurance long life of the equipment	Resource person , venue and food, training materials	30,000	PLGU (PHO)			30,000			Hospital / medical technicians and PHO technicians	PHO
	Training Course in Hospital Administration	Enhanced knowledge on Hospital Administration	Client satisfaction	Resource person , venue and food,	75,000	PLGU (PHO)		75,000				Medical Officers of the PGBh hospitals	PHO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	n and Management	on and Management		training materials								and PHO	
Need for Improved Skills on Radio and Communication Equipment Operation	Training Course on Radio and Communication Equipment Operation	Improved skills on radio and equipment operation	Improved service delivery and increase customer satisfaction	Resource person , venue and food, training materials	30,000	PLGU (G.O. Funds)		30,000				BLECS Personnel	BLECS
Need for Improved Custodial Management of Inmates	Training Course on Inmate Custody/Security	Professional custodial management of inmates	No more jailbreaks and prison escapade	Resource person , venue and food, training materials	60,000	PLGU (G.O. Funds)	20,000	20,000	20,000			BDJ personnel	BDJ
Inadequate Knowledge on Food Safety, Potable Water Disinfection, Water	Basic Food Safety Training	Acquisition of abilities for proper food preparation and handling	Minimized incidence of food borne diseases and food poisoning	Resource person the Bohol Food Safety Team, venue and food, training	75,000	PLGU (PHO)			25,000	25,000	25,000	Rural Sanitary Inspectors	PHO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Quality Monitoring , Water Pollution Control				materials									
	Training on Water Disinfection on Levels 1, 2, 3 Water Systems	Safe potable water	Minimized water-borne diseases and outbreaks	Resource Person from DOH, venue and food, training materials	75,000	PLGU (PHO)		25,000	25,000	25,000		Rural Sanitary Inspectors	PHO
	Training on Sludge Management , Treatment and Disposal in Hospitals	Increased knowledge on sludge management and disposal in hospitals	Minimized soil and underground water contamination	Resource person , venue and food, training materials	50,000	PLGU (EMS Funds)			50,000			BEMO & PHO pollution control, Rural Sanitary Inspectors	PHO & BEMO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Inadequate Skills for Tourism Product Development, Marketing and Promotions	Training on Tourism product development	Tourism products in Bohol are well developed	Increased income of constituents	Resource person , venue and food, training materials	50,000	PLGU (20% Dev. Funds BTO)		50,000				BTO,BIPC, BEMO, MLGUs Tourism Officers	BTO
	Training on Tourism Product Marketing and Promotions	Increased tourist arrivals and boost the economic activities	Increased income; increased livelihood opportunities	Resource person , venue and food, training materials	50,000	PLGU (20% Dev. Funds BTO)		50,000				BTO, BIPC, MLGUs Tourism Officers	BTO
Limited Communication, technical writing, and presentation skills	Training on basic and advance written & oral communications with power point presentation	Enhanced communication skills	Increased productivity of employees	Resource person , venue and food, training materials	500,000	PLGU (HRMDO)	100,000	100,000	100,000	100,000	100,000	All PGBh Division/Sections Heads, administrative Officers	HRMDO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Limited Project Management and Development Abilities	Training on Project Identification & Development and Management	Projects for funding are identified and developed	Development projects in the province are funded and well managed	Resource Persons, Food/catering, training materials	150,000	PRMF Funds			50,000	50,000	50,000	Planning Officers of officers with development projects: OPA, OPV, OPSWD, PPDO, BEMO, BIPC, BTO, PEO	PPDO
	Training on Integrated Rural Development planning	Enhanced skills on Rural Development Planning	Aligned rural development plans	Resource Persons, Food/catering, training materials	50,000	PLGU (20% Dev. Funds OPA)		50,000				Planning Officers of OPA, OPV, PPDO	OPA
Inadequate Capacities for e-Governance	Training on Basic & advance computer operation	Enhanced computer literacy	Increased productivity	Resource Persons, Food/catering, training materials	100,000	PLGU		25,000	25,000	25,000	25,000	Administrative Aides of all offices	HRMDO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	Training on microfilming	Learn the basics of microfilming	Records filing system is improved, save on cost of filing cabinets	Resource Persons, Food/catering, training materials	35,000	PLGU		35,000				All Records Officers of the PGBh	HRMDO
	Orientation to the e-NGAS & FITTSYS Programs	Basic concepts on e-NGAs and FITTSYS programs appreciated	e-NGAS and FITTSYS supported and institutionalized in the PGBh	Resource Persons, Food/catering, training materials	75,000	PRMF Funds	75,000					Department Heads, Administrative Officers	PBMO and PACCO
	Advance training on software administration	Improved software administration	Enhanced productivity	Resource Persons, Food/catering, training materials	50,000	PLGU		50,000				BICTU IT staff	BICTU

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	Training on web-based application (website programming & net programming	BICTU staff is able to implement website programming and net programming for the PGBh	Enhanced productivity; Easy access to work related information	Consultant, Food/Catering, training materials	50,000			50,000				BICTU IT staff	BICTU
	Training on electronic records management and digital/electronic archiving	improved records management	Easy retrieval of records	Consultant, Food/Catering, training materials	100,000	PLGU			50,000	50,000		Records Officers of all PGBh offices	HRMDO
	Training on computer repair and maintenance	Established computer maintenance program in support to the EMS implementation	Long- life of computers; cost savings	Resource Persons, Food/catering, training materials	30,000	PLGU		30,000				IT employees of all PGBh offices	HRMDO & BICTU

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	Training on the use of E-Library	Awareness on the usage of e-Library	Easy access to information	Resource Persons, Food/catering, training materials	50,000	PLGU (SP)			50,000			SP Staff, all researchers of the PGBh	SP
	Training on data analysis computation & interpretation	Data are computed, analyzed and interpreted	Easy access to accurate data	Resource Persons, Food/catering, training materials	100,000	PLGU (20% Dev. Funds PPDO)		50,000	50,000			Planning Officers of PPDO, BEMO, OPV, OPA, BTO, BIPC, PEO, BCDS	PPDO
Limited Capacities for Environmental and Disaster Risk Management	Training on environmental Impact Assessment and Initial Environmental Examination	Increased capabilities in conducting EIAs and IEEs	Environment is not being compromised by major projects	Consultants, Food/catering, training materials, equipment, like GPS	250,000	PRMF PLGU	50,000	50,000	50,000	50,000	50,000	All departments and GO attached offices	BEMO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	Training on Disaster Risk Reduction and Management	Formulated DRRM Plan for the province, consistent with the requirements of the law.	Minimized after effects of disasters	Consultants, Food/catering, training materials, equipment, like GPS	100,000	PLGU (20% Dev. Funds BEMO)	100,000					Provincial Disaster Risk Reduction Management Council members, BEMO and PPDO selected staff	BEMO and PDRRMC
	Training on natural resources planning	Increased en	Integration of Natural resource plans in the development plans of the province	Consultants, Food/catering, training materials, equipment, like GPS	100,000	PLGU (20% Dev. Funds BEMO)		100,000				BEMO Division Heads and PPDO Environment Sector Head	BEMO
Limited Capacities for Research, M & E and MIS	Basic and Advance Research Skills training	Learn and appreciate the importance of research in all development	Able to write and conduct research proposals and present results to	Consultants, Food/catering, training materials, equipment, like GPS	100,000	PLGU (BCDS)		100,000				Researchers from each office and BCDS staff	BCDS

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
		tal projects	the Bohol Research consortium										
	Training on Basic Statistical Training	Basics on statistics are learned and appreciated	able to present and interpret statistical information in all projects	Consultants, Food/catering, training materials, equipment, like computers and programs	50,000	PLGU (BCDS)			50,000			Researchers from each office and BCDC staff	BCDS
Insufficient ICT/GIS Skills	Basic and Advance GPS and GIS Application training	Learn the basics and advance GPS use and application	All project sites are integrated in the MIS and used in all major plans, maps generated	Resource persons, Food/catering, training materials, equipment, like computers and programs	250,000	PRMF PLGU	50,000	50,000	50,000	50,000	50,000	All departments and GO attached offices	BICTU
Insufficient capabilities	Training on Trauma	Enhanced capabilities	Fast recovery/a	Resource person ,	50,000	PLGU		50,000				OPSWD staff	OPSWD

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Total Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
to handle less privileged and abused women and children	Management and Stress Debriefing	of employees/workers	daptability of patients	venue and food, training materials		(OPSWD)							
Limited capabilities on forecasting manpower needs and HR Planning	Training on HR planning and forecasting	Appropriate workforce per office	Cost savings; increased productivity	Resource person, supplies & materials	100,000	PLGU PRMF		50,000	50,000			HRMDO staff, HRMD Planning Team, TDMT	HRMDO
Total					8,334,662		2,074,662	2,380,000	1,465,000	1,265,000	1,150,000		

Table 11 Five Year Human Resource Development Plan and Capacity Development Program: Human Resource Systems

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
No Approved HRMD Plan	Development, approval institutionalization & continuing improvements of HRMD Plan	Approved 5-Year HRMD Plan; Achieved incentive targets	Clear Attainment of the Development Agenda of PGBh	Laptop, supplies and data, Desktop	900,000	PRMF PLGU	400,000	200,000	100,000	100,000	100,000	HRMDO PLANNING TEAM / HR PRACTITIONERS/ 2nd liners	HRMDO
Weak Recruitment system	Enhancement of Recruitment system	Can hire the best and most competent candidates for appointment	competent workforce; increased productivity	Equipment; Laptop; Man power (HR specialist)	200,000	PLGU (HRMDO)	100,000	100,000				PSB MEMBERS & Secretariat	HRMDO
Non-implementation of new PMES	Implementation of approved Performance Management System – Office Performance Evaluation System(PMS-OPES)	Objective rating followed	boost morale; increased productivity	Equipment; Supplies & Materials	900,000	PLGU (HRMDO)	250,000	250,000	250,000	100,000	100,000	PMES Team & HR Practitioners	HRMDO

No Comprehensive Guidelines on Awards	Enhancement of Guidelines and Implementation of Awards and Incentives	Best performers recognized	Employees motivated	Supplies & Materials	1,500,000	PLGU (HRMDO)	200,000	300,000	300,000	350,000	350,000	PRAISE COM. Members & Secretariat	HRMDO
No retirement program	Development and implementation of Pre-retirement program	Approved Retirement program	Personnel Satisfaction	Equipment, Supplies & Materials	500,000	PLGU (HRMDO)	100,000	100,000	100,000	100,000	100,000	HR Practitioners	HRMDO
No Career Pathing and Succession plans for employees	Formulation and Implementation of Career Pathing and succession Plans	comprehensive career pathing and succession Plans	boost morale of employees; improved motivation; increased productivity	Equipment; Laptop; Man power, Resource Persons	500,000	PLGU (HRMDO)	100,000	100,000	100,000	100,000	100,000	ALL Administrative Officers	HRMDO
Weak implementation of Grievance Machinery	Enhancement/ strengthening of Grievance machinery system	Comprehensive grievance machinery system	healthy relationship among employees	Supplies and Materials	100,000	PLGU (HRMDO)	20,000	20,000	20,000	20,000	20,000	Grievance Com. Members & Secretariat	HRMDO

No standard rate for contract hospital compensation/professional fees for private practitioner practicing in hospital (particularly specialist)	Formulate guidelines for standard rate for private practitioners practicing in government hospitals	Approved guidelines; more doctors to work in hospitals	clients' satisfaction	Equipment, Supplies & Materials	50,000	PLGU (HRMDO)	50,000						All devolved hospitals	GO/HRMDO
TDMS-HRDC is not fully implemented	Enhancement and full Implementation of TDMS Policies	Enhanced policies; sending right employees to trainings	motivated employees	Supplies and materials	100,000	PLGU (HRMDO)	20,000	20,000	20,000	20,000	20,000		HRDC members & Secretariat	HRMDO
HRIS Data insufficiency	Enhancement of HRIS	functional HRIS	easy access to information	programmers, supplies	600,000	PLGU (HRMDO)	50,000	200,000	100,000	100,000	100,000		HRMDO	BICTU

Lack of system to monitor HR gains and REAPs	Enhancement and implementation of Monitoring and Evaluation System	Easy and fast information of gains and lapses	Enhanced service delivery	Supplies, resource person	200,000	PLGU PRMF		50,000	50,000	50,000	50,000	HRMDO & PPDO staff, M & E Teams	HRMDO, PPDO
Delayed submission of reports and other required documents	Establishment of on-line reporting system	Prompt submission of required reports and documents	Enhanced service delivery	Program, programmers, materials	1,500,000	PLGU PRMF		500,000	500,000	250,000	250,000	All departments	BICTU
Lack of awareness on PGBh policies, CSC, and other rules and regulation	Formulation of employees handbook/guide book	Increased awareness of employees	Enhanced service delivery	Supplies and materials	100,000	PLGU PRMF	50,000	10,000	15,000	10,000	15,000	All Departments	HRMDO
					7,150,000		1,340,000	1,850,000	1,555,000	1,200,000	1,205,000		

Table 12 Five Year Human Resource Development Plan and Capacity Development Program: Health and Wellness

Prioritized Gaps	Proposed Interventions	Expected Output		Resources Needed	Estimated Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
Unmet Health & Wellness Program	Reimplementation of Hataw	<ul style="list-style-type: none"> Improve vigor & vitality Relieve stress Enhance physical condition 	<ul style="list-style-type: none"> High productivity of employees Healthy Employees 	CDs, Instructor	300,000	PLGU	60,000	60,000	60,000	60,000	60,000	PGBh employees	PHO
	Continuous implementation of Annual Health and Wellness Program.	Early detection of sickness	Health and productive employees	Equipment, Supplies, medical staff	16,400,000	PLGU BOPEL BAWIGS	2,000,000	3,600,000	3,600,000	3,600,000	3,600,000	PGBh employees	HRMDO BOPEL BAWIGS
Non Adoption & Implementation of DOH Occupational Health & Safety Program	Adoption & implementation of DOH Occupational Health & Safety Program	<ul style="list-style-type: none"> Awareness on OHS measures Health conscious 	<ul style="list-style-type: none"> High productivity of employees Healthy employees 	<ul style="list-style-type: none"> Office supplies DOH-OHS Manual 	P50,000	PLGU	10,000	10,000	10,000	10,000	10,000	PGBh employees	PHO
Capitol medical clinic is not fully operational	Full operation of capitol medical clinic with regular staff (Nurse	<ul style="list-style-type: none"> Regular check-up of employees Save time & money on 	Healthy employees	<ul style="list-style-type: none"> medical officer Medi 	P500,000	PLGU BOPEL		125,000	125,000	125,000	125,000	PGBh employees	PHO BOPEL

Prioritized Gaps	Proposed Interventions	Expected Output		Resources Needed	Estimated Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
	and Physician)	the part of the employees		<ul style="list-style-type: none"> Medical supplies & equipment 									
No counseling room and a counselor	<ul style="list-style-type: none"> Establishment of counseling room Hiring of experience psychologist 	Early detection , treatment and counseling to PGBh employees with psychological and emotional problem	<ul style="list-style-type: none"> Profile of PGBh employees with psychologically and emotionally disturbed Psychologically and emotionally sound PGBh employees 	Psychologist	75,000	PLGU		25,000	25,000	25,000	25,000	PGBh employees	PHO OPSWD
No physician provided to read & interpret the laboratory results of the annual	Provide a competent physician (internist) to read & interpret the laboratory	<ul style="list-style-type: none"> Diagnosis if there is an illness Treatment if there are an illness Counseling 	<ul style="list-style-type: none"> Cured and healthy employees Productive employee 	PHO Physician (internist)	None	N/A						PGBh employees	PHO

Prioritized Gaps	Proposed Interventions	Expected Output		Resources Needed	Estimated Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
physical examination	results of the annual physical examination	to employees with an illness	s										
Non-implementation of inter-office sports tournament	Institutionalization and Implementation of annual inter-office tournament of the following sports: <ul style="list-style-type: none"> • Basketball • Volleyball • Bowling • Lawn Tennis • Table Tennis • Badminton 	Reduction of body weight	Healthy and physically fit employees	Sports equipment: <ul style="list-style-type: none"> • Balls • Nets • Rackets • Score board 	20,000	PLGU	4,000	4,000	4,000	4,000	4,000	PGBh	HRMDO
No employees canteen in the capitol compound	Construction & establishment of employees canteen	<ul style="list-style-type: none"> • Saves time due to accessibility & availability of canteen • Enough 	<ul style="list-style-type: none"> • Saves time & money on the part of the employees 	<ul style="list-style-type: none"> • Building materials • Kitchen utensils 	200,000	BOPEL		50,000	50,000	50,000	50,000	PGBh employees and clients	BOPEL BAWIGS

Prioritized Gaps	Proposed Interventions	Expected Output		Resources Needed	Estimated Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
		relaxation time during lunch break	<ul style="list-style-type: none"> Healthy employees due to safe and healthy food 	<ul style="list-style-type: none"> Is Space 									
No physical fitness gym	Construction & establishment of physical fitness gym	<ul style="list-style-type: none"> Improve vigor & vitality Relieve stress Enhance physical condition 	<ul style="list-style-type: none"> High productivity of employees Healthy Employees 	<ul style="list-style-type: none"> Equipment Instructor 	1,000,000	PLGU BOPEL BOPE-MPC BAWIGS		250,000	250,000	250,000	250,000	PGBh employees	PGBh BOPEL BOPE-MPC BAWIGS
No health care fund for hospitalization of PGBh employees	Establishment & institutionalization of health care fund for PGBh employees by providing hospital subsidy.	Early diagnosis and treatment of illnesses	<ul style="list-style-type: none"> Cured from illnesses Healthy employees Productive employees 	None	15,600,000 (50% PGB & 50% employees counterpart)	PLGU BOPEL BOPE-MPC BAWIGS		3,900,000	3,900,000	3,900,000	3,900,000	PGBh employees	PGBh BOPEL BOPE-MPC BAWIGS
No breastfeeding room for	Establishment of Breastfeeding	<ul style="list-style-type: none"> Regular check-up for nursing mothers 	<ul style="list-style-type: none"> Provided proper nutrition and 	<ul style="list-style-type: none"> Space Personnel Midw 	650,000.00	PLGU BAWIGS		162,500	162,500	162,500	162,500	PGBh employees	PGBh employees

Prioritized Gaps	Proposed Interventions	Expected Output		Resources Needed	Estimated Cost	Source of Funds	Period					Target Groups	Lead Office
		Short-Term	Long-Term				2011	2012	2013	2014	2015		
nursing mothers	Room	<ul style="list-style-type: none"> Availability of services to nursing mothers 	<ul style="list-style-type: none"> wellness to mother and child Provided welfare assistance to breastfeeding mothers 	<ul style="list-style-type: none"> ives Nurses equipment 									
				TOTAL	34,820,000		2,074,000	8,186,500	8,186,500	8,186,500	8,186,500		

Table 13 Five Year Human Resource Development Plan and Capacity Development Program: Capacity Development Program

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
Inadequate office and hospital facilities and resources	Construction of waste water treatment facility	Meet the requirements of the Phil Health Insurance Corporation	Minimize pollution and address environmental conservation concerns	construction materials design engineers program of work	1,000,000	PLGU (Talibon Hospital) 20%DF	1,000,000					GMPH - Talibon	PGSO/ Talibon Hospital
					1,000,000	PLGU (Jagna Hospital) 20% DF	1,000,000					Jagna Hospital	PGSO/ Jagna Hospital
					1,000,000	PLGU (Loon Hospital) 20% DF	1,000,000					Loon Hospital	PGSO/ Loon Hospital
					1,000,000	PLGU	1,000,000					Carmen Hospital	PGSO/ Carmen Hospital

(Carmen

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
						Hospital) 20% DF							
	Construction of Additional wards	Meet the requirements of the Phil Health Insurance Corporation	can serve/ accommodate more patients; clients will be more satisfied	construction materials design engineers program of work	2,700,000	PLGU (Jagna Hospital 20% DF)				2,700,000		Teodoro B. Galagar District Hospital - Jagna	PLGU Jagna Hosp
	Office/Hospital Improvements	conducive working environment	effective and efficient delivery of services	construction materials design engineers program of work	1,050,000	PLGU (Jagna Hosp 2011 GF)	1,050,000					Teodoro B. Galagar District Hospital - Jagna	PGSO/ Jagna Hospital
	Upgrading of electrical connections including transformer	conducive working environment	effective and efficient delivery of services	electrical supplies electricians	450,000	PLGU (Catigbian Hosp			450,000			Catigbian District Hospital (CDH) - Catigbian	PGSO/ Catigbian Hospital

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
	Construction of Records Room and archival building	easy retrieval of records	prompt service given to clients	construction materials design engineers program of work	450,000	PLGU (Loon Hospital 20% DF)				450,000		CNPCMH -Loon HRMDO PGSO	PGSO/ Loon Hosp PGSO/ HRMDO PGSO
					400,000	PLGU (HRMDO 2011 GF)	400,000					HRMDO	PGSO/ HRMDO
					7,000,000	PLGU (PGSO 20% DF)					7,000,000	PGSO	PGSO
	Building and structure signage	Health and safety	easy access to clients and patients	construction materials design	743,776	PLGU (Loon Hospital)	743,776					Cong. Natalio P.	PGSO/ Loon Hospital

awareness

engineers program of

2011 GF)

Castillo
Memoria
I Hospital

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
				work								(CNPCN H) - Loon	
	Repair of Hospital Facilities and Electrical Wirings	conducive working environment	effective and efficient delivery of services	materials, program of works, carpenters, architect	270,000	PLGU (CPG Hosp 20% DF)				270,000		CPG Hospital - CPG	PGSO/ CPG Hosp
	Renovation of Administration Building	conducive working environment	effective and efficient delivery of services	materials, program of works, carpenters, architect	900,000	PLGU (Inabanga 20% DF)			900,000			FDMH - Inabanga	PGSO/ Inabanga Hosp
					1,980,000	PLGU (Candijay 20% DF)		1,980,000				CCH - Candijay	PGSO/ Candijay Hosp
					188,000	PLGU - (Carmen 2011 GF)	188,000					CSTMH - Carmen	PGSO/ Carmen Hosp

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
	Renovation and rehabilitation of old laundry and morgue	Meet the requirements of PHIC	clients' satisfaction	materials, program of works, carpenters, architect, engineers	160,000	PLGU (Inabanga Hosp 2011 GF)			160,000			FDMH - Inabanga	PGSO/ Inabanga Hosp
	Equipment and Facilities Upgrading Program	lessen work load; more outputs	effective and efficient delivery of services	Procurement documents	532,800	PLGU (Maribojoc Hosp 20% DF)		532,800				MCH - Maribojoc	PGSO/ Maribojoc Hosp
					620,000	PLGU - (GO-BLECS) 2011 GF & 20% DF	100,000	115,000	125,000	135,000	145,000	BLECS	BAC/ BLECS
					2,800,000	PLGU (SP 20% DF)		1,900,000	500,000	400,000		SP	BAC/ SP

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
	Renovation of hospital building	conducive working environment	effective and efficient delivery of services	materials, program of works, carpenters, architect, engineers	473,176	PLGU (Maribojoc Hosp 2011 GF)	473,176					MCH - Maribojoc	PGSO/ Maribojoc Hosp
	Construction/ Repair of Perimeter Fence	safety environment	security and safety of staff and clients including properties	materials, program of works, carpenters, architect, engineers	225,000	PLGU (Candijay Hosp 20% DF)		225,000					
					150,000	PLGU (Carmen 2011 GF)	150,000					CSGTMH -Carmen	PGSO/ Carmen Hosp
					1,500,000	PLGU (PGSO 20% DF)			1,500,000			PGSO Mini-MotorPool	PGSO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
					2,000,000	PLGU (BDJ 20% DF)				2,000,000		BDJ	PGSO/BDJ
	Construction of Underground Water Tank	available supply of water	client's satisfaction	materials, program of works, carpenters, architect, engineers	1,000,000	PLGU (Carmen Hosp 2011 GF)	1,000,000					CSTMH - Carmen	PGSO/ Carmen Hosp
	Purchase of aircon for private rooms	provide choices for clients' accommodation	increased income	procurement documents	150,000	PLGU (Carmen Hosp) 2011 GF	150,000					CSTMH - Carmen	PGSO/ Carmen Hosp
	Rehabilitation and Maintenance of Male and Female Dormitory	conducive working condition	increased motivation of personnel	materials, program of works, carpenters, architect, engineers	800,000	PLGU (Carmen Hosp 2011 GF)	800,000					CSTMH - Carmen	PGSO/ Carmen Hosp
	Repair and	safe	observation	materials,	100,000	PLGU	100,000					CSTMH -	PGSO/ Carmen

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
	Rehabilitation of Morgue	storage of cadavers	of proper hygiene and sanitation	program of works, carpenters, architect, engineers		(Carmen Hosp 2011 GF)						Carmen	Hosp
	Construction of Pharmacy Building	easy access for medicines	clients' satisfaction	materials, program of works, carpenters, architect, engineers	800,000	PLGU (Carmen Hosp 2011 GF)	800,000					CSTMH - Carmen	PGSO/ Carmen Hosp
	Office space expansion and improvement	conducive working environment	effective and efficient delivery of services	materials, program of works, carpenters, architect, engineers	300,000	PLGU (PLO 2011 GF)	300,000					PLO	PGSO/ PLO
	Repair and Maintenance of PGBh elevator	easy mobility of clients	clients' satisfaction	materials, program of works, carpenters, architect, engineers	1,100,000	PLGU (PGSO)			600,000	500,000		PGSO	PGSO
Slow procurement	Enhancement of	prompt implementation	customer satisfaction	Approval of proposed	300,000	PLGU	200,000	100,000				PGSO-BAC	PGSO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
process	procurement processes including filing and documentation system	ntation of program s and projects		budget; supplies and materials		(PGSO)							
Loss of documents	Establishment of e-tracking system of documents	easy tracing/r etrieval of docume nts	customer satisfaction	Programme rs, equipment	500,000	PLGU (GO)		250,000	250,000			All Offices	BICTU
No Records Management Policy Manual	Development of Records Management Policy Manual	available records policy manual for easy referenc e	Systematic managemen t of records	Supplies, facilitator, meals	200,000	PLGU (All departmen ts)			100,000	100,000		All Offices	HRMDO
No Disaster Risk Reduction Management system	Development of Disaster Risk Reduction Management system	Minimize d/ mitigate d risks	Stress free environment	Supplies, facilitator, meals	100,000	PLGU (GO)	50,000	25,000	25,000			Member s of the Emergen cy Rescue Team &	BEMO and GO

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
												All PGB Offices	
Poor waste management	Strengthening of Environmental Management System	Environmental friendly workplace	Productive employees	Supplies, facilitator, meals	200,000	PLGU (GO)	75,000	50,000	25,000	25,000	25,000	All PGB Offices/ Hospitals	BEMO
Delayed processing of payment for utilities	Formulation of policies for processing of payments for utilities	Smooth & Speedy Processing of Documents	Cost savings	Supplies, facilitator, meals	100,000	PLGU (All Departments)	50,000	50,000				All Offices	GO/HRMDO
Late submission of reports	Establishment of on-line reporting system	Prompt submission of required documents	fast decision making; save time	Supplies and materials, programmers	500,000.00	PLGU (HRMDO)		500,000				All Offices	HRMDO
Absence of e-	Establishment of e-library	Easy access to	Client	Supplies and	100,000	PLGU			100,000			All Departm	SP

Prioritized Gaps	Proposed Interventions	Expected Benefits		Resources Needed	Estimated Cost	Source of Funds	Period and Cost(in Thousands)					Target Groups	Lead Office
		Short Term	Long Term				2011	2012	2013	2014	2015		
library System	system	informati on	satisfaction	materials, program, e- library card		(SP/Library)						ents	
Inconsistency in the application of First-In- First- out Policy	Enhancement of PAccO Guide Book	Speedy Processi ng of Docume nts	Cost savings	Supplies and materials	50,000	PLGU (PACCO)		20,000	10,000	10,000	10,000	PACCO	PACCO
				TOTAL	34,892,752		10,629,952	5,747,800	4,745,00 0	6,590,0 00	7,180,000		

The total PLGU investments for human resource management and development as well as capacity development for 2011-2015

Table 14 Summary of LGU Five Year HRMD and Capacity Development Investments

HRMD Plan Area	Implementation Years					Total Five Year Investments	%
	2011	2012	2013	2014	2015		
Organizational	1,255,000	1,105,000	1,105,000	1,005,000	1,005,000	5,475,000	6
Personnel	2,074,662	2,380,000	1,465,000	1,265,000	1,150,000	8,334,662	9
Human Resource Systems	1,340,000	1,850,000	1,555,000	1,200,000	1,205,000	7,150,000	8
Health and Wellness	2,074,000	8,186,500	8,186,500	8,186,500	8,186,500	34,820,000	38
Capacity Development	10,629,952	5,747,800	4,745,000	6,590,000	7,180,000	34,892,752	38
TOTAL	17,373,614	19,269,300	17,056,500	18,246,500	18,726,500	90,672,414	100

As can be seen in the table above, the PLGU is investing more in health and wellness programs (38% of the total five year HRMD investment program) for the next five years. Also, the PGBh continues to pursue capacity development for its human resource, which represents 38% of the total five-year HRMD investments. It is important to note that the investments for organizational and personnel areas presented in the above table do not yet include salaries and wages of personnel. The plans included in the Five-Year HRMD Investment Program comprise largely of HR, training and capacity development interventions.

There is a need for the LGU to do a more accurate and realistic inventory as well as tracking of investments made to unleash and manage the potentials of its human resource that can bring about effective delivery of services and attainment of goals and objectives of development programs. This monitoring data on LGU investment can guide the PLGU HRMD Planning Team in the preparation of a more progressive, responsive and need-based HRMD Plan.

CHAPTER IV THE ROLE OF HRM PRACTITIONERS IN THE PGBH

This section describes the HRM practitioners in the provincial government and their respective roles in the implementation of the Five Year HRMD Plan and Capacity Development Program. The roles of these HRM practitioners are important in ensuring that the HRMD interventions and capacity development programs to address the gaps are adequately addressed. The HRMDO pursues the following goals for the human resources of the PGBh:

1. Increased capabilities of all levels of personnel in the Provincial Government of Bohol as shown in improved performance and positive attitude towards work.
2. Satisfied clients of the Provincial Government of Bohol through timely delivery of quality and responsive public services.
3. More active in office concerns through active involvement in human resource programs and activities.
4. Harmonious relationships kept among Provincial Government of Bohol employees, employee union and management.

The Human Resources Management and Development Office

The HRMDO provides overall direction and management of the office; leads in the development and implementation of human resource management and development (HRMD) that will ensure the human resource needs of the organization as well as the individual employee are taken cared of; monitors the implementation of the HRMD systems to make sure that they promote quality performance and excellent service delivery; ensure policy support for all HRMD systems; align HRMD systems and their application such as Recruitment, Selection, promotion, performance management, Personnel Information Data Management , Learning and Development , among others to contribute to the achievement of the Mission and Vision of the Provincial Government of Bohol

The HR work unit has these functions:

1. ***Recruitment, Selection and Placement Division.*** This division is tasked in the recruitment and selection process of new entrants to the provincial government. Primarily its function involves updating of vacant positions, publication, pre-evaluation of applicants' qualifications, conduct/facilitate the screening of applicants (written exams/ interview) and processing of appointments after going through the whole process; updated information of vacancies were posted in local newspapers

and in the three (3) conspicuous places in the PGBH as mandated under the provisions of the Republic Act 7041 (otherwise known as the Publication Law) and in consonance with the CSC rules and regulations.

2. ***Performance Management Division.*** Acts as the overall coordinator and administrator for the implementation of the Performance Management and Evaluation System (PMES) in coordination with the PMES committees; review all performance ratings versus targets of all employees/departments and submit the same to the Agency PERC for confirmation; recommend personnel action on training based on employee performance; recommend administrative disciplinary sanctions to poor performers and other violations relative to PMES; and, provides secretariat services for the Agency PERC
3. ***Personnel Management and Information Division*** Manages the compensation, welfare and benefits, health and wellness of the employees of the PGBH; manage the leave administration system for all personnel of PGBH; manage the biometric timekeeping and centralized payroll system; manage a functional IT-based Human Resource Information System (HRIS) that will provide up-to-date personnel data that may be applied for use in the other HRMDO systems that will assist the management in decision-making; act as secretariat for Grievance and PRAISE Committees' activities; manage the records keeping of 201 files of all personnel of PGBH.
4. ***Learning and Development Division.*** Manages the preparation of Human Resource Development Plan for the PGBH; conduct Training Needs Analysis; identify learning goals aligned with PGBH and Department performance requirements; identify and program the conduct of learning strategies; implement the HRD Plan in partnership with concerned Departments/Offices; monitor the results of learning interventions to determine application; establish a knowledge management system that will allow for the sharing of learning across departments as well as exchange learning with relevant organization outside PGBH.

HR Support Functions in the PGBh

The HR support functions in the PGBh starts from the Recruitment and Selection of new entrants to the Provincial Government to include selection of candidates who aim for promotion. This is very important considering that hiring of personnel in adherence to the principle of merit and fitness and equality as provided in the Approved Merit Selection Plan of the province. From here, good quality of performance of the human resources that support the achievement of the vision, mission and goals of the provincial government can be attained.

For the management of performance, the provincial government of Bohol has implemented a Performance Evaluation System that serves as the management tool in measuring and analysing office level performance and productivity. This is enhanced so as not only to improve organizational and individual performance but also to achieve higher employee morale and increase motivation for effective delivery of basic services. This enhances productivity of employees in conformity with organization's standards, goals and mandates. A team called PMES Team 21 is created to assist the HRMDO in the formulation of the PMES-OPES and cascading this performance management system to the entire PGBh.

The management of personnel and information data management involves the payroll system which is now computerized; the on-line leave application to ensure accuracy on the data of leave balances of all employees and strong implementation of its policies in adherence to Civil Service laws and rules; the pre-retirement counselling activities for the welfare and benefits of employees; the Health and Wellness Program which is purposely developed to offer a comprehensive health measure and likewise provide basis for the health promotion and safety as well as camaraderie of all employees; the computerized personnel profile thru the Human Resource and Information System (HRIS) that will help a lot provide data information to our decision-makers; and the Grievance Machinery which is now strengthened to help resolve work-related conflict among employees.

With the Capacity Development Program, this will help employees recognizing and realize their potentials as human beings and with the task of developing the knowledge, skills and abilities to enable employees more effective in their respective job roles; providing opportunities for growth through continuous education and sustainable training programs; helping employees pursue their career paths in the organization by preparing them to take on higher responsibilities and assignment and be recognized as the next leaders, decision-makers and visionaries of the PGBH.

A system to this effect is established for a more systematic handling and efficient delivery of all in-house and external training intervention. All training activities are linked procedurally in the Training and Development Management System (TDMS) to carry out effectively its objectives and aligned with the vision, mission and goals as well as the Developmental Framework of the Provincial Government. The main objective of this system is to guide the organization in capacitating its employees through workplace learning and organizational development to achieve high performance.

The Training Development and Management Team (TDMT), a PAHRDF-trained pool of HRM practitioners support the HRMDO. The activities in the preparation of the HRMD Plan and Five Year Capacity Development Program from the staff and skills inventory were all participated in by a composite team of HRMD practitioners from the TDMT and HRMDO.

In summary, the HR support groups of the PGBh are described as follows:

- A. PGBh department and office heads, which support the HRMD Office in the following roles:
 - Recruitment
 - Placement
 - Performance Management
 - Capacity Development
- B. ICT/GIS Unit for Wage / Salary Administration (Payroll)
- C. Bohol Provincial Employees League for health and wellness
- D. Training / Competency Needs Assessment (TNA/CNA) supports HR in terms of
 - Capacity Development Program
 - Re-Entry Action Plan Follow Through
 - Monitoring and Evaluation

HR Ad Hoc Groups

The provincial government through the Human Resource Management and Development Office (HRMDO) created six (6) Ad Hoc Groups.

1. Personnel Selection Board (PSB)

Chairperson: Governor or his authorized representative for the Executive Branch and Vice Governor or his authorized representative if the vacant position is in his/her office or in the Office of the Sanggunian

Members include the following:

- a. Chief of Office or Division Head where the vacancy is
- b. Human Resource Management Officer
- c. President of the duly accredited employees' league or union
- d. Representatives of the first level of the rank-and-file career employees
- e. Representative from the second level of the rank-and-file career employees

The functions are summarized as follows:

- a. Adopt a formal screening procedure and formulate criteria for evaluation of candidates for appointment, taking into consideration the following:
 - 1. Reasonable and valid standard and methods of evaluating the competence and qualifications of all applicants competing for a particular position;
 - 2. Criteria for evaluation of qualification of applicants for appointment must suit the job requirements of the position
- b. Disseminate screening procedure and criteria for selection to all agency officials and employees and interested applicants. Any modification of the procedure and criteria for selection shall likewise be properly disseminated;
- c. Prepare a systematic assessment of the competence and qualification of candidates for appointment. Maintain fairness and impartiality in the assessment of candidates. Towards this end, the PSB may employ the assistance of external or independent resource persons and may initiate innovative schemes in determining the best and the most qualified candidate.
- d. Evaluate and deliberate en banc the qualifications of those listed in the selection line-up;

- e. Submit the list of candidates recommended for appointment from which the appointing authority shall choose the applicant to be appointed; The list of recommended candidates should specify the top five ranking candidates whose over-all point scores are comparatively at par based on the comparative assessment under Procedure 3.1 of the Merit Selection Plan;
- f. Maintain records of the deliberation which must be made accessible to interested parties upon written request and for inspection and audit by the Civil Service Commission;
- g. Orient the officials and employees in the agency pertaining to policies relative to personnel actions, including the gender and development dimensions of the Merit Selection Plan.

2. Human Resource Development Committee (HRDC)

Chairperson: Provincial Administrator or his authorized representative

Vice-Chairperson - Human Resource Management Officer

Members:

- a. BOPEL President
- b. Local Finance Committee
- c. Authorized Representative
- d. Chairperson, SP Committee on Personnel and Related Policies or his authorized representative
- e. Chairperson, Training & Development Management Team
- f. Department Head or his/her authorized representative of concerned nominees (on-call for discussions)

Functions:

- a. Recommends to the Provincial Governor the approval of the Training and Development Management System;

- b. Recommends to the Governor approval of the nominations for trainings (internal and external) scholarship programs/grants both local and foreign, especially involving local funds based on prescribed guidelines and procedures set by the Commission on Audit (COA);
- c. Recommends to the Provincial Governor the attendance of employees in conventions, seminars, conferences and symposium and other similar activities conforming to the Training and Development Management System.

3. Grievance Committee

Chairman: Highest Human Resource Management. & Development Officer

Members:

- a. Two (2) members from the Management Executive appointed by the Governor
- b. Second Level Representative or his alternate
- c. First Level Representative or hi alternate
- d. Representative from the Civil Service Commission Field Office or his/her authorized representative.

Functions:

- a. Act on all grievances/complaints elevated to its level any a\employee of the provincial government within ten (10) days from receipt thereof and render a decision within five (5) working days after the investigation;
- b. Establish its own internal procedures and strategies that will ensure the expeditious, fair and equitable settlement of employees' complaints/grievances in accordance with the approved Grievance Machinery of the PGBH and other pertinent policies;
- c. Develop and implement pro-active measures or activity to prevent grievance such as employee assembly which shall be conducted at least once every quarter "talakayan", counselling and other HRD interventions. Minutes of the proceedings of these activities shall be documented for audit purposes.

- d. Conduct continuing information drive on grievance Machinery among officials and employees in collaboration with the personnel unit;
- e. Direct the documentation of the grievance including the preparation and signing of written agreements reached by the parties involved.
- f. Issue a Certification on the Final Action on the Grievance (CFAG) which shall contain the following information:
 - 1) History and
 - 2) Final action taken by the agency on the grievance
- g. Submit a quarterly report of its accomplishment and status of unresolved grievances to the Civil Service Commission, Field Office

A table below shows the different roles in the Provincial Government of Bohol related to the implementation of the Five Year HRMD Plan and Capacity Development Program.

Table 15 Role of HRM Practitioners in the Provincial Government of Bohol in HRMD Plan Implementation

HRMD Intervention AREAS	HR Practitioners and their Corresponding Roles		
	HR Work Unit/Office Role	HR Support Group Role	HR Ad Hoc Group Role
A. Organization	<p>IMPLEMENTER and FACILITATOR of Organizational programs and interventions, in terms of</p> <ul style="list-style-type: none"> Take charge in the conduct of Organizational Diagnosis Oversee the implementation of human resource management and development to cater human resource needs of the organization <ul style="list-style-type: none"> Prepare/update plantilla of positions Review of vacant positions as to necessity in publication Prepare contract of services 	<p>Coordinating Role the Human Resource Management and Development Office in the identification of human resource needs</p> <ul style="list-style-type: none"> Identify manpower needs of the department Request filling up of vacant positions and/or hiring of contract of services/job orders 	<p>Assist in assessing the identification of HR needs</p>
B. Personnel	<p>Develop programs to address competency gaps of personnel</p> <ul style="list-style-type: none"> Conduct staff and skills inventory Identify HRMD interventions addressing competency gaps Conduct HRMD activities/interventions 	<ul style="list-style-type: none"> Cooperate/facilitate on the conduct of staff and skills inventory Require attendance of respective personnel to HRMD activities/interventions 	<p>Assist HRMDO in the:</p> <ul style="list-style-type: none"> conduct of staff and skills inventory gap analysis and identifying interventions Conduct of HRMD activities Monitor/track progress

HRMD Intervention AREAS	HR Practitioners and their Corresponding Roles		
	HR Work Unit/Office Role	HR Support Group Role	HR Ad Hoc Group Role
			of trainings including REAP
C. Systems	<ul style="list-style-type: none"> • Develop and manage HR systems • Oversee the overall implementation of HR systems • Facilitate feedback • Monitor and evaluate for continuous improvement 	<ul style="list-style-type: none"> • Implement the HR systems • Give feedback on its implementation • Suggest areas for improvement 	Assist HRMDO in the development and implementation of HR system: <ul style="list-style-type: none"> • Orient employees on the systems • Coach and mentor employees on the preparation of required documents
D. Capacity Development		<ul style="list-style-type: none"> • Prepare annual procurement plan, Annual Investment Plan, Project Management Procurement Plan, Work and financial Plan 	
E. Health and Wellness	<ul style="list-style-type: none"> • Develop and establish health and wellness programs • Monitor attendance of employees • Review programs for continuous improvement 	Facilitate attendance and participation of all employees to health and wellness programs	Assess existing working conditions

As provided in the Local Government Code (RA 7160), the Provincial Governor exercises general supervision and control over all programs, projects, services and activities of the province for efficient, effective and economical governance, the purpose of which is the general welfare of the province and its inhabitants.

To address the calls from both external and internal drivers for Transparency and Accountability of governance, the Provincial Government of Bohol is committed to establish M & E Systems of the HRMD Plan for the next five (5) years, 2011-2015 , to check the results and outcomes of all HR interventions. This M & E systems shall be able to check whether the HR services and initiatives are delivered in a timely and efficient manner and if the recipients of the interventions are making impacts on the lives of the Boholano people by increased productivity and performance of functions.

Monitoring and evaluation systems enhance the effectiveness of the employees of the Provincial Government of Bohol. It helps the organization to extract from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation and planning.

The Results Chain in the HRMD Plan

A results-chain framework is developed to understand the links of the activity areas to achieve the desired outputs; these outputs are geared towards the achievement of the intended outcomes that eventually will attain the impact the PGBh envisions to accomplish for its constituents. This can be seen in Figure 2 on page 102.

From this results chain, it can be seen that the IMPACT is geared towards achieving quality of life for Boholanos through strong, proactive and responsive governance. This impact is brought about by the quality and responsiveness of human resource management and development, which is taken from the Local Governance Performance Management Systems or LGPSMS. The five outcomes and outputs relate to the five areas of the HRMD Plan: organization, personnel, HR systems, health and wellness and capacity development. Finally, the activity areas to bring out these five outputs and outcomes are taken from the SCALOG.

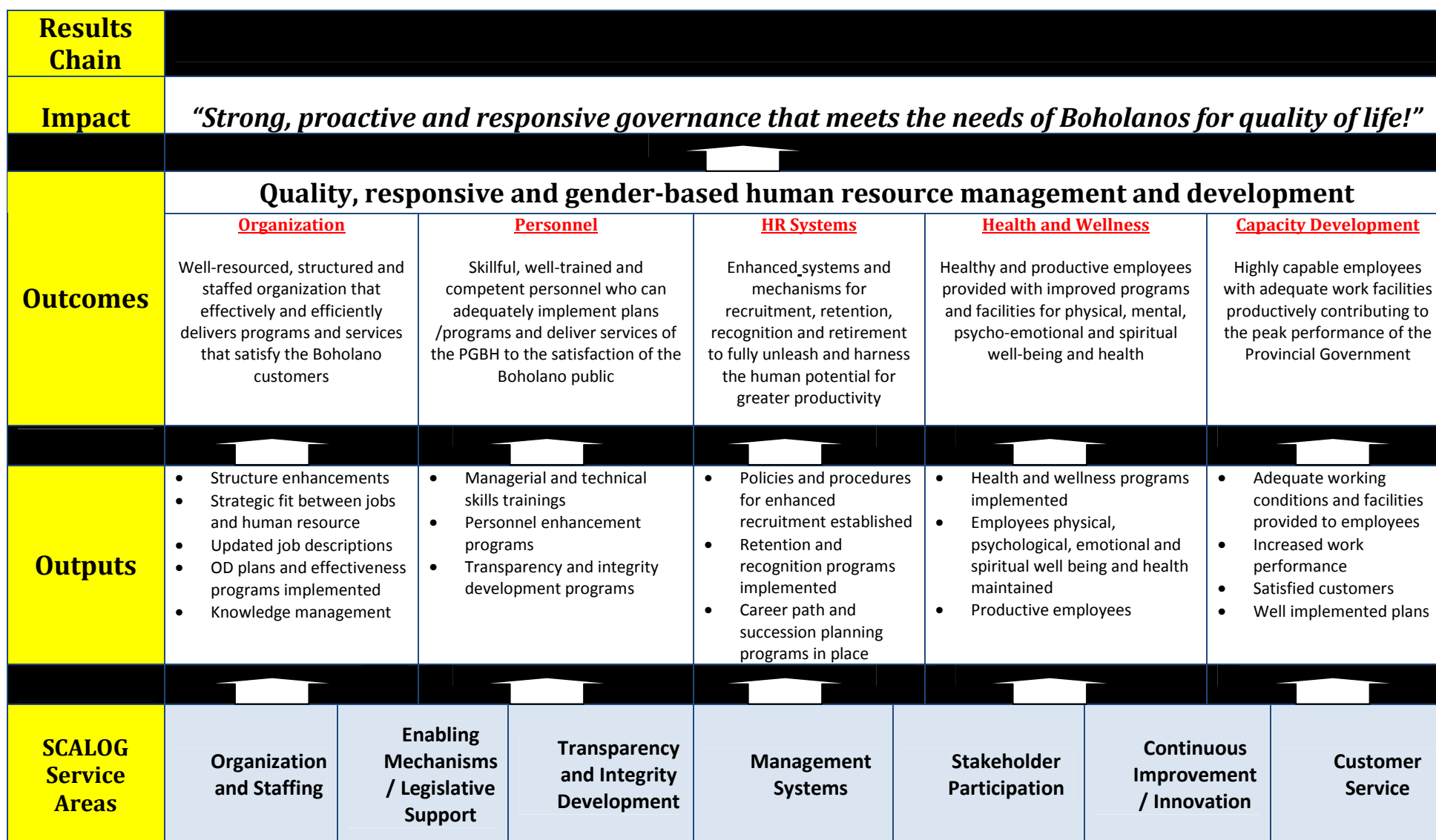


Figure 2 The Results Chain Framework of the HRMD Plan and Capacity Development Program

HRMD Plan Logical Framework

The Logical Framework of the HRMD Plan includes the following:

- **Hierarchy of Objectives** narrates and describe the four levels of objectives described: impact, outcomes, outputs and inputs.
- **Objectively Verifiable Indicators (OVI)** are the measures, direct or indirect that will verify the extent the objectives have been fulfilled. Indicators are either quantitative or qualitative variables that provide a simple and reliable means to measure changes connected to an intervention which helps assess the performance of an organization against stated outcome.
- **Means of Verification (MOVs)** are statements that specify sources of the information for the measurements or verification specified in the indicators column.
- **Assumptions/Risks (External Factors)** are important events, condition, or decisions which are necessarily outside the control of the project, but which must remain favourable for the project objective to be attained.

To appreciate the logical framework for the HRMD Plan, it is important to understand the vertical and the horizontal logic expressed in the logical framework. The vertical logic is the reasoning which "connects" the three levels of objectives in the matrix; the outputs, the purpose, and the goal. For example achievement of all the output level objectives should lead to achieving the purpose. Each of these links between the objectives is connected by a hypothesis. The horizontal logic has similar features to the vertical logic. In this case, the links between the levels of objectives are the items in the External Factors column or the Assumptions and Risks.

Table 16 shows the Logical Framework of the Bohol Provincial HRMD Plan, in five areas, namely organizational, personnel, HR systems, health and wellness and capacity development.

Finally, to demonstrate the strategic fit between the HRMD Plan and the overarching development framework of the PGBh, a road map is shown in Figure 3.

Table 16 Logical Framework of the Bohol Provincial Human Resource Development Plan and Capacity Development Program

Organizational					
Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
Strong, proactive and responsive governance that meets the needs of Boholanos for quality of life	<ul style="list-style-type: none"> Client satisfaction 	Filled-up client survey questionnaires from customers being filed by each department/office	Honest responses from respondents	<p>Customers refuse to fill out the forms</p> <p>Survey questionnaires are not user-friendly</p>	<ul style="list-style-type: none"> Explain the process to the stakeholders and assure respondents of the confidentiality in the responses. IEC on the purpose and intent of the survey Questionnaires should first be tested and validated
OUTCOMES Well-resourced, structured and staffed organization that effectively and efficiently delivers programs and services that satisfy the Boholano customers Behavioral changes	<ul style="list-style-type: none"> Positive feedback from customer/clients Reduction of processing time 	<ul style="list-style-type: none"> Copies of filled-up forms from customers Copy of the revised citizen's charter 	<ul style="list-style-type: none"> Customers will fill – up the form diligently Citizens charter is strictly followed 	<ul style="list-style-type: none"> Behavioral Assessment tools are not used Customers refuse to answer 	<ul style="list-style-type: none"> Issuance of memorandum for strict implementation Review and assess efficacy of the assessment tool Proctors to guide the employees from the start of survey until the

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
					respondents finish answering the survey
<u>OUTPUTS</u>					
<ul style="list-style-type: none"> Structure enhancements Strategic fit between jobs and human resource Updated job descriptions OD plans and effectiveness programs implemented Knowledge management 	<ul style="list-style-type: none"> Work behaviors identified Design approved and implemented Vacant positions filled up by competent persons Functional chart approved 	<ul style="list-style-type: none"> Copy of assessment tools Copy of the approved design Approved appointments Copies of the approved functional chart 	<ul style="list-style-type: none"> Honesty of employees in responding to the assessment Recruitment and selection are transparent Management Support 	<ul style="list-style-type: none"> Negative reactions or affirmation of the results of the survey Hired personnel is not competent to do the job Restructuring is not approved 	<ul style="list-style-type: none"> Setting the right mode during the conduct of the assessment assuring confidentiality Upgrade the Qualification Standards Review/revisit the functions vis a vis the organizational directions
<u>INPUTS</u>					
<ul style="list-style-type: none"> Resources: <ul style="list-style-type: none"> Budget Personnel Supplies and materials Activity design 	<ul style="list-style-type: none"> Budget allocated and approved 15 personnel available to do the activities 75 vacant positions published and screenings conducted 1 assessment tool formulated 	<ul style="list-style-type: none"> Approved Annual budget Executive Order creating the team to conduct the study Appointment papers processed Analyzed data Documentation/ 	<ul style="list-style-type: none"> Approved by the SP Executive Order received by the concerned personnel Appointments approved & appointees deployed 	<ul style="list-style-type: none"> Employee-respondents' answers may not be honest 	<ul style="list-style-type: none"> Proper explanation and instructions to be given before the survey questionnaires are released Proctors to guide the employees from the start of survey until the respondents finish

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<ul style="list-style-type: none"> Activities <ul style="list-style-type: none"> - Formulation of Assessment tool for Behavioral change - Conduct of assessment on behavioral change - Gathering and analysis of data - Conduct of teambuilding activities per office - Filling up of vacant positions - Review of current structure to eliminate/minimize job misfits and redundancy of function 	<ul style="list-style-type: none"> 100% of the total workforce have been given the survey questionnaire 90% retrieval of the questionnaire 80% of the departments have conducted their teambuilding 10 offices structures reviewed 	<ul style="list-style-type: none"> accomplishment report of the activity done Re-structured offices 	<ul style="list-style-type: none"> No protest Report submitted to HRMDO Approved structure by the Governor 		answering the survey

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
Personnel					
<u>IMPACT</u>					
<ul style="list-style-type: none"> Efficient and professional delivery of quality public service 	<ul style="list-style-type: none"> Zero negative feedback from the external clients 	<ul style="list-style-type: none"> Suggestion box Accomplished client survey feedback reports 	Service standards are institutionalized	Clients refusal to report negative feedbacks	Encourage the stakeholders to provide honest feedbacks by assuring anonymity and confidentiality of responses. This activity once institutionalized will become a normal thing to them
<u>OUTCOME</u>					
Skillful, well-trained and competent personnel who can adequately implement plans /programs and deliver services of the PGBH to the satisfaction of the Boholano public	<ul style="list-style-type: none"> Less complaints from customers No. of employees awarded 80% of the employees across all departments obtained a very satisfactory rating 	<ul style="list-style-type: none"> Feedback from the customers Commendation and appreciation Competency assessment report Performance rating forms 	<ul style="list-style-type: none"> Presence of enabling mechanism Support from the supervisors Continuous regular coaching and mentoring 	<ul style="list-style-type: none"> Management refusal to release employees benefits 	<ul style="list-style-type: none"> HRMD Office will lobby to the Management regarding due benefits for the employees
<u>OUTPUT</u>					
<ul style="list-style-type: none"> Managerial and technical skills trainings 	<ul style="list-style-type: none"> High performance rating Less complain from 	<ul style="list-style-type: none"> Performance ratings Accomplishment reports 	<ul style="list-style-type: none"> Supervisors tapped the employees expertise 	Unwillingness of the employees to perform assigned	Strict implementation of PMS-OPES

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<ul style="list-style-type: none"> Personnel enhancement programs Transparency and integrity development programs 	<ul style="list-style-type: none"> customers Less absences and tardiness Less overtime rendered Less outsourcing of resource persons/facilitators Enhanced technical expertise 	<ul style="list-style-type: none"> Reports on absences, tardiness and under time Memo on Pool of Facilitators and Resource Persons 	<ul style="list-style-type: none"> Willingness to change work behavior 	task	
<p><u>Resources:</u></p> <ul style="list-style-type: none"> Budget Resource Persons Training Management Staff Supplies and materials Activity design <p><u>Activities:</u></p> <p>Conduct capability development activities</p>	<ul style="list-style-type: none"> Approved training activity designs No. of capability development activities Types of capability development activities conducted No. of participants attended 	<ul style="list-style-type: none"> Approved Budget Allocation for the different Capacity Development List of capability development activities Memorandums from the LCE for the attendance to the training Copy of the approved Training designs Attendance sheets documentations 	<ul style="list-style-type: none"> Budget is included in the approved Work and Financial Plan Decision makers support 	<ul style="list-style-type: none"> Capability development activities are not conducted as scheduled Unwillingness of the employees to attend trainings 	<ul style="list-style-type: none"> Proper scheduling of activities Disciplinary action to employees would not abide memorandum

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
HR Systems					
<u>IMPACT</u> <ul style="list-style-type: none"> Effective delivery of services Good governance 	<ul style="list-style-type: none"> Feedback mechanism Clients/stakeholder delight 	<ul style="list-style-type: none"> Copy of clients feedback Performance rating 	<ul style="list-style-type: none"> Full implementation of the HR systems Systems and processes contribute to staff motivation and discipline 	<ul style="list-style-type: none"> Clients hesitant to give true feedback 	<ul style="list-style-type: none"> Assurance to the client of the secrecy of the feedback given Encourage stakeholders participation in monitoring and evaluation of performance
<u>OUTCOME</u> <p>Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity</p>	<ul style="list-style-type: none"> No. of functional HR systems No. of functional committees 	<ul style="list-style-type: none"> Copy of approved HR systems Minutes of committee meetings 	<p>Management support (executive, legislative, dept. Heads)</p>	<p>No sustainability in the program implementation</p>	<p>Periodic review and revisiting the plans</p>
<u>OUTPUT</u> <ul style="list-style-type: none"> Policies and procedures for enhanced recruitment 	<ul style="list-style-type: none"> No. of HR systems enhanced 	<ul style="list-style-type: none"> Copy of the enhanced HR systems <ul style="list-style-type: none"> Recruitment Performance Management 	<ul style="list-style-type: none"> Management Support On-time submission of the proposed HR 	<ul style="list-style-type: none"> Postponement of schedule Delayed approval of the systems 	<p>Issuance of Executive Orders mandating all concerned offices of the PGBh to implement the</p>

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<p>established</p> <ul style="list-style-type: none"> Retention and recognition programs implemented Career path and succession planning programs in place 	<ul style="list-style-type: none"> No. of committees created 	<ul style="list-style-type: none"> Grievance Machinery Rewards and Recognition Training and Development Management System Executive Orders signed by the LCE 	<p>System to LCE for approval</p>		<p>system</p> <p>Provide incentives to good performers</p>
<p><u>INPUTS</u></p> <p><i>Resources;</i></p> <p>Equipment, supplies, budget, manpower and other logistics, HR Practitioner</p> <p><i>Activities:</i></p> <p>Enhancement of HR systems Conduct workshop on enhancing HR system</p>	<ul style="list-style-type: none"> Annual Investment Plan Procurement Plan List of HR Practitioner No. of activities conducted No. of participants attending workshops Activity Design 	<ul style="list-style-type: none"> Approved budget Approved Purchase Orders Activity reports Attendance sheets Documentations 	<p>Management support</p>	<p>Insufficient budget</p>	<p>Conduct activities at Capitol compound with minimal budget</p> <p>Maximize time usage during workshop</p>

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
Health and Wellness					
<u>IMPACT</u> Healthy and Productive employees					
<u>OUTCOME</u> Healthy and productive employees provided with improved programs and facilities for physical, mental, psycho-emotional and spiritual well-being and health	<ul style="list-style-type: none"> Improved work performance Improving work time utilization Reduction on tardiness and under time 	<ul style="list-style-type: none"> Performance Evaluation Reports Accomplishment report of employees Report on Absences, Tardiness and Under time 	<ul style="list-style-type: none"> Employees availed the health and wellness services Employees practiced healthy lifestyle 	Employees are not health conscious	Continuous Health Education
<u>OUTPUT</u> <ul style="list-style-type: none"> Health and wellness programs implemented Employees physical, psychological, emotional and spiritual well being and health maintained Productive employees 	<ul style="list-style-type: none"> No. of variations of exercises used No. of employees availing physical check - up 	<ul style="list-style-type: none"> Attendance sheets Copy of CDs used Medical results 	Support from Department Heads allowing all employees to participate	Less commitment of employees to participate	<ul style="list-style-type: none"> Issuance of memorandum for strict compliance Sanctions for non-compliance of the issuances

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
INPUTS: Resources: <ul style="list-style-type: none"> Budget for Health and Wellness Activities: <ul style="list-style-type: none"> Conduct Health and wellness activities (Hataw, inter-office sports tournament) Annual physical, dental and eye check-up(cardiac panel, breast exam, prostate, pap smear, eye, dental check – up) Establishment/Construction of Health and wellness facilities(gym, canteen, counseling room, day care center and breast feeding room) Full operation of the medical and dental clinic 	<ul style="list-style-type: none"> No. of health and wellness activities conducted No. of Equipments/medicines purchased Area for health and wellness facilities identified No. of employees availing physical and dental exam No. of personnel manning the medical and dental clinic 	<ul style="list-style-type: none"> Activity reports Attendance sheet Activity design Project proposal Facility plans Contract of services/appointments of staff Job orders 	<ul style="list-style-type: none"> Procurement documents approved by BAC Management support 	<ul style="list-style-type: none"> Disapproval of budget If BOPEL, BAWIGS and BOPE-MPC will not support the programs 	<ul style="list-style-type: none"> Coordinate with medical institutions Identify activities with minimal resources involved

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
Capacity Development					
IMPACT <ul style="list-style-type: none"> Effective delivery of quality public service 	<ul style="list-style-type: none"> Clients satisfaction 	<ul style="list-style-type: none"> Survey 	<ul style="list-style-type: none"> Honest responses of survey questionnaires 	<ul style="list-style-type: none"> Surveys not responded honestly or not answered by targeted participants 	
<u>OUTCOME</u> Highly capable employees with adequate work facilities productively contributing to the peak performance of the Provincial Government	<ul style="list-style-type: none"> 75% equipped Reduction of penalties of 50% 	<ul style="list-style-type: none"> Accomplishment reports Approved Vouchers Receipts Documentations reports 	<ul style="list-style-type: none"> accepted/ acknowledged by the user policies are religiously followed 	<ul style="list-style-type: none"> easily damaged by external factors (calamities) No strict implementation of policies External factor 	<ul style="list-style-type: none"> constant/ regular supervision of project Monitoring on the implementation of policies

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<u>OUTPUT</u> <ul style="list-style-type: none"> Adequate working conditions and facilities provided to employees Increased work performance Satisfied customers Well implemented plans 	<ul style="list-style-type: none"> No. of facilities constructed/ improved No. of equipment acquired No. of systems and processes established/ enhanced 	<ul style="list-style-type: none"> Notice of Assumption of Work Reports of Completion Acknowledgement receipts of equipment documentations 	<ul style="list-style-type: none"> Ready for occupancy Equipment ready for use Management support 	<ul style="list-style-type: none"> target date of completion of the project not met Lack of commitment of involved personnel in the establishment of policies 	<ul style="list-style-type: none"> Constant monitoring of project Activities be included in their respective Performance Target
<u>INPUTS</u> <p>Activities:</p> <ul style="list-style-type: none"> Construction, Renovation, and improvement of facilities and 	<ul style="list-style-type: none"> Construction materials delivered to site Purchased 	<ul style="list-style-type: none"> Approved Program of Work Purchase Orders Delivery Receipts 	<ul style="list-style-type: none"> Procurement documents approved by BAC 	<ul style="list-style-type: none"> Substandard materials 	<ul style="list-style-type: none"> Delivered items should be inspected in accordance to the

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions	Risks	Risk Management Strategies
<p>acquisition of equipment</p> <ul style="list-style-type: none"> Establishment/enhancement of government systems and processes <p>Resources:</p> <ul style="list-style-type: none"> Budget, manpower, materials/ supplies 	<p>equipment delivered</p> <ul style="list-style-type: none"> No. of non-operational /functional systems and processes 	<ul style="list-style-type: none"> Inspection Report assessment reports 	<ul style="list-style-type: none"> Management support 	<ul style="list-style-type: none"> No management support 	<p>specification</p> <ul style="list-style-type: none"> None acceptance of substandard materials Involvement of the management in the

BOHOL DEVELOPMENT FRAMEWORK

HEAT LIFE HELPS

Overarching Goal and Impact

“Strong, proactive and responsive governance that meets the needs of Boholanos for quality of life!”

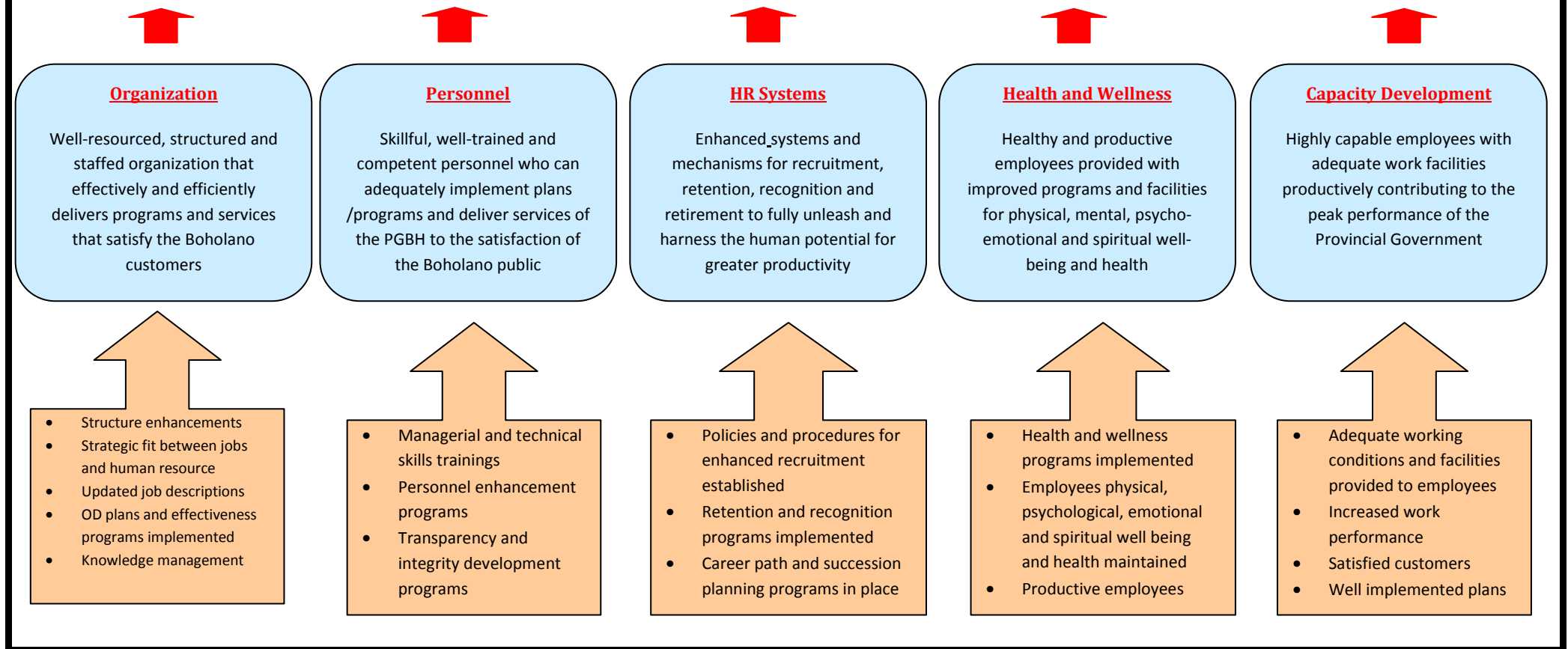


Figure 3 The HRMD Plan Road Map

A good plan is worthless if it is not communicated well to the users and stakeholder. Communicating the plan is equally important as planning for the Plan. The communication plan of the Bohol Provincial Human Resource Management and Development Plan is geared towards this goal: ***“To effectively and efficiently communicate the HRMD Plan to all users of the Plan and to the stakeholders.”***

Communication Plan Components

The following compose the Communication Plan:

- Goal. This describes the ultimate objective of the communication plan
- Target Audience. This pertains to the readers and users of the Plan, that include the internal stakeholders of the PLGU, who are within the provincial government and the external stakeholders compose of those outside the provincial government like civil society, business and private sector, church and academe.
- Objectives. These are support objectives to the attainment of the goals.
- Medium and Frequency of Communication. This portion of the Communication Plan details the means used in the communication process and how often information dissemination.
- Desired results. Expected outcomes of the Plan.

Table 17 **Communication Plan of the HRMDP and Capacity Development Program**

GOAL	TARGET AUDIENCE	OBJECTIVES	MEDIUM/FREQUENCY OF COMMUNICATION	DESIRED RESULTS
To effectively and efficiently communicate the HRMD Plan to all users of this plan and to the stakeholders.	<p>Internal to PLGU :</p> <ul style="list-style-type: none"> ▪ Governor ▪ Sangguniang Panlalawigan ▪ Human Resources Management and Development Office ▪ Department Heads ▪ Employees League Officers ▪ Rank and File employees ▪ Contractual and Job Orders <p>External to PLGU:</p> <ul style="list-style-type: none"> ▪ Civil Service Commission ▪ Human Resource Management & Development 	<p>In order to strengthen key goal, the following are the support objectives:</p> <ol style="list-style-type: none"> 1. To provide information about the HRMD Plan both to internal and external stakeholders in order to raise their awareness; 2. To create an air of transparency and thus eliminate speculations that capability development is only meant to favor selected employees; 3. To generate support from the decision and policy makers to provide funding for all the activities in the HRMD Plan; and 4. To update the stakeholders, decision and policy makers of what is going on the project. 	<ul style="list-style-type: none"> ▪ Launching during the Flag Raising Ceremony, April 4, 2011 ▪ Memorandum Orders for: <ul style="list-style-type: none"> - attendance to Flag Ceremony and Convocation Programs - attendance to trainings, seminars and meetings - Instruction to the HRMD Team to conduct IEC to all employees ▪ Executive Orders ▪ Forum ▪ PowerPoint presentation ▪ Training ▪ Coaching ▪ MEB Meetings every Friday afternoon at 3 pm ▪ IEC to all employees per office ▪ Seminars like 	<ol style="list-style-type: none"> 1) High level of awareness on the provincial directions, individual roles and functions in relation to the provincial direction, 2) Personnel acceptance of the task given to them and be the Champions of the PGBh Framework 3) Better appreciation of the capacity development program of the PGBh 4) Work-base practices sustained 5) Eliminate the idea of favoritism on the selection of participants for trainings, and, 6) funding for capacity development 6) Generate support from the executive and legislative branch of the provincial government as well as the employees 7) Human and financial

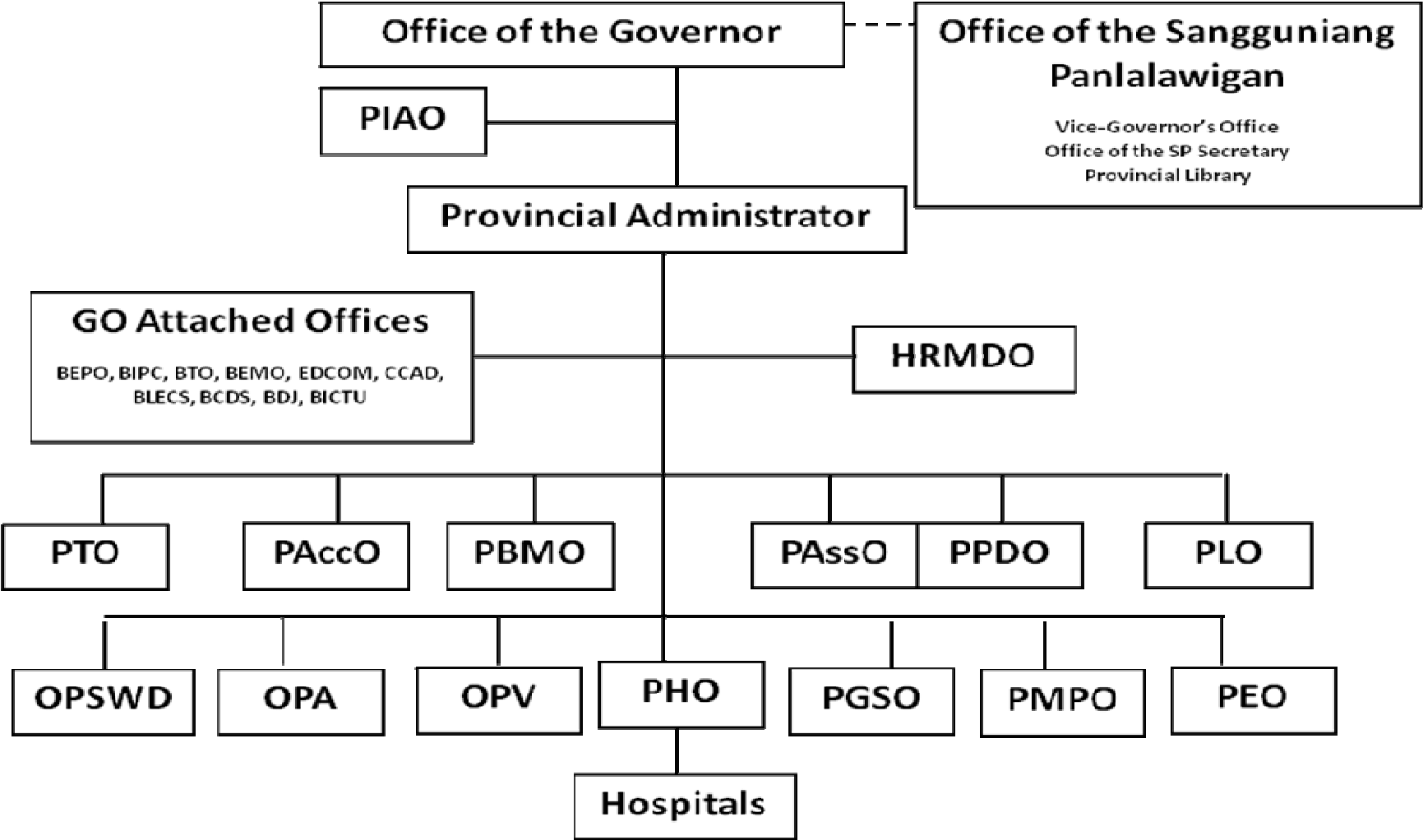
GOAL	TARGET AUDIENCE	OBJECTIVES	MEDIUM/FREQUENCY OF COMMUNICATION	DESIRED RESULTS
	<p>Officers Association of Bohol</p> <ul style="list-style-type: none"> ▪ AusAID ▪ PRMF ▪ Non-Government Organizations ▪ National Government Agencies ▪ Civil Society ▪ Business Sector ▪ Academe ▪ Religious Sectors 	<p>5. To assess and evaluate the impact of the information campaign that will allow the team to provide timely solutions to potential problems/oversight.</p>	<ul style="list-style-type: none"> ○ Those schedule by the HR and concerned offices ○ Seminars on core and technical competency trainings ▪ Advisory memos ▪ Flyers ▪ Radio programs over local stations with provincial reach ▪ BOPEL General Assembly ▪ Weekly program of the Governor entitled “<i>Kita ug ang Gobernador</i>” aired regularly at 7:30am every Friday morning ▪ BCCTV – local community cable station ▪ PGBh website ▪ Press Release thru the EDCOM: Bohol Chronicle, Sunday Post and Bohol Times every Sunday ▪ Status Reports 	<p>resource are mobilized</p> <p>8) Awareness for the stakeholders on the plan and gain support from them</p>

Annexures

A.

Organizational Chart of the Provincial Government of Bohol

Table 18 Organizational Chart of the Provincial Government of Bohol



B.

Personnel and Employee Profile

Table 19 **Personnel and Employee Profile**

Status of Employment	LEVEL									
	FIRST (clerical, trades, craft, and custodial services)		SECOND (professional technical / Scientific / non - technical				THIRD / EXECUTIVE MANAGERIAL			
			Non - Supervisory		Supervisory		CES		Executive Managerial	
	M	F	M	F	M	F	M	F	M	F
Permanent										
Position Titles										
<i>Acctg. Clerk I</i>	1	3								
<i>Acctg. Clerk II</i>		7								
<i>Acctg. Clerk III</i>	1	1								
<i>Admin Aide II</i>	13	10								
<i>Admin Aide III</i>	44	20								
<i>Admin Aide IV</i>	15	37								
<i>Admin. Aide I</i>	61	91								
<i>Admin. Aide VI</i>	17	25								
<i>Admin. Asst. I</i>		2								
<i>Admin. Asst. II</i>	5	7								
<i>Admin. Asst. III</i>	2	4								
<i>Admin. Asst. IV</i>		1								
<i>Agricultural Tech. I</i>	11	6								
<i>Aqua. Technician I</i>	1									
<i>Aquacultural Tech. I</i>	11									
<i>Assessment Clerk I</i>		1								
<i>Assessment Clerk II</i>		2								
<i>Asst. Statistician</i>		1								
<i>Barangay Health Aide</i>		5								
<i>Bookkeeper</i>	2	1								
<i>Carpenter Foreman</i>	1									
<i>Carpenter I</i>	7									
<i>Carpenter II</i>	1									
<i>Comm. Affair Asst. I</i>	5	13								
<i>Comm. Dev. Asst. I</i>	2	1								
<i>Comm. Dev. Asst. II</i>		2								
<i>Comm. Equipt. Oprt. II</i>	9	3								
<i>Comm. Equipt. Oprt. III</i>		1								
<i>Cons. and Maint.</i>	2	3								

Status of Employment	LEVEL									
	FIRST (clerical, trades, craft, and custodial services)		SECOND (professional technical / Scientific / non - technical)				THIRD / EXECUTIVE MANAGERIAL			
			Non - Supervisory		Supervisory		CES		Executive Managerial	
	M	F	M	F	M	F	M	F	M	F
Foreman										
Cons. and Maint. Man I	49	1								
Cons.and Maint. Capataz	11	2								
Cons. and Maint. Gen Foreman		1								
Cook I	1	6								
Data Encoder	1									
Dental Aide	2	13								
Disbursing Officer II	1	2								
Draftsman I	4	1								
Draftsman II	1	1								
Driver I	30									
Driver II	9									
Electrical Inps. I	1									
Electrician	2									
Electrician I	1									
Electrician II	1									
Engineering Aide	2	1								
Engineering Asst.	2	2								
Farm Foreman	1									
Farm Worker I	6	4								
Handicraft Worker I	1	4								
Heavy Equipt. Oprt. II	11									
Illustrator	1									
Lab. Aide I		6								
Lab. Aide II	1	3								
Lab. Inspector III	1									
Lab. Tech. I		2								
Lab. Tech .II		1								
Laundry Worker I		8								
Lineman II	5									
Lineman III	4									
Local Treasury Oprt. Asst.	2	2								
Machinist I	1									
Mechanic I	6									

Status of Employment	LEVEL									
	FIRST (clerical, trades, craft, and custodial services)		SECOND (professional technical / Scientific / non - technical)				THIRD / EXECUTIVE MANAGERIAL			
			Non - Supervisory		Supervisory		CES		Executive Managerial	
	M	F	M	F	M	F	M	F	M	F
Mechanic II	12									
Mechanic III	1									
Mechanical Plant Opert. II	1									
Medical Equipment Technician	5									
Medical Lab. Technician I		1								
Metal Worker I	1									
Meter Reader II	1									
Musician	5									
Nursing Attendant I	4	36								
Nursing Attendant II	2	7								
Prison Guard I	17	1								
Prison Guard II	1									
Project Dev. Asst.	1									
Revenue Coll. Clerk II		6								
Sanitary Inspector I	21	11								
Sanitary Inspector II	1									
Sanitary Inspector IV		1								
Security Guard I	26									
Security Guard II	1									
Security Guard III	2									
Senior Bookkeeper		1								
Social Welfare Asst.	1	2								
Statistician Aide	1	2								
Utility Foreman	1									
Water Pump Opert.	5									
Welder I	2									
Well Driller II	1									
Total	482	375								
Second Level										
Non Supervisory										
Position Titles										

Status of Employment	LEVEL									
	FIRST (clerical, trades, craft, and custodial services)		SECOND (professional technical / Scientific / non - technical)				THIRD / EXECUTIVE MANAGERIAL			
			Non - Supervisory		Supervisory		CES		Executive Managerial	
	M	F	M	F	M	F	M	F	M	F
Accountant I			1	1						
Admin. Asst. V				1						
Admin. Officer I			2	7						
Admin. Officer II			4	6						
Admin. Officer III			3	6						
Agricultural Technologist			4	18						
Comm. Affairs I				1						
Computer Programmer I			1							
Engineer I			4	1						
Health Educ. Population Officer I				1						
Health Educ. Population Officer II			1							
Legal Asst. I			2	2						
Librarian I				3						
Local Assessment Oprtn. Officer I			1	2						
Local Rev. Coll. Officer I				2						
Medical Technologist I			1	5						
Mgt. And Audit Analyst I			1	1						
Midwife II				1						
Midwife III				2						
Nurse I			6	42						
Nutritionist Dietician I				5						
Pharmacist I				2						
Planning Officer I				3						
Prison Guard III			1							
Project Development Officer			3							
Project Evaluation Officer I			1							
Security Officer I			1							

Status of Employment	LEVEL									
	FIRST (clerical, trades, craft, and custodial services)		SECOND (professional technical / Scientific / non - technical)				THIRD / EXECUTIVE MANAGERIAL			
			Non - Supervisory		Supervisory		CES		Executive Managerial	
	M	F	M	F	M	F	M	F	M	F
Statistician I				1						
Social Welfare Officer I				3						
Tax Mapper I			1							
Total			38	116						
Second Level										
Supervisory										
Position Titles										
Accountant II						4				
Accountant IV						1				
Admin. Officer V					4	7				
Admin. Officer IV					3	12				
Agricultural Center Chief I					2	2				
Agriculturist II					4	3				
Agricultural Center Chief II					1					
Aquaculturist II					1	2				
Attorney V					1					
Attorney IV					1					
Board Secretary II					1					
Chief Administrative Officer					1					
Chief Of Hospital					1	3				
Comm. Affairs Officer II						1				
Comm. Affairs Officer IV						1				
Computer Programmer II						1				
Dentist II					6	8				
Dentist III					1					
Engineer II					10	1				
Engineer III					5	2				
Engineer IV					8	1				
Librarian II						1				
Local Assessment Oprtn. Officer II						2				
Local Assessment Oprtn. Officer III					1	1				

Status of Employment	LEVEL									
	FIRST (clerical, trades, craft, and custodial services)		SECOND (professional technical / Scientific / non - technical)				THIRD / EXECUTIVE MANAGERIAL			
			Non - Supervisory		Supervisory		CES		Executive Managerial	
	M	F	M	F	M	F	M	F	M	F
Local Assessment Oprtn. Officer IV					1	1				
Local Legislative Staff Officer IV						1				
Local Rev. Coll. Officer II					1					
Local Rev. Coll. Officer IV						1				
Local Treas. Optn. Officer IV						1				
Local Treas. Optn. Officer II						2				
Market Specialist II						1				
Medical Specialist IV						1				
Medical Officer III					12	14				
Medical Officer IV					1	2				
Medical Technologist II					3	28				
Mgt. And Audit Analyst II					1					
Mgt. And Audit Analyst III					1					
Nurse II					1	22				
Nurse III					1	6				
Nurse IV						6				
Nurse V						1				
Nutritionist Dietician II						7				
Pharmacist II						6				
Pharmacist III						1				
Planning Officer II					2	1				
Planning Officer III						2				
Project Evaluation Officer IV					1					
Project Evaluation Officer II					1					
Prov'l. Asst. Dept. Head					3	2				
Prov'l. Govt. Dept. Head					5	5				

Status of Employment	LEVEL									
	FIRST (clerical, trades, craft, and custodial services)		SECOND (professional technical / Scientific / non - technical)				THIRD / EXECUTIVE MANAGERIAL			
			Non - Supervisory		Supervisory		CES		Executive Managerial	
	M	F	M	F	M	F	M	F	M	F
Prov'l. Health Officer I					2					
Prov'l. Health Officer II					1					
Prov'l. Warden					1					
Senior Agriculturist						1				
Statistician III						1				
Social Welfare Officer V						1				
Supervising Admin. Officer					1	4				
Supervising Agriculturist					1					
Tax Mapper IV					1					
Veterinarian II						1				
Total					92	172				
Temporary Position Titles										
Carpenter I	2									
Carpenter II	1									
Plumber II	1	1								
Heavy Equipment Oprt. II	4									
Mechanic I	1									
Total	9	1								
Substitute Position Titles	-	-	-	-	-	-				
None										
Contractual Position Titles	-	-	-	-	-	-				
None										
Co - terminus Position Titles							Not Applicable			
Provincial										

Status of Employment	LEVEL									
	FIRST (clerical, trades, craft, and custodial services)		SECOND (professional technical / Scientific / non - technical)				THIRD / EXECUTIVE MANAGERIAL			
			Non - Supervisory		Supervisory		CES		Executive Managerial	
	M	F	M	F	M	F	M	F	M	F
<i>Administrator</i>							Not Applicable			
<i>Executive Asst. IV</i>					1					
<i>Executive Asst. III</i>					2	1				
<i>Executive Asst. II</i>					2					
<i>Executive Asst. I</i>						1				
Total					6	2				
Elective Position										
<i>Position Titles</i>										
<i>Governor</i>					1					
<i>Vice-Governor</i>						1				
<i>SP-Member</i>					10	3				
Total					11	4				
Casual										
<i>Position Titles</i>										
<i>Local Leg. Staff Asst. III</i>	10	4								
<i>Driver</i>	1									
<i>Admin. Aide I</i>	22	18								
<i>Admin. Aide III</i>	8	1								
<i>Admin Asst. II</i>	1									
<i>Admin. Aide IV</i>	1	1								
Total	43	24								
Contract of Services	107									
Job Order Workers	523									

C.

Salary Scale

Table 20

Salary Scale of the Provincial Government of Bohol

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
First Level										
SG-1	Administrative Aide I	152	7,575	7,697	7,820	7,947	8,077	8,209	8,342	8,480
	Laundry Worker I	8								
SG-2	Administrative Aide II	23	8,189	8,321	8,456	8,594	8,733	8,876	9,022	9,170
	Construction and Maintenance Man I	50								
	Farm Worker I	10								
	Laboratory Aide I	6								
SG-3	Administrative Aide III	64	8,854	8,997	9,142	9,292	9,443	9,599	9,756	9,917
	Carpenter I	7								
	Cook I	7								
	Driver I	30								
	Handicraft Worker I	5								
	Illustrator	1								
	Security Guard I	26								
SG-4	Accounting Clerk I	4	9,536	9,690	9,848	10,008	10,172	10,339	10,509	10,683
	Administrative Aide IV	52								
	Assessment clerk I	1								
	Barangay Health Aide	5								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
	Dental Aide	15								
	Driver II	9								
	Electrician I	3								
	Engineering Aide	3								
	Laboratory Aide II	4								
	Machinist	1								
	Mechanic I	6								
	Metal Worker I	1								
	Nursing Attendant I	40								
	Statistician Aide	3								
	Water Pump Operator	5								
	Welder I	2								
SG-5	Carpenter II	1	10,271	10,437	10,607	10,780	10,957	11,137	11,320	11,508
	Community Affairs I	18								
	Construction & Maintenance Capataz	13								
	Lineman II	5								
	Musician	5								
	Prison Guard I	18								
	Security Guard II	1								
	Well Driller	1								
SG-6	Accounting Clerk II	7	11,062	11,242	11,425	11,612	11,803	11,997	12,194	12,397
	Administrative Aide VI	42								
	Agricultural Technician I	17								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
	Aquacultural Technician I	12								
	Assessment Clerk II	2								
	Community Equipment Operator II	12								
	Data Encoder I	1								
	Draftsman I	5								
	Electrical Inspector I	1								
	Electrician II	1								
	Farm Foreman	1								
	Heavy Equipment Operator II	11								
	Laboratory Technician I	2								
	Mechanic II	12								
	Medical Laboratory Technician I	1								
	Meter Reader II	1								
	Nursing Attendant II	9								
	sanitary Inspector I	32								
	Utility Foreman	1								
SG-7	Administrative Assistant I	2	11,869	12,060	12,257	12,457	12,662	12,870	13,082	13,299
	Community Development Assistant I	3								
	Prison Guard II	1								
	Revenue Collection Clerk II	6								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
SG-8	Accounting Clerk III	2	12,735	12,941	13,151	13,366	13,584	13,807	14,035	14,267
	Administrative Assistant II	12								
	Bookkeeper	3								
	Carpenter Foreman	1								
	Construction & Maintenance Foreman	5								
	Disbursing Officer II	3								
	Draftsman II	2								
	Engineering Assistant	4								
	Laboratory Technician II	1								
	Lineman III	4								
	Local Treasury Operations Assistant	4								
	Medical Equipment Technician	5								
	Project Development Assistant	1								
	Sanitary Inspector II	1								
	Security Guard III	2								
	Social Welfare Assistant	3								
SG-9	Administrative Assistant III	6	13,663	13,884	14,110	14,340	14,575	14,813	15,058	15,305
	Assistant Statistician	1								
	Community Development Assistant II	2								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
	Community Equipment Operator III	1								
	Mechanic III	1								
	Mechanical Plant Operator	1								
	Senior Bookkeeper	1								
SG-11	Construction & Maintenance General Foreman	1	15,649	15,900	16,157	16,419	16,687	16,959	17,237	17,519
	Admin Assistant IV	1	15,649	15,900	16,157	16,419	16,687	16,959	17,237	17,519
SG-13	Sanitary Inspector IV	1	17,880	18,166	18,457	18,755	19,058	19,367	19,683	20,004
SG-14	Laboratory Inspector III	1	19,112	19,418	19,728	20,045	20,369	20,699	21,034	21,376
Second Level Non - Supervisory										
SG-10										
	Admin. Officer I	9	14,641	14,878	15,118	15,364	15,615	15,872	16,132	16,398
	Agricultural Technologist	22								
	Health Educ. Population Officer I	1								
	Legal Asst. I	4								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
	Prison Guard III	1								
SG-11	Admin. Asst. V	1	15,649	15,900	16,157	16,419	16,687	16,959	17,237	17,519
	Admin. Officer II	10								
	Comm. Affairs Officer I	1								
	Computer Programmer I	1								
	Librarian I	3								
	Local Assessment Operations Off. I	3								
	Local Revenue Collection Officer I	2								
	Medical Technologist I	6								
	Management and Audit Analyst I	2								
	Midwife II	1								
	Nurse I	48								
	Nutrition Dietician I	5								
	Pharmacist I	2								
	Planning Officer I	3								
	Project Development Officer	3								
	Project Evaluation Officer I	1								
	Security Officer I	1								
	Statistician I	1								
	Social Welfare Officer I	3								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
SG-12	Accountant I	2	16,726	16,995	17,269	17,548	17,833	18,123	18,419	18,720
	Engineer I	5								
	Tax Mapper I	1								
SG-13	Midwife III	2	17,880	18,166	18,457	18,755	19,058	19,367	19,683	20,004
SG-14	Admin Officer III	9	19,112	19,418	19,728	20,045	20,369	20,699	21,034	21,376
	Health Educ. Population Officer II	1								
Second Level Supervisory										
SG-15	Accountant II	4	20,490	20,827	21,172	21,523	21,882	22,247	22,619	22,999
	Administrative Officer IV	15								
	Agriculturist II	7								
	Aqua culturist II	3								
	Comm. Affairs Officer II	1								
	Computer Programmer II	1								
	Librarian II	1								
	Local Assessment Operation Officer II	2								
	Local Revenue Collection Officer II	1								
	Local Treasury Operation Officer II	2								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
	Market Specialist II	1								
	Medical Technologist II	31								
	Management and Audit Analyst II	1								
	Nurse II	23								
	Nutritionist Dietician II	7								
	Pharmacist II	6								
	Planning Officer II	3								
	Project Evaluation Officer II	1								
SG-16	Dentist II	14	21,969	22,329	22,697	23,073	23,455	23,845	24,243	24,647
	Engineer II	11								
	Veterinarian II	1								
SG-17	Board Secretary II	1	23,555	23,941	24,334	24,734	25,144	25,560	25,984	26,416
	Nurse III	7								
SG-18	Administrative Officer V	11	25,259	25,671	26,091	26,519	26,956	27,399	27,853	28,315
	Agricultural Center Chief I	4								
	Local Assessment Operations Officer III	2								
	Management Audit Analyst III	1								
	Pharmacist III	1								
	Planning Officer III	2								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
	Senior Agriculturist	1								
	Statistician III	1								
SG-19	Dentist III	1	27,088	27,528	27,977	28,434	28,901	29,375	29,859	30,352
	Engineer III	7								
	Local Legislative Staff Officer IV	1								
	Nurse IV	6								
SG-20	Agricultural Center Chief II	1	29,052	29,522	30,001	30,491	30,988	31,495	32,012	32,539
	Nurse V	1								
SG-21	Medical Officer III	26	30,945	31,443	31,949	32,465	32,991	33,527	34,074	34,630
SG-22	Accountant IV	1	32,973	33,499	34,034	34,580	35,136	35,703	36,280	36,867
	Community Affairs Officer IV	1								
	Engineer IV	9								
	Local Assessment Operations Officer IV	2								
	Local Revenue Collection Officer IV	1								
	Local Treasury Operations Officer IV	1								
	Project Evaluation Officer IV	1								

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
	Provincial Warden	1								
	Supervising Admin. Officer	5								
	Supervising Agriculturist	1								
	Taxmapper IV	1								
SG-23	Attorney IV	1	35,144	35,701	36,268	36,845	37,432	38,032	38,642	39,264
	Medical Officer IV	3								
SG-24	Chief Administrative Officer	1	37,473	38,061	38,661	39,271	39,894	40,526	41,172	41,830
	Chief Of Hospital	4								
	Prov'l. Asst. Dept. Head	5								
	Social Welfare Officer V	1								
SG-25	Attorney V	1	39,966	40,590	41,224	41,870	42,528	43,198	43,880	44,577
	Medical Specialist IV	1								
	Prov'l. Health Officer I	2								
SG-26	Prov'l. Gov't. Dept. Head	10	42,639	43,299	43,971	44,655	45,352	46,061	46,784	47,520
	Provincial Health Officer II	1								
Elective										
SG-27	SP-Member	13	45,505							
SG-28	Vice Gov.	1	48,579							
SG-30	Governor	1	56,943							

Salary Grade	Position Title	Total Number of Personnel	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
Co-Terminus										
SG-14	Executive Asst. I	1	19,122							
SG-17	Executive Asst. II	2	23,555							
SG-20	Executive Asst. III	3	29,052							
SG-22	Executive Asst. IV	1	32,973							
SG-26	Prov'l. Administrator	1	42,639							
Temporary										
SG-3	Carpenter I	2	8,854							
SG-4	Mechanic	1	9,536							
SG-5	Carpenter II	1	10,271							
	Plumber II	2								
SG-6	Heavy Equipment Operator	4	11,062							

D.

Analysis of HR Systems in the PGBh

Table 21

Analysis of the HR Systems in the Provincial Government of Bohol

HR Systems	Status of HR Systems in the Province					
	Present	Is it Operational	Describe Level of Operations	Is it Non-Operational	Why Non-Operational	Recommendation
Recruitment						
Qualification Standards	Yes	Yes	Minimum qualification is followed according to CSC rules			Upgrade the Qualification Standard to improve the qualifications of incoming government employees
Merit Promotion Plan	Yes	Yes	Not fully followed especially in terms of promoting next in rank			Amend the Merit Selection Plan so as to improve the guidelines in promotion government employees, e.g., employees next in rank shall be given priority
Personnel Selection Board	Yes	Yes	Sometimes the PSB members are influenced some politicians, that is why the PSB sometimes recommend what the politicians want.			The PSB members must have independence in recommending qualified applicants for any vacancy in the Provincial Government while the politicians are recommended to refrain from unduly influencing the PSB's recommendation. As much as possible, the applicant who's ranked no. 1 shall be appointed. Furthermore, there is a need to upgrade the criteria for selecting incoming government personnel to ensure that the most qualified are chosen and appointed. Lastly, there is a need to include in the PSB policy to improve the type of tests/ exams given to applicants to ensure that their intellectual, psychological and emotional quotients are measured accordingly.
Recognition and Rewards						
Program Recognition for Rewards and Incentives on Service Excellence (PRAISE)	Yes	Not fully operational	Fair			Although the Provincial Government has an existing PRAISE System, however only the Best/Model Employee Award (monthly) and Productivity Incentive Award (annually) is being only implemented.

HR Systems	Status of HR Systems in the Province					Recommendation
	Present	Is it Operational	Describe Level of Operations	Is it Non-Operational	Why Non-Operational	
						<p>The following awards are not implemented in the PLGU:</p> <p><u>National Awards</u></p> <ol style="list-style-type: none"> 1. Presidential or Lingkod Bayan Award 2. Outstanding Public Official/Employee or Dangal ng Bayan Award 3. Civil Service Commission of the PAGASA Award <p><u>Department or Agency Level Awards</u></p> <ol style="list-style-type: none"> 1. Gantingpala Agad Award 2. Exemplary Behaviour Award 3. Best Organizational Unit Award 4. Cost of Economy Measure Award 5. Service Award <p><u>Incentives</u></p> <ol style="list-style-type: none"> 1. Loyalty Incentive 2. Length of Service Incentive 3. Career and Self-Development Incentive 4. Other incentives given by other government agencies, private institutions or NGO to an individual or team or contributions of an idea or performance that directly benefitted the government. <p><u>Forms of Awards and Incentives</u></p> <ol style="list-style-type: none"> 1. Flexiplace 2. "Salu-salo" Together 3. Personal Growth Opportunities 4. Trophies, Plaques and Certificates 5. Monetary Awards

[illegible]

HR Systems	Status of HR Systems in the Province					
	Present	Is it Operational	Describe Level of Operations	Is it Non-Operational	Why Non-Operational	Recommendation
<ul style="list-style-type: none"> Performance Management System 	yes	partial	The new system was implemented fully to the pilot offices: HRMDO, PPDO & PAO			The new system must be implemented to all PGBh offices.
<ul style="list-style-type: none"> Training & Development 	yes	partial	Fully operation from the time of approval until June 2010, by July 2010 attendance to training/ screening of participants to training were no longer implemented			Implementation of the policies and guidance on attendance to training
<ul style="list-style-type: none"> Employee Welfare Program 	yes		Recently approved and implemented			Awareness to PGBh employees the recently approved employee welfare program (cascading)
▪ Personnel Relations						
<ul style="list-style-type: none"> Grievance Machinery 	Yes	Good	No			<p>Need to Reconstitute Executive Order No. 05, s. 2004 “Constituting the Provincial Grievance Committee of the Provincial Government of Bohol” to be issued by the present Governor, Atty. Edgar M. Chatto.</p> <p>Once issued, the provisions of the Grievance Machinery should be cascaded and regularly communicated to the officials and employees of the Provincial Government of Bohol for it to be pro-active.</p>
<ul style="list-style-type: none"> Collective Negotiation Agreement 	Yes	Good		No		The present Set of Officers of the Bohol Provincial Employees League (BOPEL) need to facilitate for the review and approval of the new Collective Negotiation Agreement (CNA) by the

HR Systems	Status of HR Systems in the Province					
	Present	Is it Operational	Describe Level of Operations	Is it Non-Operational	Why Non-Operational	Recommendation
						new Leadership headed by Governor Edgardo M. Chatto and Vice Governor Concepcion O. Lim.
▪ Retirement						
▪ Pre-Retirement Programs	Officially, no program was developed and institutionalized	Yes, but only activities were usually conducted	Orientation during CSC month celebration and each office monthly meetings	yes	No Pre-Retirement Program was developed	A Pre-Retirement Program should be developed and operationalized
▪ Health and Wellness						
▪ Physical	HATAW	Yes		No		Revive the activity. Set-up a gym including equipments and instructors
	Dental Check - up	Yes	Yes			To be done annually Provide doctors to interpret results;
	Medical Check-up	Yes	Yes			Provide doctors and dentist; dental equipment; medicines
	Sports fest	Yes		No		Revive the activity Set-up a recreation center for sports like, table tennis, badminton, chess, etc.
▪ Emotional	Counseling			No		Provide counseling program
	Group sharing/ Buddy system			No		
	Mass	Yes	Yes			
	Day Care Center and Nursing Room for mothers			No		Provide Room for Nursing Mothers and day care facility
▪ Psychological	Counseling		No			Provide counseling program, counseling room

HR Systems	Status of HR Systems in the Province					
	Present	Is it Operational	Describe Level of Operations	Is it Non-Operational	Why Non-Operational	Recommendation
▪ Social	PGBh Family Day	Yes				
	PGBh Christmas Party	Yes				
	Fiesta by Office	Yes				
	Teambuilding	Yes				

E.

Gaps Prioritization By Development Sector

Table 22. Gaps Prioritization of the Social Development Sector

Sector	Office	Rank	Gap Assessment Areas				
			Organizational	Personnel	HRMD Systems	Health and Wellnes s	Capacity Development
Social	OPSWD PHO HOSPITALS <ul style="list-style-type: none"> • CCH – Candijay • CDH – Catigbian • CCH – Clarin • CPGMH – CPG • FDMH – Inabanga • TBGDH – Jagna • CNPCMH – Loon • MCH – Maribojoc • GMPH – Talibon • CSGTMH - Carmen 		<ul style="list-style-type: none"> • Lack of manpower • Unfilled vacant positions • Job order workers are often changed specially in the nursing service 	<ul style="list-style-type: none"> • Inadequate competencies on : <ul style="list-style-type: none"> - Planning - Leading - Organizing - Controlling • Inadequate Competency on: <ul style="list-style-type: none"> - Service Orientation - Interpersonal Sensitivity - Conflict Management • Lack of technical skills on: <ul style="list-style-type: none"> - Social Welfare Institution management - Disaster Relief Service - Special Social Service - Assistance to Individuals/Families on Crisis Situation - Dental Service - Health Statistics - Environmental Health and Sanitation - Dental Waste Management - Hospital Administration - Medical Service - Nursing Service - Ancillary Service - Radiology - Dietary Service 	<ul style="list-style-type: none"> • Inadequate planning system • Low processing of purchase requests • Delay in submission of DTRs and application of leave • Corruption of time (going out without pass slips, duty at home) • No regular meetings of heads and committees • Hospitals is rendering necessary lifesaving services over and above what is authorized as level II Hospital • Blood letting and transfusing without license 		<ul style="list-style-type: none"> • Denied Phil Health claims • Lack of supplies • Insufficient equipments • Poor water supply • No waste water facility • Insecure hospital premises and occupants • No internet connections • No signage in going to hospitals • Poor electrical wirings • Lack of water supply • Lack of indigence funds • Dilapidated building • No elevated water tank • Insufficient equipments

Sector	Office	Rank	Gap Assessment Areas				
			Organizational	Personnel	HRMD Systems	Health and Wellnes s	Capacity Development
				<ul style="list-style-type: none"> • Negative attitude of personnel • Lack of computer training • Lack of records management training • Untrained personnel to man available equipments • Low morale of personnel 	<ul style="list-style-type: none"> • Formulation of strategies in order to reach the P14 million revenue • Manual billing – longer and inaccurate • Irregular delivery of medical and medicine supplies • Increasing number of indigent patients with no PHIC 		<ul style="list-style-type: none"> • Insufficient funds • Inadequate health facility (beds, wards, private rooms, septic vault, garbage holding area, cracked/damaged flooring) • No isolation room for TB and rabies patients • Insufficient medicines • No perimeter fence • Lack of hospital budget <ul style="list-style-type: none"> • Obsolete laboratory equipment • Lack of computers

Table 23. Gaps Prioritization of the Economic Development Sector

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
Office of the Provincial Agriculturist (OPA)	<ul style="list-style-type: none"> There are more job order workers than regular employees No position with the level of Division Heads for employees performing division head functions 	<ul style="list-style-type: none"> Lack of competencies in Development Communication, Resource Mobilization, Business Organization, Agri-Investment Planning and Development, Value Chain Analysis and Development Poor planning and budgeting linking Inadequate customer service skills Lack of sensitivity/awareness for public transparency and anti-corruption Insufficient abilities for supervisory and managerial skills 	<ul style="list-style-type: none"> Non-filling up of vacant positions Job mismatch Weak Recruitment System Lack of HR Planning No Disaster Risk Reduction and Management System Weak implementation of Grievance system No Records Management Policy Manual Non-implementation of the New Performance Evaluation System No comprehensive 	<p>Inadequate office facilities and resources</p> <ul style="list-style-type: none"> Mobility support is insufficient Computer Hardware and software needs to be replaced or enhanced Office space is lacking compared to the number of employees 	<ul style="list-style-type: none"> No technical personnel to monitor the BP of employees and handle in case of emergency Lack of cafeteria wherein the employees can eat properly in an appropriate place Lack of area for physical fitness No instructor for physical fitness Lack of basic equipment like first

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
		<ul style="list-style-type: none"> Limited communication, technical writing and presentation skills Too few highly technical positions 	guidelines of rewards and recognition system		aid kit, glucometer, weighing scale, etc.
Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
Office of the Provincial Veterinarian	<ul style="list-style-type: none"> There are more job order workers than regular employees No position with the level of Division Heads for employees performing division head functions 	<ul style="list-style-type: none"> Limited capacities to perform the mandates of the National Meat Inspection Services No capacities to respond to emerging animal diseases No system to address behavioural and work attitude problems of employees Lack of technical person to attend client's needs Limited skills in communication technical 	<ul style="list-style-type: none"> No hazard pay/benefits provided to field workers exposed to zoonotic diseases of animals Weak Recruitment System Lack of HR Planning No Disaster Risk Reduction and Management System Weak implementation of Grievance system No Records 	<ul style="list-style-type: none"> Mobility support is insufficient Computer Hardware and software is insufficient Limited space for the clients especially for animals to be vaccinated 	<ul style="list-style-type: none"> No technical personnel to monitor the BP of employees and handle in case of emergency Lack of cafeteria wherein the employees can eat properly in an appropriate place Lack of area for physical fitness

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
		writing and PowerPoint presentation	Management Policy Manual <ul style="list-style-type: none"> • Non-implementation of the New Performance Evaluation System • No comprehensive guidelines of rewards and recognition system 		<ul style="list-style-type: none"> • No instructor for physical fitness • Lack of basic equipment like first aid kit, glucometer, weighing scale, etc.
Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
Bohol Employment & Placement Office (BEPO)	Only an attached office of the Office of the Governor	<ul style="list-style-type: none"> • Personnel needs to undergo trainings on Resource Mobilization, • Limited skills in communication, technical writing and PowerPoint presentation • Poor planning and budgeting linking • Inadequate customer 	<ul style="list-style-type: none"> • Weak Recruitment System • Lack of HR Planning • No Disaster Risk Reduction and Management System • Weak implementation of Grievance system • No Records 	<ul style="list-style-type: none"> • Mobility support is insufficient • Computer Hardware and software is insufficient • Limited space for the clients especially for animals to be vaccinated 	<ul style="list-style-type: none"> • No technical personnel to monitor the BP of employees and handle in case of emergency • Lack of cafeteria wherein the employees can eat properly in an appropriate place

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
		service skills <ul style="list-style-type: none"> Lack of sensitivity/awareness for public transparency and anti-corruption Insufficient abilities for supervisory and managerial skills 	Management Policy Manual <ul style="list-style-type: none"> Non-implementation of the New Performance Evaluation System No comprehensive guidelines of rewards and recognition system 		<ul style="list-style-type: none"> Lack of area for physical fitness No instructor for physical fitness Lack of basic equipment like first aid kit, glucometer, weighing scale, etc.
Bohol Tourism Office (BTO)	Only an attached office to the Office of the Governor	<ul style="list-style-type: none"> Inadequate skills for tourism product development, marketing and promotion Limited skills in communication, technical writing and PowerPoint presentation Poor planning and budgeting linking 	<ul style="list-style-type: none"> No hazard pay/benefits provided to field workers exposed to zoonotic diseases of animals Weak Recruitment System Lack of HR Planning No Disaster Risk Reduction and 	<ul style="list-style-type: none"> Office is too cramped Insufficient mobility Insufficient computer hardware and software 	<ul style="list-style-type: none"> Lack of cafeteria wherein the employees can eat properly in an appropriate place Lack of area for physical fitness No instructor for

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
		<ul style="list-style-type: none"> Inadequate customer service skills Lack of sensitivity/awareness for public transparency and anti-corruption Insufficient abilities for supervisory and managerial skills 	<ul style="list-style-type: none"> Management System Weak implementation of Grievance system No Records Management Policy Manual Non-implementation of the New Performance Evaluation System No comprehensive guidelines of rewards and recognition system 		<ul style="list-style-type: none"> physical fitness No annual pap smear for female employees 35 years and above No annual prostate examination to male employees 35 years and above No counseling room and counselor No dental clinic for PGBh employees No health care plan for PGBh employees
Bohol Investment Placement Office	Only an attached office	Limited skills in communication,	<ul style="list-style-type: none"> No hazard 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Lack of cafeteria

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
(BIPC)	to the Office of the Governor	technical writing and PowerPoint presentation	pay/benefits provided to field workers exposed to zoonotic diseases of animals <ul style="list-style-type: none"> • Weak Recruitment System • Lack of HR Planning • No Disaster Risk Reduction and Management System • Weak implementation of Grievance system • No Records Management Policy Manual • Non-implementation of the New Performance Evaluation System • No comprehensive guidelines of rewards and recognition system 		wherein the employees can eat properly in an appropriate place <ul style="list-style-type: none"> • Lack of area for physical fitness • No instructor for physical fitness • No annual pap smear for female employees 35 years and above • No annual prostate examination to male employees 35 years and above • No counseling room and counselor • No dental clinic for PGBh employees • No health care plan for PGBh employees

Table 24. Gaps Prioritization of the Environmental Management Sector

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
BEMO	<ul style="list-style-type: none"> BEMO is only an attached office of the Office of the Governor Vision of Bohol stresses environmental protection, conservation and rehabilitation 	<ul style="list-style-type: none"> Regular personnel lacks environmental expertise on: Natural Resources Planning, Environmental Impact Assessment, Initial Environmental Examination, Environmental Management Program for the Road Sector, Disaster Risk Reduction and Management, Data Analysis and Interpretation, Leadership and Supervisory Skills, Facilitation Skills 	<p>Staffing –</p> <ul style="list-style-type: none"> Supervisory functions of the office is performed by designated regular employees with non-supervisory positions who More Contractual and Casual Job Orders than the regular/permanent employees <p>Structure – BEMO is not a Department</p>	<p>Mobility support is insufficient</p> <p>Computer Hardware and software is insufficient</p> <p>Office space is cramped</p>	<ul style="list-style-type: none"> No sports/recreational facilities No regular physical exercise programs implemented in the Office

Table 25. Gaps Prioritization of the Infrastructure Development Sector

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
PEO	Staffing – <ul style="list-style-type: none"> Promoted employees should perform their duties and responsibilities inherent to their position More Contractual and Casual Job Orders than the regular/permanent employees Structure – <ul style="list-style-type: none"> PEO has 7 divisions and the new division on Internal Control, with M&E and IT Units need to define their job descriptions and scope of work. 	<ul style="list-style-type: none"> Regular technical personnel lacks trainings on Road Network Maintenance Management, Leadership and Management, Materials and Quality Control, Project Management, Monitoring and Evaluation System, Planning and Design, Project Implementation, Road Maintenance, Road Safety, Environment Engineering and Geotechnical Survey and Design Majority of the personnel need training on the core competencies as well as managerial skills 	<ul style="list-style-type: none"> Promotion of road engineers should stick to performance and merit Performance management system is weak and needs full compliance and implementation Reward system should accompany results of performance management so as to encourage peak performance among road managers Building the next generation of road engineers is a huge challenge in succession planning at PEO There is a need to prepare older engineers and staff for the retirement process and their re-entry into the post-work world 	<ul style="list-style-type: none"> Mobility support is insufficient Need to upgrade equipment for accurate result of material testing Need to enhance preparation of program of works for road maintenance Need to understand and appreciate the value of contracting out road maintenance rather than doing this by administration 	<ul style="list-style-type: none"> No regular physical exercise programs implemented in the Office No canteen for employees
PMO	<ul style="list-style-type: none"> Difficult for PMPO to generate the income for vehicle equipment usage Staff at PMPO are less 	<ul style="list-style-type: none"> Lack competencies on planning; Lack of communication skills 	<ul style="list-style-type: none"> Unclear recognition and rewards system to encourage peak performance 	<ul style="list-style-type: none"> Need for PMPO to understand and appreciate its role as a potential 	<ul style="list-style-type: none"> Lack occupational health and safety mechanisms and facilities

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
	<ul style="list-style-type: none"> entrepreneurial Need to review the structure of PMPO as a potential economic enterprise for the provincial government 	<ul style="list-style-type: none"> Inadequate managerial skills like planning, leading, organizing and controlling Low interpersonal sensitivity skills 	<ul style="list-style-type: none"> There is a need to enhance performance management system to ensure all employees contribute to departmental goals 	<ul style="list-style-type: none"> revenue-generating office for the PGBh 	
PGSO	<ul style="list-style-type: none"> There are more Level 1 employees; there is a need to enhance technical skills of employees Review staffing and structure of the department Ensure job descriptions meet with the service delivery demands of the office 	<ul style="list-style-type: none"> Lack of expertise and skills on the repair/maintenance of Radio and Communication Equipment Managerial and technical skills need to be enhanced Skills to develop standardized costs for small infra projects managed by the office are needed 	<ul style="list-style-type: none"> Succession planning needs to be in place to ensure replacement of retiring employees Performance management that matches the updated job descriptions can be enhanced. Pre-retirement orientations to older employees 	<ul style="list-style-type: none"> More technical capacities are required for productive work 	<ul style="list-style-type: none"> Protective personal equipment needed for workers supervising construction work Health programs for more senior employees in the department
BLECS	<ul style="list-style-type: none"> Need to review structure of the office vis a vis PGBh development directions Staffing of the office can be reviewed, especially with consideration to increasing more technically-oriented personnel 	<ul style="list-style-type: none"> Lack of expertise and skills on the repair/maintenance of Radio and Communication Equipment Lack of skills on Project Monitoring & Evaluation Lack of skills and knowledge to manage the Property & Supply Lack of knowledge and skills in Building Construction, Repair & 	<ul style="list-style-type: none"> Review recruitment process to bring more technically –oriented personnel Performance management systems need to be in place 	<ul style="list-style-type: none"> Increase the expertise level of employees for repair and maintenance of radio and communication equipment Consider upgrading telecommunication facilities to match with the demands of modern times 	<ul style="list-style-type: none"> Ensure wellness programs for night shift employees

Office	Prioritized Gaps Per Assessment Area				
	Organization	Personnel	HR Systems	Capacity Development	Health and Wellness
		Maintenance			

Table 26. Gaps Prioritization of the Development Administration Sector

Office	Prioritized Gaps Per Assessment Area				
	Organizational	Personnel	HRMD Systems	Health and Wellness	Capacity Development
GO	<ul style="list-style-type: none"> -Overworked underpaid Admin Officer as Head of Admin -There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head 	<ul style="list-style-type: none"> - Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Limited Project Management and Development Abilities - Inadequate capacities for E-governance - Limited Capacities for Research, M & E and MIS 	<ul style="list-style-type: none"> -Delayed processing of payment for utilities - No standard rate for contract of hospitals 	<ul style="list-style-type: none"> -Unmet Health and Wellness Program - Non Adaption & Implementation of DOH Occupational Health & Safety program - No employees canteen in the capitol compound - Capitol medical clinic is not fully operational - no breastfeeding room and day care center for employees inside the capitol compound - No regular FBS/RBS testing for employees - No annual breast examination (
SP	<ul style="list-style-type: none"> There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head 	<ul style="list-style-type: none"> - inadequate skills for legislative processes/systems - Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for 	<ul style="list-style-type: none"> - Need to enhance the business processes - Need to enhance the citizen charter - No program of personnel 		<ul style="list-style-type: none"> -Equipment & facilities upgrading Program - Lack of space for archives -Lack of computers

Office	Prioritized Gaps Per Assessment Area				
	Organizational	Personnel	HRMD Systems	Health and Wellness	Capacity Development
		Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Limited Project Management and Development Abilities - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M & E and MIS	career path - Need to upgrade/ enhance the legislative tracking system -lack of sensitivity like conflict and stress mgt. systems - No feedback mechanism system - No system coordination between executive departments and legislative committees - No system on paperless legislations	Mammography) of PGBh female employees (35 yrs old & above) - No annual Paps Smear of female PGBh employees (3 yrs old & above) No annual prostate examination to PGBh male employees (35 yrs old & above) -No annual eye (optical) check-up of PGBh employees - No counseling room for counselor -No physician provided to read & interpret the laboratory results of the annual physical examination - No dental clinic for PGBh employees - Non-implementation of inter-office sports tournament - No health care fund for hospitalization of PGBh employees	-Mobile library vehicle is decrepit (old and in poor condition) -Lack of E-library facilities -Lack of IT equipments
PPDO	-There is no Asst. Provl head position for one who's doing assistant	- Poor plan-budget linkages - Inadequate customer service skills - Lack of sensitivity/awareness for			

Office	Prioritized Gaps Per Assessment Area				
	Organizational	Personnel	HRMD Systems	Health and Wellness	Capacity Development
	<p>functions</p> <ul style="list-style-type: none"> - Overworked underpaid Admin Officer as Head of Admin - There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head 	<p>public transparency and anti-corruption</p> <ul style="list-style-type: none"> - Insufficient Abilities for Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Limited Project Management and Development Abilities - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M & E and MIS 			
HRMDO	<ul style="list-style-type: none"> - Overworked underpaid Admin Officer as Head of Admin - There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head 	<ul style="list-style-type: none"> - inadequate skills for legislative processes/systems - Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Limited Project Management and Development Abilities - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M 	<ul style="list-style-type: none"> - No approved HRMD Plan - Weak recruitment system - Lack of HR Planning - Weak implementation of Grievance system - No records management policy manual - No standard rate for contract of hospitals - No retirement program - Non implementation of new Performance Evaluation System - TDMS-HRDC not fully implemented - No comprehensive guidelines for rewards and recognition 		

Office	Prioritized Gaps Per Assessment Area				
	Organizational	Personnel	HRMD Systems	Health and Wellness	Capacity Development
		& E and MIS	- Loss of documents		
PLO	<ul style="list-style-type: none"> - Overworked underpaid Admin Officer as Head of Admin - There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head 	<ul style="list-style-type: none"> - inadequate skills for legislative processes/systems - Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M & E and MIS 			Office space expansion and improvement
PTO	<ul style="list-style-type: none"> - Lack of strategies in the collection of delinquent real property taxes - System for the issuance of checks using the financial tracking system as reference - Overworked underpaid Admin Officer as Head of Admin - Personnel doing work of division head does not possess item with salary grade of division head 	<ul style="list-style-type: none"> - Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M 			

Office	Prioritized Gaps Per Assessment Area				
	Organizational	Personnel	HRMD Systems	Health and Wellness	Capacity Development
		& E and MIS			
PBMO	<ul style="list-style-type: none"> - Overworked underpaid Admin Officer as Head of Admin - There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head 	<ul style="list-style-type: none"> - Poor plan-budget linkages - Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M & E and MIS 			
PAssO	<ul style="list-style-type: none"> Existing structure does not have an IT positions which are vital in the maintenance of RPTIS & RPHIS - Overworked underpaid Admin Officer as Head of Admin - There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head - No assessment 	<ul style="list-style-type: none"> - Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M & E and MIS 			

Office	Prioritized Gaps Per Assessment Area				
	Organizational	Personnel	HRMD Systems	Health and Wellness	Capacity Development
	operations evaluation unit - No assessment records section - Vacant technical positions not filled up				
PAcCO	- Overworked underpaid Admin Officer as Head of Admin - There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head	- Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for Supervisory and Managerial Skills - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M & E and MIS	- Inconsistency in the application of First In-First Out policy - Loss of documents		
PIAO	- Overworked underpaid Admin Officer as Head of Admin - There are more Job Order casual than regular employees - Personnel doing work of division head does not possess item with salary grade of division head	- Inadequate customer service skills - Lack of sensitivity/awareness for public transparency and anti-corruption - Insufficient Abilities for Supervisory and Managerial Skills - Limited Communication, technical writing and power point presentation skills - Inadequate capacities for E-governance - Inadequate capacities for E-governance - Limited Capacities for Research, M & E and MIS			

F.

**Monitoring and Evaluation System for
the HRMD Plan and Capacity
Development Program**



Monitoring and Evaluation (M&E) System

For the

Human Resource Management and
Development Plan and Capacity
Development Program
2011-2015

I. INTRODUCTION

As provided in the Local Government Code (RA 7160), the Provincial Governor exercises general supervision and control over all programs, projects, services and activities of the province for efficient, effective and economical governance, the purpose of which is the general welfare of the province and its inhabitants.

To address the calls from both external and internal drivers for Transparency and Accountability of governance, the Provincial Government of Bohol is committed to establish M & E Systems of the HRMD Plan for the next five (5) years, 2011-2015, to check the results and outcomes of all HR interventions. This M & E systems shall be able to check whether the HR services and initiatives are delivered in a timely and efficient manner and if the recipients of the interventions are making impacts on the lives of the Boholano people by increased productivity and performance of functions.

Monitoring and evaluation systems enhance the effectiveness of the employees of the Provincial Government of Bohol. It helps the organization to extract from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation and planning for continuous improvement.

1.1 Background and Rationale

There are mounting pressures in the countries throughout the world today to improve the performance of the public sectors. One strategy now being employed in the Provincial Government of Bohol (PGBh) is to design and formulate a performance-based monitoring and evaluation system of the Human Resource Management and Development Plan.

The Human Resource Management and Development Monitoring and Evaluation system of the PGBh is a proposal of M&E procedures and course of action which assemble on the existing gains in HRMD that have been produced on the deliberate endeavours from the PGBh through the support of development partner such as the Provincial Roads Management Facility (PRMF).

It is the desire of the PGBh to establish a working M & E of the HRMD Plan to meet the demands of the stakeholders for accountability, transparency in the delivery of efficient and effective services. This must be continuously strengthened to enable government to respond to demands for: (a) greater accountability in the use of resources, (b) a clearer basis for decision-making and (c) more practical lessons from experience to guide future development interventions. This system aims to

monitor and evaluate capacities of the provincial governance to achieve the desired outcomes and impacts, thereby attaining its goals of efficient and effective delivery of public service for the Boholano people.

The HRMD M&E system is designed based from the guiding principles set in the integrated M&E framework, which are the following: (1) flexible; (2) evidence-based and results-oriented; (3) consultative and participatory; (4) gender-sensitive and responsive; (5) culture responsive and respective for religious diversity; and (6) constructive and progressive.

The HRMD M&E system will make use of existing government systems such as the Local Governance Performance Management System (LGPMs) and, the System on Competency Assessment for Local Governments (SCALOG), and the Provincial Development and Physical Framework Plan (PDPFP). It recognizes the presence of competencies in PGBh which can be tapped to produce a system that is accessible, flexible, efficient, effective, and sustainable.

This HRMD M&E system is governed by the following questions:

1. What does the System intend to achieve?
2. How does the System operate?
3. What are the enabling environments required by the System?
4. Who will be engaged by the System and what are the engagement processes?
5. How does the System innovate itself in a continuous, iterative manner?

1.2 Objectives and significance

The HRMD M&E system objective is to facilitate the development, installation and use of an effective mechanism that will ensure the continuous monitoring and evaluation of competencies in order to produce ample information required in the development of multi-year HRMD plan, organizational enhancement, succession planning, and in-house capacity development.

More specifically, the following are the objectives of establishing the HRMD M&E System:

1. To determine the status and progress of HRMDP implementation against targets, objectives and goals, and provide information to stakeholders within and outside the provincial government as well decision makers for appropriate actions on matters related to strengthening the bureaucracy;

2. To improve HRMDP programs, projects and activities to ensure that the needed reforms in organizational, personnel, HR systems, health and wellness and capacity development for the provincial government are attained to meet the needs of Boholano constituents for better and efficient service delivery systems.
3. To track changes in the degree of organizational strengthening and capacity development of the provincial government as a result of the implementation of the HRMD Plan and other Re-Entry Action Plans (REAPs) of trained PGBh employees.

1.3 Scope

The HRMD M & E Systems of Bohol covers the five areas of human resource management and development which are included in the HRMD Plan – organization, personnel, HR systems, health and wellness and capacity development.

- **Organization.** This component focuses on the organizational development requirements of the institution of the HRMD M&E system. It aims to assess the existing structure and staffing of the institution, the capacities and required competencies to ensure the sustainability of the HRMD M&E system. Capacities should be developed and preserved for plan monitoring.
- **Personnel Development.** This component focuses on the personnel development programs of the HRMD M & E system. It aims to address the competency gaps of the personnel by providing continuing capacity developments.
- **Human Resource Systems.** This component focuses on the different human resources systems enhancement of the institution. It aims to oversee the implementation of the systems and its continuous improvements.
- **Health and Wellness Program.** This component focuses on the health and wellness program of the organization. It aims to review the program and its sustainability for continuous implementation.
- **Capacity Development.** This component ensures that logistical requirements are fully satisfied and in-place and check the results and outcomes of all interventions particularly on procurement of facilities and equipments.

In summary, the scope of the M&E system includes various participants such as data producers and generators, data analyst and users, management decision makers who are expected to take action

on the M&E results and the stakeholders who need to know the status and progress of the HRMD Plan implementation and their benefits to the Boholano communities. Also, the scope involves activities related to collecting and processing of information, data analysis and the dissemination of M&E results and feedback from users, decision makers and stakeholders.

II. RESULTS CHAIN AND LOGICAL FRAMEWORK OF THE HRMD PLAN

2.1 Results Chain of the Plan

A results-chain framework is developed to understand the links of the activity areas to achieve the desired outputs; these outputs are geared towards the achievement of the intended outcomes that eventually will attain the impact the PGBh envisions to accomplish for its constituents.

From this results chain, it can be seen that the IMPACT is geared towards achieving quality of life for Boholanos through strong, proactive and responsive governance. This impact is brought about by the quality and responsiveness of human resource management and development, which is taken from the Local Governance Performance Management Systems or LGPSMS. The five outcomes and outputs relate to the five areas of the HRMD Plan: organization, personnel, HR systems, health and wellness and capacity development. Finally, the activity areas to bring out these five outputs and outcomes are taken from the Systematic Competency Assessment for Local Governments (SCALOG).

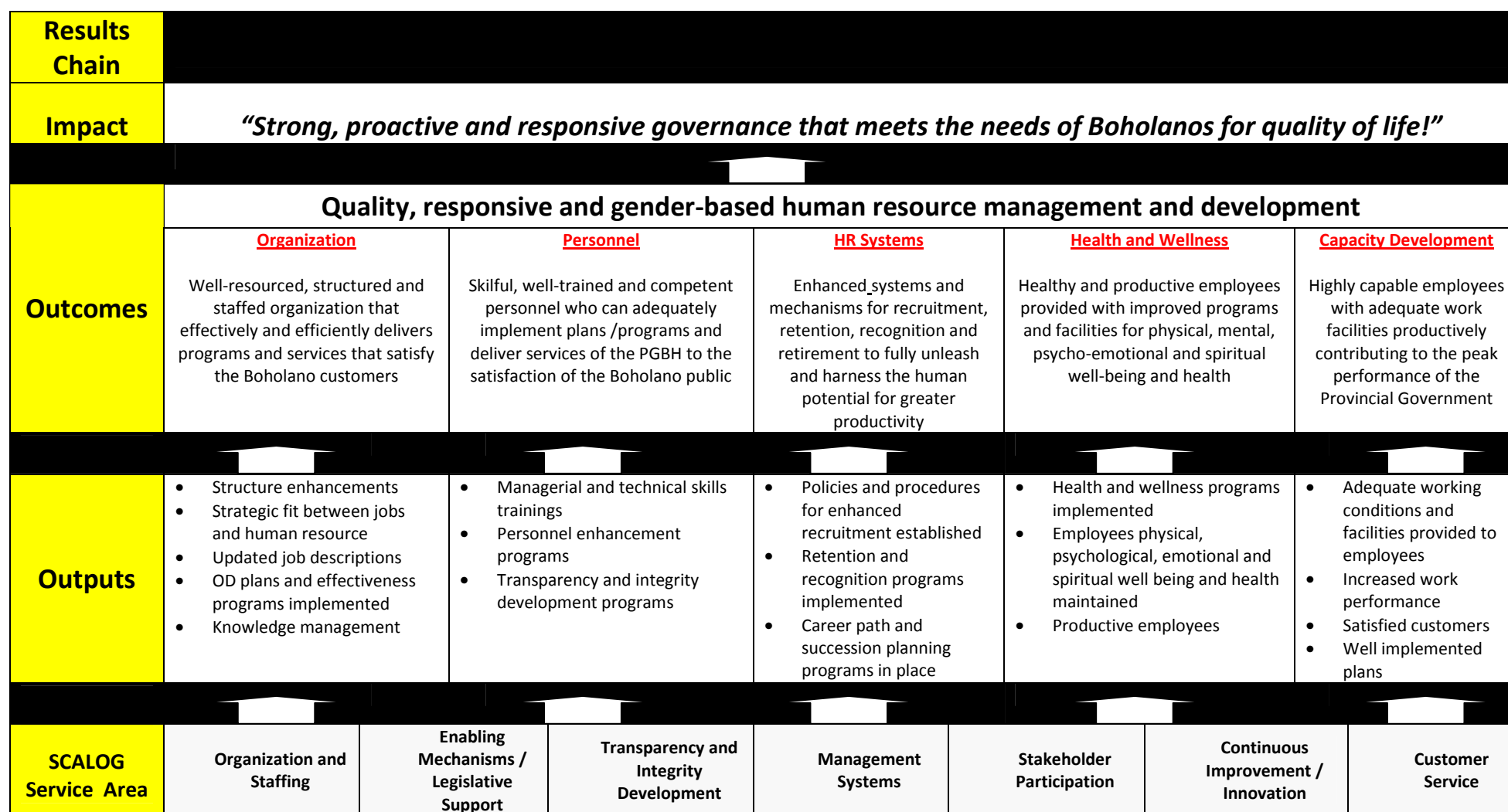


Figure 1 The Results Chain Framework of the HRMD Plan and Capacity Development Program

2.2. Logical Framework of the Plan

The Logical Framework of the HRMD Plan includes the following:

- **Hierarchy of Objectives** narrates and describe the four levels of objectives described: impact, outcomes, outputs and inputs.
- **Objectively Verifiable Indicators (OVI)** are the measures, direct or indirect that will verify the extent the objectives have been fulfilled. Indicators are either quantitative or qualitative variables that provide a simple and reliable means to measure changes connected to an intervention which helps assess the performance of an organization against stated outcome.
- **Means of Verification (MOVs)** are statements that specify sources of the information for the measurements or verification specified in the indicators column.
- **Assumptions/Risks (External Factors)** are important events, condition, or decisions which are necessarily outside the control of the project, but which must remain favourable for the project objective to be attained.

To appreciate the logical framework for the HRMD Plan, it is important to understand the vertical and the horizontal logic expressed in the logical framework. The vertical logic is the reasoning which "connects" the three levels of objectives in the matrix; the outputs, the purpose, and the goal. For example achievement of all the output level objectives should lead to achieving the purpose. Each of these links between the objectives is connected by a hypothesis. The horizontal logic has similar features to the vertical logic. In this case, the links between the levels of objectives are the items in the External Factors column or the Assumptions and Risks.

Finally, to demonstrate the strategic fit between the HRMD Plan in five areas, namely organizational, personnel, HR systems, health and wellness and capacity development and the overarching development framework of the PGBh, a **Road Map** is shown in Figure 2 below.

BOHOL DEVELOPMENT FRAMEWORK

HEAT LIFE HELPS

Overarching Goal and Impact

Quality, responsive and gender-based human resource management and development

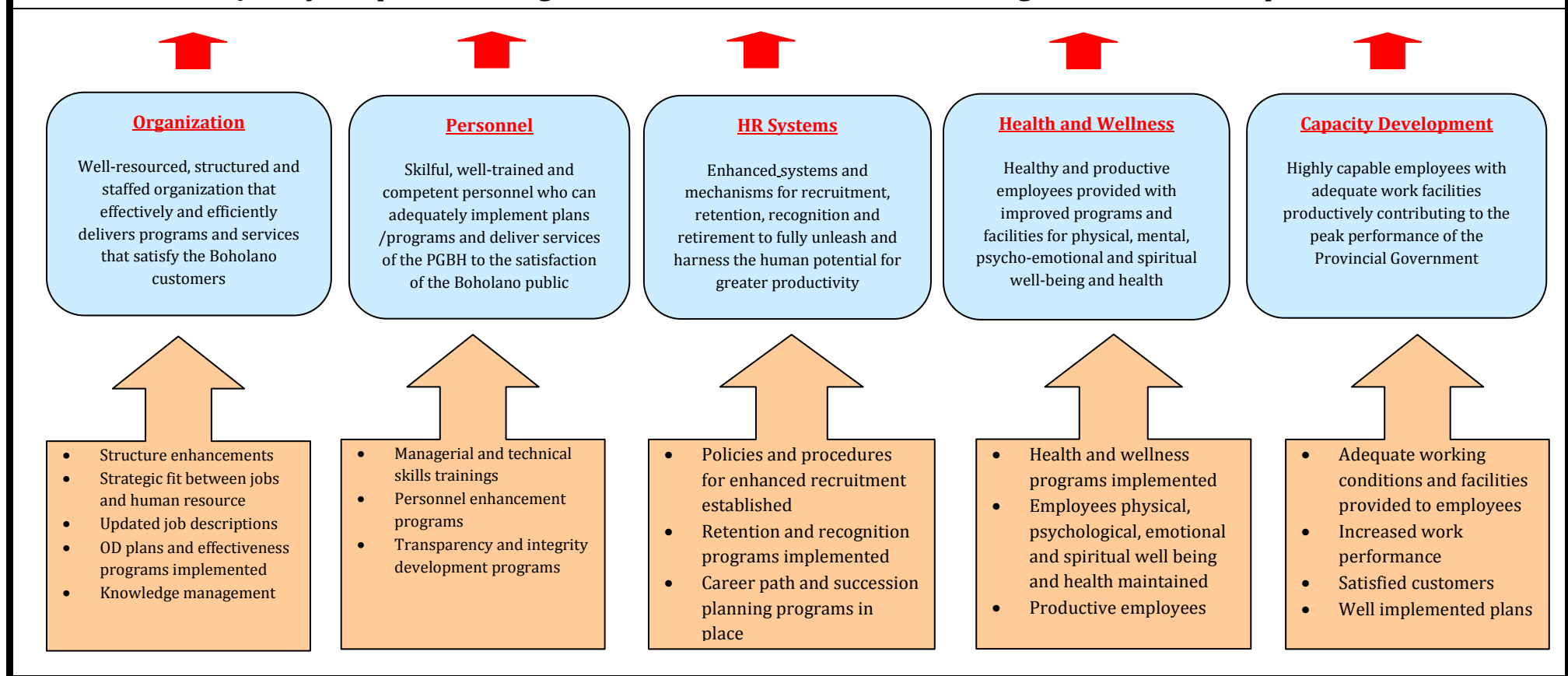


Figure 2 HRMD Plan Road Map

Table 1 Logical Framework of the HRMD M&E System

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
ORGANIZATION			
<u>IMPACT</u> “Strong, proactive and responsive governance that meets the needs of Boholanos for quality of life!”	<ul style="list-style-type: none"> Client satisfaction 	Filled-up client survey questionnaires from customers being filed by each department/office	Assumption: Honest responses from respondents Risks: Customers refuse to fill out the forms Survey questionnaires are not user-friendly
<u>OUTCOMES</u> Well-resourced, structured and staffed organization that effectively and efficiently delivers programs and services that satisfy the Boholano customers	<ul style="list-style-type: none"> Positive feedback from customer/clients Reduction of processing time 	<ul style="list-style-type: none"> Copies of filled-up forms from customers Copy of the revised citizen’s charter 	Assumptions: <ul style="list-style-type: none"> Customers will fill – out the form diligently Citizens charter is strictly followed Risks: <ul style="list-style-type: none"> Behavioral Assessment tools are not used Customers refuse to answer
<u>OUTPUTS</u> <ul style="list-style-type: none"> Structure enhancements Strategic fit between jobs and human resource Updated job descriptions OD plans and effectiveness programs implemented Knowledge management 	<ul style="list-style-type: none"> Work behaviors identified Design approved and implemented Vacant positions filled up by competent 	<ul style="list-style-type: none"> Copy of assessment tools Copy of the approved design Approved appointments 	Assumptions: <ul style="list-style-type: none"> Honesty of employees in responding to the assessment Recruitment and selection are

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
	<p>persons</p> <ul style="list-style-type: none"> Functional chart approved 	<ul style="list-style-type: none"> Copies of the approved functional chart 	<p>transparent</p> <ul style="list-style-type: none"> Management Support <p>Risks:</p> <ul style="list-style-type: none"> Negative reactions or affirmation of the results of the survey Hired personnel is not competent to do the job Restructuring is not approved
<p>INPUTS:</p> <ul style="list-style-type: none"> Resources: <ul style="list-style-type: none"> Budget Personnel Supplies and materials Activity design Activities <ul style="list-style-type: none"> Formulation of Assessment tool for Behavioral change Conduct of assessment on behavioral change Gathering and analysis of data Conduct of teambuilding activities per office Filling up of vacant positions Review of current structure to eliminate/minimize job misfits and redundancy of functions 	<ul style="list-style-type: none"> Budget allocated and approved 15 personnel available to do the activities 75 vacant positions published and screenings conducted 1 assessment tool formulated 100% of the total workforce have been given the survey questionnaire 90% retrieval of the questionnaire 80% of the departments have conducted their teambuilding 10 offices structures reviewed 	<ul style="list-style-type: none"> Approved Annual budget Executive Order creating the team to conduct the study Appointment papers processed Analyzed data Documentation/ accomplishment report of the activity done Re-structured offices 	<p>Assumptions:</p> <ul style="list-style-type: none"> Approved by the SP Executive Order received by the concerned personnel Appointments approved & appointees deployed No protest Report submitted to HRMDO Approved structure by the Governor <p>Risk:</p> <p>Resources are not provided: personnel, supplies, materials and activity designs not approved</p>

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
Personnel			
<u>IMPACT</u> <ul style="list-style-type: none"> Efficient and professional delivery of quality public service 	<ul style="list-style-type: none"> Zero negative feedback from the external clients 	<ul style="list-style-type: none"> Suggestion box Accomplished client survey feedback reports 	Assumption: Service standards are institutionalized Risk: Clients refusal to report negative feedback
<u>OUTCOME</u> Skilful, well-trained and competent personnel who can adequately implement plans /programs and deliver services of the PGBH to the satisfaction of the Boholano public	<ul style="list-style-type: none"> Less complaints from customers No. of employees awarded 80% of the employees across all departments obtained a very satisfactory rating 	<ul style="list-style-type: none"> Feedback from the customers Commendation and appreciation Competency assessment report Performance rating forms 	Assumptions: <ul style="list-style-type: none"> Presence of enabling mechanism Support from the supervisors Continuous regular coaching and mentoring Risk: Management refusal to release employees benefits due to them
<u>Output</u> <ul style="list-style-type: none"> Managerial and technical skills trainings Personnel enhancement programs Transparency and integrity development programs 	<ul style="list-style-type: none"> High performance rating Less complain from customers Less absences and tardiness Less overtime rendered Less outsourcing of resource persons/facilitators Enhanced 	<ul style="list-style-type: none"> Performance ratings Accomplishment reports Reports on absences, tardiness and under time Memo on Pool of Facilitators and Resource Persons 	Assumptions: <ul style="list-style-type: none"> Supervisors tapped the employees expertise Willingness to change work behaviour Risk: <ul style="list-style-type: none"> Unwillingness of the

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
	technical expertise		employees to perform assigned task
Inputs: Resources: <ul style="list-style-type: none"> Budget Resource Persons Training Management Staff Supplies and materials Activity design Activities: Conduct capability development activities	<ul style="list-style-type: none"> Approved training activity designs No. of capability development activities Types of capability development activities conducted No. of participants attended 	<ul style="list-style-type: none"> Approved Budget Allocation for the different Capacity Development List of capability development activities Memorandums from the LCE for the attendance to the training Copy of the approved Training designs Attendance sheets documentations 	Assumptions: <ul style="list-style-type: none"> Budget is included in the approved Work and Financial Plan Decision makers support Risks: <ul style="list-style-type: none"> Capability development activities are not conducted as scheduled Sending of wrong participants to trainings Unwillingness of employees to attend trainings Planned Capacity development activities are not conducted due to budgetary constraints
HR Systems			
IMPACT <ul style="list-style-type: none"> Effective delivery of services Good governance 	<ul style="list-style-type: none"> Feedback mechanism Clients/stakeholder delight 	<ul style="list-style-type: none"> Copy of clients feedback Performance rating 	Assumptions: <ul style="list-style-type: none"> Full implementation of the HR systems Systems and

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
		<ul style="list-style-type: none"> SCALOGS Reports 	<p>processes contribute to staff motivation and discipline</p> <p>Risk: Clients hesitant to give true feedback</p>
<p>OUTCOMES</p> <p>Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity</p>	<ul style="list-style-type: none"> No. of functional HR systems No. of functional committees 	<ul style="list-style-type: none"> Copy of approved HR systems Minutes of committee meetings 	<p>Assumption: Management support (executive, legislative, dept. Heads)</p> <p>Risk: No sustainability in the program implementation</p>
<p>OUTPUT</p> <ul style="list-style-type: none"> Policies and procedures for enhanced recruitment established Retention and recognition programs implemented Career path and succession planning programs in place 	<ul style="list-style-type: none"> No. of HR systems enhanced No. of committees created 	<ul style="list-style-type: none"> Copy of the enhanced HR systems <ul style="list-style-type: none"> Recruitment Performance Management Grievance Machinery Rewards and Recognition Training and Development Management System Copy of the approved Merit Selection Plan SCALOGS Report Executive Orders signed by the LCE 	<p>Assumption:</p> <ul style="list-style-type: none"> Management Support On-time submission of the proposed HR System to LCE for Approval <p>Risks:</p> <ul style="list-style-type: none"> Delayed approval of the systems Ineffective implementation of the HR systems
<p>INPUTS</p> <p>Resources: Equipment, supplies, budget ,</p>	<ul style="list-style-type: none"> Annual 	<ul style="list-style-type: none"> Approved budget 	

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
<p>manpower and other logistics, HR Practitioner</p> <p>Activities: Enhancement of HR systems Conduct workshop on enhancing HR system</p>	<ul style="list-style-type: none"> Investment Plan Procurement Plan List of HR Practitioner No. of activities conducted No. of participants attending workshops Activity Design 	<ul style="list-style-type: none"> Approved Purchase Orders Activity reports Attendance sheets Documentations 	<p>Assumption:</p> <ul style="list-style-type: none"> Management support <p>Risk: Budgetary requirements not sufficiently provided</p>
Health and Wellness			
<p>IMPACT Healthy and Productive employees</p>	Effective Delivery of public service	Customer satisfaction survey results	
<p>OUTCOME Healthy and productive employees provided with improved programs and facilities for physical, mental, psycho-emotional and spiritual well-being and health</p>	<ul style="list-style-type: none"> Improved work performance Improving work time utilization Reduction on tardiness and under time 	<ul style="list-style-type: none"> Performance Evaluation Reports Accomplishment report of employees Report on Absences, Tardiness and Under time 	<p>Assumptions:</p> <ul style="list-style-type: none"> Employees availed the health and wellness services Employees practiced healthy lifestyle <p>Risk:</p> <ul style="list-style-type: none"> Employees are not health conscious
<p>OUTPUT</p> <ul style="list-style-type: none"> Health and wellness programs implemented Employees physical, psychological, emotional and spiritual well being and health maintained Productive employees 	<ul style="list-style-type: none"> No. of variations of exercises used No. of employees availing physical check - up 	<ul style="list-style-type: none"> Attendance sheets Copy of CDs used Medical results 	<p>Assumption:</p> <ul style="list-style-type: none"> Support from Department Heads allowing all employees to participate <p>Risks:</p> <ul style="list-style-type: none"> Employees not willing to submit for physical examination Unwillingness

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
			participate in the health and wellness programs of the PGBh
INPUTS: Resources: <ul style="list-style-type: none"> Budget for Health and Wellness Activities: <ul style="list-style-type: none"> Conduct Health and wellness activities (Hataw, inter-office sports tournament) Annual physical, dental and eye check-up(cardiac panel, breast exam, prostate, pap smear, eye, dental check – up) Establishment/Construction of Health and wellness facilities(gym, canteen, counselling room, day care center and breast feeding room) Full operation of the medical and dental clinic 	<ul style="list-style-type: none"> No. of health and wellness activities conducted No. of Equipments/ medicines purchased Area for health and wellness facilities identified No. of employees availing physical and dental exam No. of personnel manning the medical and dental clinic 	<ul style="list-style-type: none"> Activity reports Attendance sheet Activity design Project proposal Facility plans Contract of services/appointments of staff Job orders 	Assumptions: <ul style="list-style-type: none"> Procurement documents approved by BAC Management support Risks: <ul style="list-style-type: none"> Plans for the health and wellness program, equipment and supplies not approved If BOPEL, BAWIGS and BOPE-MPC will not support the programs
Capacity Development			
IMPACT Effective delivery of quality public service	<ul style="list-style-type: none"> Clients satisfaction 	<ul style="list-style-type: none"> Survey results 	Assumption: <ul style="list-style-type: none"> Honest responses of survey questionnaires Risk: <ul style="list-style-type: none"> Surveys not responded honestly or not answered by targeted participants
OUTCOME Highly capable employees with adequate work facilities productively contributing to	<ul style="list-style-type: none"> 75% equipped 	<ul style="list-style-type: none"> Accomplishment reports 	Assumption: <ul style="list-style-type: none"> accepted/ acknowledged by the user

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
the peak performance of the Provincial Government	<ul style="list-style-type: none"> Reduction of penalties of 50% 	<ul style="list-style-type: none"> Approved Vouchers Receipts Documentations reports 	<ul style="list-style-type: none"> policies are religiously followed <p>Risk:</p> <ul style="list-style-type: none"> easily damaged by external factors (calamities) No strict implementation of policies External factor
OUTPUTS <ul style="list-style-type: none"> Adequate working conditions and facilities provided to employees Increased work performance Satisfied customers Well implemented plans 	<ul style="list-style-type: none"> No. of facilities constructed/ improved No. of equipment acquired No. of systems and processes established/ enhanced 	<ul style="list-style-type: none"> Notice of Assumption of Work Reports of Completion Acknowledgement receipts of equipment documentations 	<p>Assumption:</p> <ul style="list-style-type: none"> Ready for occupancy Equipment ready for use Management support <p>Risk:</p> <ul style="list-style-type: none"> target date of completion of the project/facilities not met Lack of commitment of involved personnel in the policy formulation
INPUTS Activities: <ul style="list-style-type: none"> Construction, Renovation, and improvement of facilities and acquisition of equipment Establishment/ enhancement of government systems and processes 	<ul style="list-style-type: none"> Construction materials delivered to site Purchased equipment delivered No. of operational/ 	<ul style="list-style-type: none"> Approved Program of Work Purchase Orders Delivery Receipts Inspection Report assessment reports 	<p>Assumptions:</p> <ul style="list-style-type: none"> Procurement documents approved by BAC Management support <p>Risks:</p>

HIERARCHY OF OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATOR	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
Resources: <ul style="list-style-type: none"> Budget, manpower, materials/ supplies 	functional systems and processes		<ul style="list-style-type: none"> Substandard material Local government systems and processes not appreciated No management support

III. PERFORMANCE MEASUREMENT OF THE HRMD PLAN

Hierarch of Objectives and Performance Measurement

To be able to monitor and

evaluate the HRMD Plan, a two-part performance measurement matrix will be employed that will include the following:

- I. **Results Chain or Logical Framework Matrix** - This was discussed earlier to include the hierarchy of objectives from inputs/activities to outputs that would lead to outcomes and which ultimately lead to the achievement of the desired impact.
- II. **Performance Measurement Matrix** - This will summarize the baseline data, targets, data collection strategies, data analysis and reporting mechanism, detailed as follows:
 1. **Baseline data and targets;** where baseline data refer to the current or existing situation of the PLGU on organization, personnel, HR systems, health and wellness and capacity development; while targets are the yearly expected results or objectives to be achieved by the PLGU;
 2. **Data collection strategies** refer to approaches on how data will be collected and who will collect these information;
 3. **Data analysis** refer to who will analyze the data and how the data will be analyzed; and
 4. **Reporting mechanisms** will detail the types of M&E reports, who will report, when the reports should be made and who are the users of the data and reports.

Sharing M&E Data and Information

Information and data resulting from the M&E of the HRMD Plan are shared in various modalities. A HRMDP link at the existing PGBh website, which is www.bohol.gov.ph will be made so that outputs, outcomes and impacts of the HRMDP implementation can be known by internal stakeholders and most especially to the general public that the PGBh serves.

A “story board” introduced by the Philippines Australia Human Resource Development Facility (PAHRDF) to the PGBh in 2008 will likewise be employed by office/department to showcase specific results of interventions like short –term and long-term trainings, Re-Entry Action Plans (REAPs) of capacity development activities conducted and other HR interventions that achieve the development and change agenda of the Provincial Government of Bohol.

Table 2 Performance Measurement Matrix

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
Organization					
none	Conduct survey -1 st quarter of 2012.	<ul style="list-style-type: none">Retrieve the completed client satisfaction survey forms from the different offices of the PGBhConduct of stakeholder forum/discussionDiscuss with the concerned Department/Office on the results of the survey	HRMDP M & E Team Department /Office Heads HRMDP M & E Team	Variance analysis, comparing targets vs. accomplishments	Administrative Officers of the respective Office/Department
Every department formulated its own citizen charter and posted in the entrance of office.	0 feedback from the customer Enhance /revised citizen charter before end of 2011	<ul style="list-style-type: none">Conduct of site inspection per office on the posted Citizen’s Charter in conspicuous places of the officeRetrieve copies of the revised Citizen’s Charter	HRMDP M & E Team HRMDP M & E Team	Trend analysis, check improvement over the years	Provincial Selection Board Management and staff All PGBh offices
Re-engineering program	For 2012 Organizational enhance is being conducted and implemented	<ul style="list-style-type: none">Conduct competency assessment every three (3) yearsRetrieve approved SSi design from the HRMDOCheck at the HRMDO that facilitates the approval of appointmentsRetrieve functional chart files at the HRMDO	HRMDO TDMT HRMDP M & E Team HRMDP M & E Team HRMDP M & E Team HRMDP M & E Team	Benchmarking and trend analysis	<ul style="list-style-type: none">Provincial Selection BoardManagement and staffAll PGBh offices

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
Approved budget for the conduct of VOW for 2011 cap dev.		<ul style="list-style-type: none"> Retrieve file of the EO mandating TDMT to conduct SSI at the Office of the Governor 	HRMDP M & E Team	Variance Analysis	MEB PBO HRMDO
		<ul style="list-style-type: none"> Retrieve copies of the analysis at the Learning and Development Division of the HRMDO 	HRMDO		
		<ul style="list-style-type: none"> Presentation of the SSI results to the departments and Management Executive Board 	HRMDP M & E Team	Factor Analysis (facilitating and hindering) after these interventions are conducted	HRMDO
		<ul style="list-style-type: none"> Copies of the process documentation are available at the HRMDO-LDD 	HRMD M&E Team		HRMDO
		<ul style="list-style-type: none"> Retrieve copies from the HRMDO of the approval of the staff re-structuring of the concerned office 		Benchmarking	
		<ul style="list-style-type: none"> Retrieve the LGPMS Reports prepared by the PPDO 	PPDO & other Concerned Department	Variance Analysis	HRMDO M & E Team
Personnel					
Presently each departments provides a suggestion box for the client to drop their feedbacks	Increase clients willingness to air feedback for the improvement of public service	<ul style="list-style-type: none"> Retrieval of comments in the suggestion box Consolidation and validation of comments and forging of 	<ul style="list-style-type: none"> Administrative Officers of each department/office 	Variance analysis	MEB

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		commitment to improve performance	<ul style="list-style-type: none"> Respective Department Heads 		
Model employees awards	100% employees are competent	<ul style="list-style-type: none"> Retrieve , consolidate and assess the feedback forms administered by the different departments 	HRMD M&E TEAM in coordination with the respective department s/offices HRMDO	Factor analysis (facilitating and hindering factors)	HRMDO
		<ul style="list-style-type: none"> Check with the HRMDO for the Certificates prepared and signed by the Provincial Governor and Vice Governor 	HRMDO	Variance Analysis	HRMDO
		<ul style="list-style-type: none"> Discussions with the department heads 	HRMDO		
		<ul style="list-style-type: none"> Retrieve the PES Rating of the employees 	ALL PGBh Offices	Use of Matrix	Department Heads
		<ul style="list-style-type: none"> Conduct of focus group discussions with employees who fail to meet targets 		Factor Analysis	Department Heads
		<ul style="list-style-type: none"> Require each department/office to prepare and submit the required bi-annual accomplishment reports Each department/office submits the reports monthly to the HRMDO 	<p>Governor/P PDO</p> <p>Department Monitoring and Evaluation Officer</p>	Factor analysis (facilitating and hindering factors)	HRMDO

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		<ul style="list-style-type: none"> Retrieve the copy of the Memorandum from the PPDO being the Head of the Pool of Facilitators 	HRMDP M&E	Variance Analysis	Department Heads
		<ul style="list-style-type: none"> Retrieve copy of the approved Work and Financial Plan from the HRMDO and other concerned offices Check with the HRMDO for the copy of the list of capacity development activities planned for implementation Retrieve the approved Memorandum from LCE regarding the training participants Retrieve the approved training designs Retrieve the pre and post tests, attendance sheets, post-training evaluation and post training report 	HRMDP M&E HRMDP M&E <ul style="list-style-type: none"> HRMDO PPDO POOL OF FACILITATORS HRMDO ALL PGBh Offices 	Variance Analysis	MEB PBMO
	100% accomplished	<ul style="list-style-type: none"> Retrieve the SCALOG Reports gathered by HRMDO 	<ul style="list-style-type: none"> HRMDO & Other Concerned Department 	Trend analysis	Department Heads
	100% accomplished	Collect proof or evidence from the	HRMDO HRMDP M&E	Benchmarking	HRMDO

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		Office of the Governor on the Executive Orders issues in relation to the establishment and institutionalization of these HR systems	E		MEB
		<ul style="list-style-type: none"> Retrieve a copy of the guidelines on Personnel Selection and its composition of the PSB Retrieve the SCALOG Reports gathered by HRMDO, containing the seven areas: Organization and Staffing, Enabling mechanisms/legislative support, transparency and integrity development, management systems, stakeholder participation, continuous improvement/innovation and customer service Check the approved Executive Order reconstituting the MSP of the Provincial Government of Bohol Verify at the Sangguniang Panlalawigan the approved Ordinance 	<p>HRMDO BOPEL</p> <p>SP HRMDO PSB</p> <p>HRMDO BOPEL</p> <p>HRMDO BOPEL Office of the Governor HRMDP</p>	<p>Benchmarking and trend analysis</p> <p>Variance or Factor Analysis</p> <p>Factor Analysis</p> <p>Factor Analysis</p>	<p>MEB BOPEL HRMDO</p> <p>Department Heads</p> <p>MEB</p> <p>MEB</p>

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		reconstituting the Provincial Selection Board and its composition. <ul style="list-style-type: none"> Check on the agreements and issues/concerns resolved during meetings; check if resolutions are implemented Get copies of all Executive Orders issued by the Governor in relation to the HRMD Plan and verify implementation of the Executive Orders from different office thru submission of accomplishment reports 	M&E Department /office Heads HRMDO	Factor Analysis	Department Heads
		<ul style="list-style-type: none"> Copies of the approved Purchase Requests with specifications are retrieved from the PGSO. Other procurement documents can be accessed from the Bids and Awards Committee of the PGBh. 	HRMDO HRMDP M&E Stakeholders Suppliers	Factor analysis (facilitating and hindering factors) Variance Analysis	HRMDO Department Heads MEB
		<ul style="list-style-type: none"> Assess effective implementation of the program by checking the 	MEB	Benchmarking Trend analysis (facilitating and hindering factors)	PHO HRMDO

BASELINE	TARGET	DATA COLLECTION STRATEGIES		DATA ANALYSIS	
		HOW	WHO	HOW	WHO
		<ul style="list-style-type: none"> Retrieve approved proposals from the HRMDO and respective departments/offices to verify effective implementation of plans Retrieve a copy of the Resolution/Ordinance from SP Retrieve the SP Ordinance from SP 	Department heads	Variance Analysis	HRMDO
		Generate from the HR information system information on the capacity development activities participated in by PGBh management and staff	HRMDO	Factor Analysis	HRMDO
		<ul style="list-style-type: none"> Retrieve hard copies certifications from HRMDO 	HRMDO	Variance Analysis	HRMDO
			HRMDP M & E Team	Formulated Matrix	HRMDO

Provincial Government of Bohol (Provincial Agriculture Office)	Development Agenda: <i>Poverty Reduction based on the Bohol Local Poverty Reduction Plan</i>	Change Agenda: <ul style="list-style-type: none"> • Create an enabling environment in the provincial government to support its key strategies • Stimulate pro-poor economic growth through eco-cultural tourism and agro industrial development
--	--	---



OUTCOMES/ IMPACT	<ul style="list-style-type: none"> • In 2008, Bohol achieved 113% rice sufficiency for the first time in history. The Provincial Government allocated 32M pesos within 2 years after the implementation of the BAMP for the operationalization of Rice Accelerated Enhancement Response (RACER) project which resulted in this achievement. <i>(SOURCE: M&E Impact Assessment)</i> • Business plans on Vermi Culture Production and Organic Vegetable Production are implemented and has become moneymakers of the Office of the Provincial Agriculture, generating a total income of P122,000 for 2009. The Organic Vegetable Production involves 25 farmers per municipality for 10 municipalities where they are given seeds and technical assistance on how to grow the seeds (backyard gardening). Chicken dung were also provided. <i>(SOURCE: Progress Report of BAMP STT Participants)</i> • Sustainable Agriculture has spread throughout the Province of Bohol and there are now a multitude of Organic Farms and Vermi Composting Facilities, among others. In fact, many local farmers now prefer to buy Vermi Cast rather than commercial fertilizers, chiefly because each sack of Vermi Cast comes at a cost of only 1/5 of the price of the latter. <i>(SOURCE: Progress Report submitted by PAO)</i> • BAMP's Value Chain Analysis has helped the <i>Samahang Nayon</i> in Carmen from just being producer of products to marketing their products. Now the members are extremely successful in the sale of their organic rice so much so that these are now prominently sold through supermarkets and grocery stores in Tagbilaran City promoting awareness to the health advantage of organic products. The <i>Samahang Nayon</i> has now accumulated gross sales of P1M out of their organic rice production. <i>(SOURCE: REAP Progress Report of Mr. Eleno Evangelista – LTT)</i> • BAMP and Market studies have been used in the value chain analysis done through AusAID –LGDP particularly on seaweeds that has attracted the South Korean Government to pledge P7M worth of seaweeds research plant and production for bio-ethanol production in Bohol, particularly in the Northern towns of the province. <i>(SOURCE: Progress Report submitted by PAO)</i> • PGBh has signed a MOA with Jiangxi China for the establishment of a seaweed processing plant in Talibon-Buenunido in close collaboration with the Bohol Investment Promotion Center and Bohol Chamber of Commerce. Construction of the plant is expected to commence this year. <i>(SOURCE: Progress Report submitted by PAO)</i> • PAO trainers have conducted 47 agri-entrepreneurship training activities, covering around 1,400 participants from 2006 to date, as well as 64 provincial and municipal agricultural technicians. 25 new enterprises have been established by POs and cooperatives in various municipalities: a community-level Mango Processing Center in the Municipality of Buenavista run by the Buenavista Women's Coop; Soap-making Center in the Municipality of Duero and Ubay; banana chips in Duero; pineapple vinegar and candies in Carmen; and many others. Each group has its own business plan. The establishment of these enterprises triggered the need for a packaging service facility. <i>(SOURCE: Progress Report submitted by PAO)</i> • Bohol Chamber of commerce developed the proposal for the Bohol Packaging Center. The PAO and PPDO assisted in the development and review of the proposal which was obtained funding from PACAP. The Center is now managed by the province. <i>(SOURCE: Accomplishment Report submitted by PAO)</i> • PAO entrepreneurial team initiated the organization of Bohol Micro-Agri-processors for Development (BOHOL MADE), an organization composed of 27 associations and cooperatives who are also producing 25 processed food products. BOHOL MADE is already joining Fair Trade/Exhibits and it enjoys full support of PAO who is spearheading most of its activities during its infancy stage. <i>(SOURCE: REAP Progress Report of the Trainers Training on Agri-Entrepreneurship participant – Ms. Inday Nazareno)</i> • The establishment of Assistance for Barangay Agricultural Growth (ABAG) project aligned with the BAMP resulted to organization of KAABAG farmer-technicians. ABAG projects also have business plans for specific commodities (through the help of the pool of trainers) and have established 4 start-up enterprises. Four ABAG – Rice centers were established in the municipalities of Bilar, Batuan, Alicia and San Miguel with P100,000 assistance from the Provincial Government and one ABAG – Corn center in San Vicente Norte, Sagbayan received P 150,000. For the ABAG- Vegetables project, a green house worth P 120,000 was established in Sierra Bullones for the mass production of vegetables and this was turned over to Nan-og Agrarian Reform Multi-purpose Cooperative. <i>(SOURCE: Progress Report submitted by PAO)</i>
-------------------------	--



OUTPUTS	<ul style="list-style-type: none"> Bohol Agricultural Master Plan (BAMP) approved by the Sangguniang Panlalawigan on January 30, 2006 (SP Resolution #2006-053). Almost all MLGUs have been oriented on the BAMP. Strategic planning workshops conducted for 19 LGUs; 16 have completed their strategic agricultural plans aligned with the BAMP; 3 are in the process of drafting their strategic plans Market research studies for 4 commodities (seaweeds, rice, banana and ube) which have been distributed to municipalities growing these commodities. Recently, Production and Demand Level of Banana survey questionnaire prepared to update the market research. 8 agricultural technicians trained as trainers conducted enterprise development courses to direct beneficiaries and MLGUs using the tested training design on Agri-Entrepreneurship – English and Visayan versions (customized versions of this design have also been developed for specific commodities and types of beneficiaries) and the manual on Enterprise Development for Farmers and Fisher Folks. Recently, 50 POs, Cooperatives and Micro entrepreneurs were trained in agri-based enterprise. Organized 30 Seaweed Farmers Association representing 15 municipalities of the province and named it as Bohol Provincial Seaweed Farmers Association (BPSFA). The cooperative was given Capability building seminars and it has P 200,000 as funds available for the operation of buying and selling dried and fresh seaweeds. It has target of 24,000 hectares of seaweed farms by 2010 to meet the demand of the seaweed processing facility. So far more than half of the targeted 24,000 seaweed farms have been developed. Agribusiness Development and Management Seminar for 50 banana stakeholders conducted with issues, concerns and solutions identified. Profiles of 27 micro and small agri-based enterprises and cooperatives updated. Created Agribusiness Advisor Team and Position paper on the creation of an Agricultural public enterprise.
----------------	--



STT	Modular Course on Preparing an Agricultural Master Plan (2004) Project Identification and Development (2004) Seminar on Market Research for Agribusiness Management (2004) Management Development Program for Provincial Government of Bohol Executives (2005) Trainers Training on Agri Entrepreneurship (2005) Training the Change Management Team on Re-engineering the Provincial Government of Bohol (2007)
LTT	Graduate Diploma in Agribusiness (2 awards; 2006 and 2009) Master of Innovation and Entrepreneurship (1 award; 2008)
Office Assisted	Provincial Agriculture Office

Figure 3 Sample Story Board of the Provincial Agriculture Office

Table 3 Data Collection Strategies

Means of Verification	Data Collection Strategies	
	How	Who
Organization		
Filled-up client survey questionnaires from customers being filed by each department/office	<ul style="list-style-type: none"> Retrieve the completed client satisfaction survey forms from the different offices of the PGBh Conduct of stakeholder forum/discussion Discuss with the concerned Department/Office on the results of the survey 	<p>HRMDP M & E Team</p> <p>MEB</p> <p>HRMDP M & E Team</p>
Copies of filled-out customer survey forms from customers	<ul style="list-style-type: none"> The forms are being collated at the department/office level and submitted to the HRMDO for consolidation 	Administrative Officers
Copy of the revised Citizen's Charter of each office	<ul style="list-style-type: none"> Conduct of site inspection per office on the posted Citizen's Charter in conspicuous places of the office Retrieve copies of the revised Citizen's Charter 	<p>HRMDP M & E Team</p> <p>HRMDP M & E Team</p>
Copy of approved staff and skills assessment/inventory tools	<ul style="list-style-type: none"> Conduct competency assessment every three (3) years 	HRMDO TDMT
Copy of the approved design in the conduct of SSIs	<ul style="list-style-type: none"> Retrieve from the HRMDO 	HRMDP M & E Team
Copy of the approved design in the conduct of SSIs	<ul style="list-style-type: none"> Retrieve from the HRMDO 	HRMDP M & E Team
Approved appointments of personnel	<ul style="list-style-type: none"> Check at the HRMDO that facilitates the approval of appointments 	HRMDP M & E Team
Copies of the approved functional chart	<ul style="list-style-type: none"> Retrieve files at the HRMDO 	HRMDP M & E Team
Executive Order mandating the TDMT to conduct the assessment/survey	<ul style="list-style-type: none"> Retrieve file at the Office of the Governor and monitor if the assessment has been conducted and retrieval rate is satisfactorily met. 	HRMDP M & E Team
Staff and Skills analysis/results	<ul style="list-style-type: none"> Retrieve copies of the analysis at the Learning and Development Division of 	HRMDP M & E Team

Means of Verification	Data Collection Strategies	
	How	Who
	<p>the HRMDO</p> <ul style="list-style-type: none"> • Presentation of the SSI results to the departments and Management Executive Board 	HRMDO
Process Documentation/ accomplishment report of the SSI and other related activities	<ul style="list-style-type: none"> • Copies of the process documentation are available at the HRMDO-LDD 	HRMDP M & E Team
Approved office staff re-structuring	<ul style="list-style-type: none"> • Retrieve copies from the HRMDO and the concerned office 	HRMDP M & E Team
LGPMS Reports	<ul style="list-style-type: none"> • Retrieve the LGPMS Reports prepared by the PPDO 	PPDO & other Concerned Department
Personnel		
Suggestion box with comments	<ul style="list-style-type: none"> • Retrieval of comments in the suggestion box • Consolidation and validation of comments and forging of commitment to improve performance 	<p>Administrative Officers of each department/office</p> <p>Respective Department Heads</p>
Client satisfaction survey/feedback results reflecting the satisfaction levels on the service delivery of the PGBh	<ul style="list-style-type: none"> • Retrieve , consolidate and assess the feedback forms administered by the different departments 	HRMD M&E TEAM in coordination with the respective departments/offices
Certificates of Commendation/ appreciation	<ul style="list-style-type: none"> • Check with the HRMDO for the Certificates prepared and signed by the Provincial Governor and Vice Governor • Discussions with the department heads 	<p>HRMDO</p> <p>HRMDO</p>
Certificates of Commendation/ appreciation	<ul style="list-style-type: none"> • Check with the HRMDO for the Certificates prepared and signed by the Provincial Governor and Vice Governor • Discussions with the department heads 	<p>HRMDO</p> <p>HRMDO</p>
New Performance Evaluation Reports/ ratings	<ul style="list-style-type: none"> • Retrieve the PES Rating of the employees 	HRMDO

Means of Verification	Data Collection Strategies	
	How	Who
	<ul style="list-style-type: none"> Conduct of focus group discussions with employees who fail to meet targets 	ALL PGBh Offices
Accomplishment reports	<ul style="list-style-type: none"> Require each department/office to prepare and submit the required bi-annual accomplishment reports 	Governor/PPDO Department Monitoring and Evaluation Officer
Reports on absences, tardiness and under time	<ul style="list-style-type: none"> Each department/office submits the reports monthly to the HRMDO 	HRMDO
Memorandum on the Pool of Facilitators and Resource Persons to assist offices in the conduct of in-house trainings and workshops	<ul style="list-style-type: none"> Retrieve the copy of the Memorandum from the PPDO being at the Head of the Pool of Facilitators 	HRMDP M & E
Copy of the approved Work and Financial Plan with Budget Allocation for the different Capacity Development	<ul style="list-style-type: none"> Retrieve copy of the approved Work and Financial Plan from the HRMDO and other concerned offices 	HRMDP M & E
List of capacity development activities	<ul style="list-style-type: none"> Check with the HRMDO for the copy of the list of capacity development activities planned for implementation 	HRMDP M & E
Memorandum Orders from the LCE for the attendance to the training	Validate with the Department Heads to check if the Memo Orders of the Governor has been favourably acted upon	HRMDO and HRMDP M & E
Copy of the approved Training/Activity designs	<ul style="list-style-type: none"> Retrieve the approved training designs 	<ul style="list-style-type: none"> HRMDO ALL PGBh Offices
Training documentations that include Attendance sheets, post-training evaluation, pre and post tests, etc.	Verify the effectiveness of trainings and other HR interventions conducted through these documents, including course contents, facilitators and competencies of Resource Persons from the post training evaluation sheets as guide for future improvements	TDMT Pool of Facilitators HRMDP M & E
Human Resource Systems		
Copy of approved/enhanced HR systems Recruitment Performance Management	Collect proof or evidence from the Office of the Governor on the Executive Orders issues in relation to the establishment	HRMDO HRMDP M & E MEB

Means of Verification	Data Collection Strategies	
	How	Who
Grievance Machinery Rewards and Recognition Training and Development Management System	and institutionalization of these HR systems	
SCALOG Reports	<ul style="list-style-type: none"> Retrieve the SCALOG Reports gathered by HRMDO 	HRMDO & Other Concerned Department
Copy of the approved guidelines on human resource recruitment and selection	<ul style="list-style-type: none"> Retrieve a copy of the guidelines on human resource selection SP Ordinance for the PSB composition 	SP HRMDO PSB
Copy of the approved guidelines on human resource recruitment and selection	<ul style="list-style-type: none"> Retrieve a copy of the guidelines on human resource selection SP Ordinance for the PSB composition 	SP HRMDO PSB
Copy of the approved Merit Selection Plan	Check the approved Executive Order reconstituting the MSP of the Provincial Government of Bohol	HRMDO BOPEL MEB
Copy of the SP Ordinance composing the Provincial Selection Board (PSB)	Verify at the Sangguniang Panlalawigan the approved Ordinance reconstituting the Provincial Selection Board and its composition.	HRMDO BOPEL Office of the Governor HRMDP M & E
Minutes of committee meetings	Check on the agreements and issues/concerns resolved during meetings; check if resolutions are implemented	HRMDP M & E
Executive Orders signed by the LCE	Get copies of all Executive Orders issued by the Governor in relation to the HRMD Plan and verify implementation of the Executive Orders from different office thru submission of accomplishment reports	HRMDO HRMDP M & E
Approved Purchase Orders for equipment and materials	<p>Copies of the approved Purchase Requests with specifications are retrieved from the PGSO.</p> <p>Other procurement documents can be accessed from the Bids</p>	HRMDO HRMDP M & E Stakeholders Suppliers

Means of Verification	Data Collection Strategies	
	How	Who
	and Awards Committee of the PGBh	
Health and Wellness		
Copy of CDs used in the Hataw	Check CDs distributed per office and verify if copies are clear, readable and executable by the employees.	PHO HRMDO
Copy of Memorandum Order resurrecting the weekly Hataw and	Check for complete distribution of the Memo Order for Hataw activities from the Records Section of the Office of the Governor	HRMDP M & E MEB
Medical examination results	Check for complete distribution of the Memo Order for Hataw activities from the Records Section of the Office of the Governor	HRMDP M & E MEB
Activity reports including attendance sheets, ex. Hataw, Medical Examination, etc.	Require each office to submit monthly to the HRMDO the attendance reports including explanations for absences	Department Heads HRMDO Cluster Heads
Copy of weekly Hataw attendance sheets	Check complete participation of office employees to the weekly Hataw, monitor progress	Department/office Heads HRMDO
Approved program of work and cost estimates of facilities	Check availability of the documents at the PGSO and monitor with the BAC on the works to be done. Conduct dialogue with the suppliers/contractors on the requirements of the PGBh	BAC HRMDO PGSO MEB
Approved Project proposal	Check the implementation of Project Proposals with the respective implementing office	HRMDO PPDO Cluster Heads
Contract of services/appointments of staff for the operationalization of facilities	Assess qualifications of employees hired for the operationalization of the Health and Wellness facilities Implement performance	HRMDO GO PSB

Means of Verification	Data Collection Strategies	
	How	Who
	tracking and monitoring as basis for renewal of contracts, job orders and appointments of hired personnel	
Capacity Development		
Approved Capacity Development proposals with budgetary allocations	<ul style="list-style-type: none"> Retrieve approved proposals 	HRMDO
SP legislation reflecting the funds allocated to HRMD capacity development programs, projects, and activities	<ul style="list-style-type: none"> Retrieve a copy of the Resolution/Ordinance from SP 	SP HRMDO PBO
SP Ordinance adopting the updated HRMD Plan	<ul style="list-style-type: none"> Retrieve the SP Ordinance from SP 	SP HRMDO
Copy of signed certificates of participation to the capacity development activities participated by PGBh management and staff	<ul style="list-style-type: none"> Generate from the HR information system information on the capacity development activities participated in by PGBh management and staff <ul style="list-style-type: none"> Retrieve hard copies certifications from HRMDO 	HRMDO HRIS BICTU

Table 4 Data Analysis Procedures, Tools, and Techniques

Hierarchy of Objectives	Indicator	Means of Verification	Data Analysis and Data Users	
			How	Who
Organization				
Strong, proactive and responsive governance that meets the needs of Boholanos for quality of life	Client satisfaction	Filled-up client survey questionnaires from customers being filed by each department/office	Variance analysis, comparing targets vs. accomplishments	Administrative Officers of the respective Office/ Department
<u>OUTCOMES</u>				
Well-resourced, structured and staffed organization that effectively and efficiently delivers programs and services that satisfy the Boholano customers	<ul style="list-style-type: none">▪ Positive feedback from customer/ clients▪ Reduction of processing time	<p>Copies of filled-out forms from customers</p> <p>Copy of the revised citizen’s charter</p>	Trend analysis, check improvement over the years	Administrative Officers of the respective Office/Departmen t
<u>OUTPUTS</u>				
<ul style="list-style-type: none">• Structure enhancements• Strategic fit between jobs and human resource• Updated job descriptions• OD plans and effectiveness programs implemented• Knowledge management	<ul style="list-style-type: none">▪ Work behaviours identified▪ Design approved and implemented• Vacant positions filled up by competent persons• Functional chart approved	<ul style="list-style-type: none">• Copy of assessment tools• Copy of the approved design• Approved appointments• Copies of the approved functional chart	Benchmarking and trend analysis	<p>Provincial Selection Board</p> <p>Management and staff</p> <p>All PGBh offices</p>
<u>INPUTS:</u>				
<ul style="list-style-type: none">• Resources:<ul style="list-style-type: none">- Budget- Personnel- Supplies and	<ul style="list-style-type: none">▪ Budget allocated and approved▪ 15 personnel available to do the	<ul style="list-style-type: none">▪ Approved Annual budget▪ Executive Order creating the team to	Variance Analysis	<ul style="list-style-type: none">• MEB• PBO• HRMDO

Hierarchy of Objectives	Indicator	Means of Verification	Data Analysis and Data Users	
			How	Who
materials - Activity design • Activities - Formulation of Assessment tool for Behavioral change - Conduct of assessment on behavioral change - Gathering and analysis of data - Conduct of teambuilding activities per office - Filling up of vacant positions - Review of current structure to eliminate/minimize job misfits and redundancy of functions	activities ▪ 75 vacant positions published and screenings conducted ▪ 1 assessment tool formulated ▪ 100% of the total workforce have been given the survey questionnaire ▪ 90% retrieval of the questionnaire ▪ 80% of the departments have conducted their teambuilding ▪ 10 offices structures reviewed	conduct the study ▪ Appointment papers processed ▪ Analysed data ▪ Documentation/ accomplishment report of the activity done ▪ Re-structured offices	Factor Analysis (facilitating and hindering) after these interventions are conducted	HRMDO
PERSONNEL				
<u>IMPACT</u>				
• Efficient and professional delivery of quality public service	• Zero negative feedback from the external clients	• Suggestion box • Accomplished client survey • feedback reports	Variance analysis	MEB
<u>OUTCOME</u>				
Skilful, well-trained and competent personnel who can adequately	▪ Less complaints from customers ▪ No. of employees awarded	▪ Feedback from the customers • Commendation and appreciation	Factor analysis (facilitating and hindering)	HRMDO

Hierarchy of Objectives	Indicator	Means of Verification	Data Analysis and Data Users	
			How	Who
implement plans /programs and deliver services of the PGBH to the satisfaction of the Boholano public	<ul style="list-style-type: none"> 80% of the employees across all departments obtained a very satisfactory rating 	<ul style="list-style-type: none"> Competency assessment report Performance rating forms 	factors)	
<u>Output</u> <ul style="list-style-type: none"> Managerial and technical skills trainings Personnel enhancement programs Transparency and integrity development programs 	<ul style="list-style-type: none"> High performance rating Less complain from customers Less absences and tardiness Less overtime rendered Less outsourcing of resource persons/facilitators Enhanced technical expertise 	<ul style="list-style-type: none"> Performance ratings Accomplishment reports Reports on absences, tardiness and undertime Memo on Pool of Facilitators and Resource Persons 	Factor analysis (facilitating and hindering factors)	HRMDO
<u>INPUTS:</u> <u>Resources:</u> <ul style="list-style-type: none"> Budget Resource Persons Training Management Staff Supplies and materials Activity design <u>Activities:</u> Conduct capability development activities	<ul style="list-style-type: none"> Approved training activity designs No. of capability development activities Types of capability development activities conducted No. of participants attended 	<ul style="list-style-type: none"> Approved Budget Allocation for the different Capacity Development List of capability development activities Memorandums from the LCE for the attendance to the training Copy of the approved Training designs Attendance sheets documentations 	Variance Analysis	MEB PBMO
HR SYSTEMS				
<u>IMPACT</u>				

Hierarchy of Objectives	Indicator	Means of Verification	Data Analysis and Data Users	
			How	Who
<ul style="list-style-type: none"> Effective delivery of services Good governance 	<ul style="list-style-type: none"> Feedback mechanism Clients/stakeholder delight 	<ul style="list-style-type: none"> Copy of clients feedback Performance rating 	Trend analysis	Department Heads
<u>OUTCOME</u> Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity	<ul style="list-style-type: none"> No. of functional HR systems No. of functional committees 	<ul style="list-style-type: none"> Copy of approved HR systems Minutes of committee meetings 	Benchmarking	HRMDO MEB
<u>OUTPUT</u> <ul style="list-style-type: none"> Policies and procedures for enhanced recruitment established Retention and recognition programs implemented Career path and succession planning programs in place 	<ul style="list-style-type: none"> No. of HR systems enhanced No. of committees created 	<ul style="list-style-type: none"> Copy of the enhanced HR systems <ul style="list-style-type: none"> Recruitment Performance Management Grievance Machinery Rewards and Recognition Training and Development Management System Executive Orders signed by the LCE 	Benchmarking and trend analysis	MEB BOPEL HRMDO
<u>INPUTS</u> Resources: Equipment, supplies, budget, manpower and other logistics, HR Practitioner	<ul style="list-style-type: none"> Annual Investment Plan Procurement Plan List of HR Practitioner No. of activities 	<ul style="list-style-type: none"> Approved budget Approved Purchase Orders Activity reports Training Documentations 	Variance Analysis	HRMDO

Hierarchy of Objectives	Indicator	Means of Verification	Data Analysis and Data Users	
			How	Who
Activities: Enhancement of HR systems Conduct workshop on enhancing HR system	conducted <ul style="list-style-type: none"> No. of participants attending workshops Activity Design 	(Attendance Sheets, Training Evaluation Sheets)		
HEALTH AND WELLNESS				
IMPACT Productive employees	Effective Delivery of public service	Customer satisfaction survey results	Factor analysis (facilitating and hindering factors)	Department Heads MEB
OUTCOMES Healthy and productive employees provided with improved programs and facilities for physical, mental, psycho-emotional and spiritual well-being and health	<ul style="list-style-type: none"> Improved work performance Improving work time utilization Reduction on tardiness and under time 	<ul style="list-style-type: none"> Performance Evaluation Reports Accomplishment report of employees Report on Absences, Tardiness and Under time 	Benchmarking Trend analysis (facilitating and hindering factors)	PHO HRMDO
OUTPUTS <ul style="list-style-type: none"> Health and wellness programs implemented Employees physical, psychological, emotional and spiritual well being and health maintained Productive employees 	<ul style="list-style-type: none"> No. of variations of exercises used No. of employees availing physical check - up 	<ul style="list-style-type: none"> Attendance sheets Copy of CDs used Medical results List of employees who submitted to medical check-ups 	Variance analysis	HRMDO PHO

Hierarchy of Objectives	Indicator	Means of Verification	Data Analysis and Data Users	
			How	Who
CAPACITY DEVELOPMENT				
<u>IMPACT</u> Effective delivery of quality public service	<ul style="list-style-type: none">Clients satisfaction	<ul style="list-style-type: none">Survey Results	Variance Analysis	HRMDO Department Heads
<u>OUTCOME</u> Highly capable employees with adequate work facilities productively contributing to the peak performance of the Provincial Government	<ul style="list-style-type: none">75% equippedReduction of penalties of 50%	<ul style="list-style-type: none">Accomplishment reportsApproved VouchersReceiptsDocumentationsreports	Variance Analysis	Department Heads HRMDO MEB
<u>OUTPUT</u> <ul style="list-style-type: none">Adequate working conditions and facilities provided to employeesIncreased work performanceSatisfied customersWell implemented plans	<ul style="list-style-type: none">No. of facilities constructed/ improvedNo. of equipment acquiredNo. of systems and processes established/ enhanced	<ul style="list-style-type: none">Notice of Assumption of WorkReports of CompletionAcknowledgement receipts of equipmentProject documentations	Trend and Factor Analysis	MEB
<u>INPUTS</u> Activities: <ul style="list-style-type: none">Construction, Renovation, and improvement of facilities and acquisition of equipment	<ul style="list-style-type: none">Construction materials delivered to sitePurchased equipment delivered	<ul style="list-style-type: none">Approved Program of WorkPurchase OrdersDelivery ReceiptsInspection Reportassessment reports	Variance and Factor Analysis Variance Analysis	PGSO HRMDO MEB PGSO MEB

Hierarchy of Objectives	Indicator	Means of Verification	Data Analysis and Data Users	
			How	Who
<ul style="list-style-type: none"> Establishment/ enhancement of government systems and processes <p>Resources:</p> <p>Budget, manpower, materials/ supplies</p>	<ul style="list-style-type: none"> No. of operational/ functional systems and processes 	<ul style="list-style-type: none"> Operations Manual 	Factor Analysis	MEB

IV. RISK IDENTIFICATION, EVALUATION AND MANAGEMENT

Monitoring and Evaluation requires the identification of risks, evaluating the gravity or intensity of the risks and managing the risk levels. This section describes the risks at all areas of the HRMD Plan – organization, personnel, HR systems, health and wellness, and capacity development. Risks are also identified at all levels in the hierarchy of objectives – from inputs, outputs, outcomes and impact levels.

In the **Risk Management Matrix** the following elements are included:

- **Potential Adverse Effects.** This describes the adverse effects of the risk, if the risk is not mitigated. Information on the positive adverse effects of the risk will also lead to the urgency of mitigating or initiating measures to treat the identified risks.
- **Likelihood.** The occurrence level of the risk or its likelihood that the identified risk will actually happen; s scaled to High, Medium, Low. Information on occurrence likelihood will inform on which risks are to be prioritized as their likelihood of occurrence is high.
- **Impact.** Will describe the effect and outcomes of the risk when this is not mitigated or managed. This is scale from Low, Medium to High. Information on the impact level can help prioritize which risks should be addressed first.
- **Mitigating Measures.** These are steps and actions taken to prevent/avoid, reduce/ share or transfer, or accept/retain the identified and prioritized risks.

Table 5 Risk Management Matrix

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
Organization	<u>IMPACT</u> Strong, proactive and responsive governance that meets the needs of Boholanos for quality of life	Respondents refuse to fill up the forms	The customers' feedback form are not treated with utmost respect and that either anything can just be written or the hesitation to write comments objectively	High	High	Explain the process to the stakeholders and assure respondents of the confidentiality in the responses
	<u>OUTCOMES</u> Well-resourced, structured and staffed organization that effectively and efficiently delivers programs and services that satisfy the Boholano customers	<ul style="list-style-type: none"> Behavioral Assessment tools are not used Employee-respondents' answers may not be honest 	The tools are not are not found to be helpful and do not have meaning to the respondents.	Medium	High	<ul style="list-style-type: none"> Issuance of memorandum for strict implementation Review and assess efficacy of the assessment tool Proctors to guide the employees from the start of survey until the respondents finish answering the survey

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
	<u>OUTPUTS</u> <ul style="list-style-type: none"> • Structure enhancements • Strategic fit between jobs and human resource • Updated job descriptions • OD plans and effectiveness programs implemented • Knowledge management 	<ul style="list-style-type: none"> • Negative reactions or affirmation of the results of the survey • Hired personnel are not competent to do the job • Restructuring is not approved 	<p>Results of the survey are not properly analysed, validated and communicated</p> <p>Personnel are hired due to political considerations and not based on merit, qualification and fitness. The HRMDO will be swarmed with complaints</p> <p>As experienced, not all offices will cooperate and that there is no buy-in from the employees due to lack of in-depth IEC</p>	<p>Low</p> <p>High</p> <p>High</p>	<p>High</p> <p>High</p> <p>High</p>	<ul style="list-style-type: none"> • Setting the right mood during the conduct of the assessment assuring confidentiality • Communication is very vital in making sure that the purpose and intent of the survey is understood and appreciated prior to the actual conduct of the survey • Upgrade the Qualification Standards • Strictly adhere to the Merit Selection Plan of the GPGBh • Advocate for transparency of hiring processes • Review/revisit the functions vis a vis the organizational directions
	<u>INPUTS:</u> <ul style="list-style-type: none"> • Resources: <ul style="list-style-type: none"> - Budget - Personnel - Supplies and materials - Activity design 	Resources are not provided: personnel, supplies, materials and activity designs not approved	Plans are only in paper and gather dust due to non-allocation of funds	High	High	Lobby for the approval of the activity design with corresponding budgetary allocation

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
	<ul style="list-style-type: none"> Activities - Formulation of Assessment tool for Behavioral change - Conduct of assessment on behavioral change - Gathering and analysis of data - Conduct of teambuilding activities per office - Filling up of vacant positions - Review of current structure to eliminate/minimize job misfits and redundancy of functions 	Activities are not conducted as planned due to budgetary constraints	<p>The plans are approved only in principle and no appropriate allocation of funds is provided.</p> <p>The Organization would fail to achieve its targets based on the 5-Year HRMDP</p>	High	High	<p>Review the processes and prioritize according to what is deemed necessary to achieve the desired behavioral change.</p> <p>Lobby with the top management for possible appropriation of funds and make them HRMDP Champions.</p>
Personnel	<p><u>IMPACT</u></p> <p>Efficient and professional delivery of quality public service</p>	Clients refusal to report negative feedbacks	To some extent, clients' dissatisfaction would result to lawlessness and rebellion.			Encourage the stakeholders to provide honest feedbacks by assuring anonymity and confidentiality of responses. This activity once institutionalized will become a normal thing to them

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
	<u>OUTCOME</u> Skilful, well-trained and competent personnel who can adequately implement plans /programs and deliver services of the PGBH to the satisfaction of the Boholano public	Management refusal to release employees benefits due to them	Employees lose the interest to improve on performance, will not support to the thrusts and programs of the management	High	High	<ul style="list-style-type: none"> HRMD Office will lobby to the Management regarding due benefits for the employees
	<u>Output</u> <ul style="list-style-type: none"> Managerial and technical skills trainings Personnel enhancement programs Transparency and integrity development programs 	Unwillingness of the employees to perform assigned task s	Employees lose the interest to improve on performance, will not support to the thrusts and programs of the management	Low	High	<ul style="list-style-type: none"> Strict implementation of PMS-OPES
	<u>Resources:</u>		Timelines of Plans are not			

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
	<ul style="list-style-type: none"> - Budget - Resource Persons - Training Management Staff - Supplies and materials - Activity design <p><u>Activities:</u></p> <p>Conduct capacity development activities</p>	<ul style="list-style-type: none"> ▪ Capability development activities are not conducted as scheduled ▪ Sending of wrong participants to trainings ▪ Unwillingness of employees to attend trainings <p>Planned Capacity development activities are not conducted due to budgetary constraints</p>	<p>followed, priority CDs are not implemented.</p> <p>Sending of wrong participants to an HR intervention results to non-application of Knowledge, Skills and Attitudes in the workplace.</p> <p>Traditional employees don't want new learnings for fear of additional workload</p> <p>Capacity development is not appreciated by the Top Management, hence not well-funded</p>	<p>Medium</p> <p>Medium</p> <p>Low</p> <p>Medium</p>	<p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>Proper scheduling and monitoring of activities</p> <p>Strengthen the Human Resource Development Council (HRDC)</p> <p>Strict monitoring of the Re-Entry Action Plan (REAP)</p> <p>Disciplinary action will be meted to erring employees</p> <p>Strengthen partnership with other institutions, lobby for sponsorship of some CapDev activities, like PAHRODF, PRMF, CIDA, USAID and NGO partners</p>

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
HR Systems	<u>IMPACT</u> <ul style="list-style-type: none"> Effective delivery of services Good governance 	Clients hesitant to give true feedback	To some extent, clients' dissatisfaction would result to lawlessness and rebellion.	Medium	High	<ul style="list-style-type: none"> Assurance to the client of the secrecy of the feedback given Encourage stakeholders participation in monitoring and evaluation of performance
	<u>OUTCOMES</u> Enhanced systems and mechanisms for recruitment, retention, recognition and retirement to fully unleash and harness the human potential for greater productivity	No sustainability in the program implementation	HR Systems are not in place, communicated, understood and appreciated by the employees and stakeholders	Medium	High	Periodic Review of the Citizen's Charter Monitoring of implementation of HR systems

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
	<u>OUTPUT</u> <ul style="list-style-type: none"> • Policies and procedures for enhanced recruitment established • Retention and recognition programs implemented • Career path and succession planning programs in place 	<ul style="list-style-type: none"> • Delayed approval of the systems • Ineffective implementation of the HR systems 	Employees lose track of performance, not effective and productivity heavily affected due to non-implementation of programs	Low	High	<p>Issuance of Executive Orders mandating all concerned offices of the PGBh to implement the system</p> <p>Provide incentives to good performers</p>
	<u>INPUTS</u> <p><i>Resources:</i></p> <p>Equipment, supplies, budget , manpower and other logistics, HR Practitioner</p> <p><i>Activities:</i></p> <p>Enhancement of HR systems</p>	Budgetary requirements not sufficiently provided	Trainings and other HR interventions remain on the shelves, no funds are provided	Low	High	<p>Conduct activities at Capitol compound with minimal budget</p> <p>Maximize time usage during workshop</p>

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
	Conduct workshop on enhancing HR system					
Health and Wellness	<u>IMPACT</u> Productive employees	Employees not satisfied and thus do not deliver the services expected of them	Non- Performing Assets- employees become complacent and passive	Low	High	Review and Implement the Collective Negotiation Agreement (CNA) Review and implement the Citizen's Charter
	<u>OUTPUT</u> <ul style="list-style-type: none"> Healthy and productive employees provided with improved programs and facilities for physical, mental, psycho-emotional and spiritual well-being and health maintained Productive employees 	<p>Employees not willing to submit for physical examination</p> <p>Unwillingness participate in the health and wellness programs of the PGBh</p>	Medical conditions of employees of the PGBh are not managed, high incidence of stroke and others	Medium	High	<ul style="list-style-type: none"> IEC on the benefits of early detection Issuance of memorandum for strict compliance Sanctions for non-compliance of the issuances Monitoring of compliance per office
	<u>INPUTS:</u>	<ul style="list-style-type: none"> Plans for the 	Unhealthy workers in an unhealthy work	Low	High	<ul style="list-style-type: none"> Prioritize plans and lobby

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
	Resources: <ul style="list-style-type: none"> Budget for Health and Wellness Activities: <ul style="list-style-type: none"> Conduct Health and wellness activities (Hataw, inter-office sports tournament) Annual physical, dental and eye check-up (cardiac panel, breast exam, prostate, pap smear, eye, dental check – up) Establishment/Construction of Health and wellness facilities(gym, canteen, counseling room, day care center and breast feeding room) Full operation of the medical and 	<p>health and wellness program, equipment and supplies not approved</p> <ul style="list-style-type: none"> If BOPEL, BAWIGS and BOPE-MPC will not support the programs Facilities not within the prioritized infrastructure development of the provincial leadership 	<p>environments</p> <p>Huge expenses on treatments rather result to financially stressed-out employees</p> <p>Low performance, productivity and cooperation among employees is not well established</p>	<p>Low</p> <p>Low</p>	<p>High</p> <p>High</p>	<p>for approval of proposals and allocation of funds</p> <ul style="list-style-type: none"> Link with medical institutions and drug companies for partnership and sponsorships Advocate for support from these professional organizations of the PGBh Lobby for being a Gender Responsive LGU (GeRL) by providing these facilities and making sure that needs of women and persons with disabilities are addressed Partnership with private

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
	dental clinic					sector for a discounted rate on the use of gym facilities
Capacity Development	<u>IMPACT</u> <ul style="list-style-type: none"> Effective delivery of quality public service 	Surveys not responded honestly or not answered by targeted participants	Stakeholders have developed the complacency due to survey results not properly acted upon	Medium	high	Establish an open communication with the public to develop mutual trust and confidence Practice transparency in all government systems and processes
	<u>OUTCOMES</u> Highly capable employees with adequate work facilities productively contributing to the peak performance of the Provincial Government	<ul style="list-style-type: none"> easily damaged by external factors (calamities) No strict implementation of policies External factor 	Vulnerability of the province to the impacts of climate change which if not mitigated would result to poor and risky working environments	Low	High	Establish and implement risk reduction management plans in the workplace Strict implementation of the health safety plans
	<u>OUTPUTS</u> <ul style="list-style-type: none"> Adequate working conditions and facilities provided to employees Increased work 	<ul style="list-style-type: none"> target date of completion of the project/facilities not met Lack of 	Wastage of local government resources due to slippages Policies are not implemented, only in	Low Low	High High	Prepare a doable and practical program of work and assign responsible and accountable Engineer to supervise the construction Policies are guide, and thus need

HRMD PLAN Areas	Hierarchy of Objective	Risks	Potential Adverse Impact	Likelihood	Impact	Mitigating Measures
		No management support	implemented and prioritized			impacts of these capacity development plans in the achievement of the organization's goals

V. REPORTING MECHANISMS AND CALENDAR OF ACTIVITIES

This section describes the type of monitoring reports to be made, who will make the reports, the frequency of reporting and to whom these monitoring reports will be submitted. Likewise, the schedule of reporting will also be detailed in Table 4.

The following M&E Tasks are undertaken in the M&E reporting:

- **Inputs monitoring** – pertains to tracking steps, actions and activities that are undertaken to carry out a specific plan, program or project; this is undertaken quarterly
- **Outputs monitoring** – pertains to tracking short – term and immediate results that are brought about by implementation of plans, programs and activities, which is conducted quarterly
- **Outcomes monitoring** – pertains to tracking intermediate results that will take place at least after a year of implementing plans, programs and activities in the HRMD Plan; this is done semi - annually
- **Outcome evaluation and impact monitoring**– pertains to tracking a more in-depth analysis of the results using more systematic evaluative techniques and tools where results are measured against the attainment of the goals and purposes of the project/ plan or activity; this is done annually and still part of on-going evaluation while project interventions are still being undertaken
- **Impact evaluation** – is an “end-of-the project” evaluation, which is most usually conducted after a lapse of three years or more and the M&E evaluation results are measured against the project goal and vision.

Table 6 Monitoring and Evaluation (M&E) Reporting and Calendar of Activities Matrix

M&E Tasks	2011				2012				2013				2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Input Monitoring	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Output Monitoring	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Outcome Monitoring		√		√				√		√		√		√		√		√		√
Outcome Evaluation				√				√				√				√				√
Impact Monitoring				√				√				√				√				√
Impact Evaluation												√				√				√

VI HRMD TEAM AND FUNCTIONS

The HRMDP Monitoring and Evaluation System are consistent with the Provincial Monitoring and Evaluation System (ProMES), as contained in the Executive Order No 25 of the Provincial Governor, dated November 2010. The structure of HRMDP Monitoring and Evaluation Team as integrated in the ProMES is best illustrated in Figure 5 below.

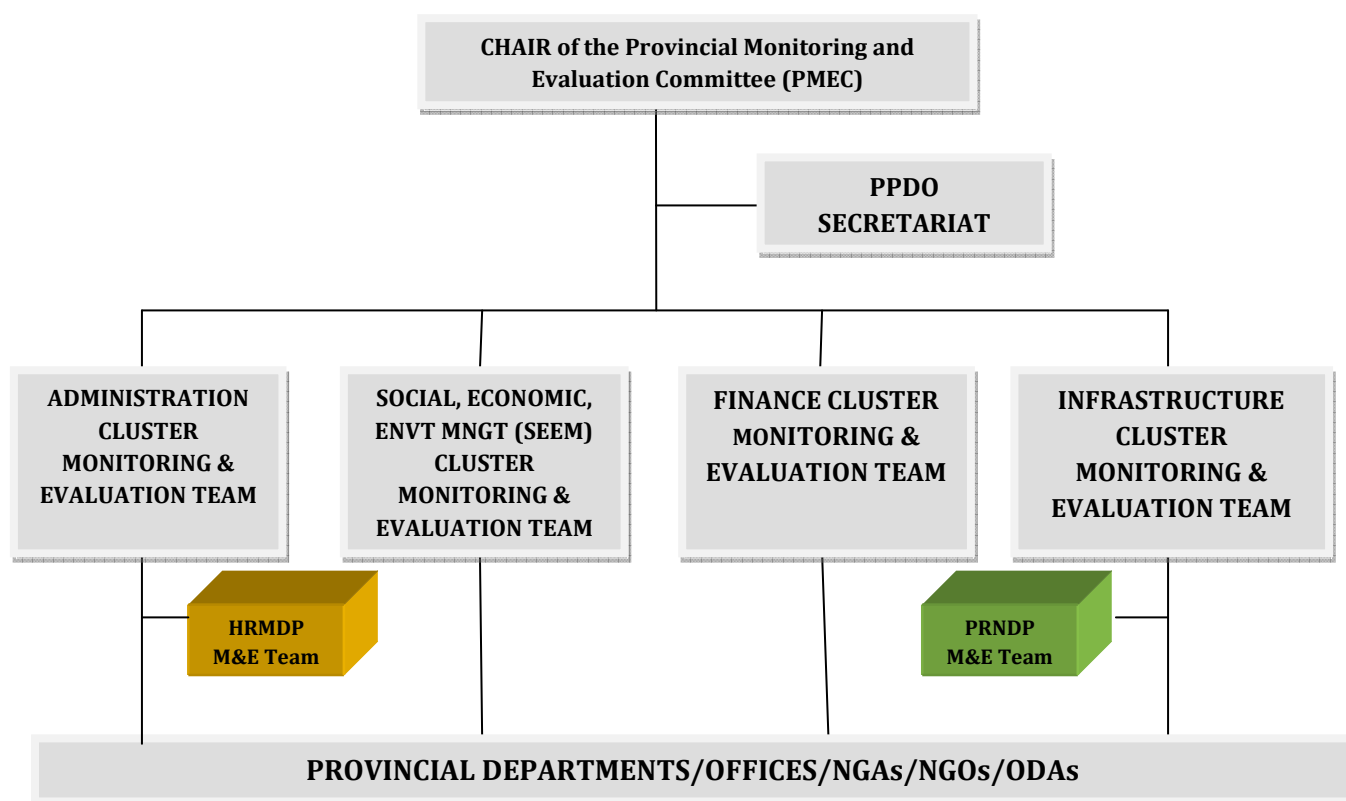


Figure 4 Organizational Structures of the ProMES In Relation to the HRMDP M&E Team

The HRMDP Monitoring and Evaluation Team is composed of fourteen (14) members to include the Governor's Representative, as Chair of the Personnel Selection Board (PSB)), with the Human Resource Management and Development Office (HRMDO) Head as the Co-Chair; and that the members represent 2 from the HRMD Planning Team, 2 from the Civil Society Organizations (CSO), Academe / Private Sector; and 2 from First and Second Level Employees, 4 from the Management Executive Board (MEB) and 1 from BOPEL. The Head of the Secretariat is the Head of the Learning and Development Division (LDD) of HRMDO.

And finally, this provincial PRNDP M&E organizational structure shall link with the national and local governments as well as the general public who are the recipients of effective service delivery that result from the HRMDP implementation.

The M&E Structure of the HRMDP is best seen in **Figure 5** below.

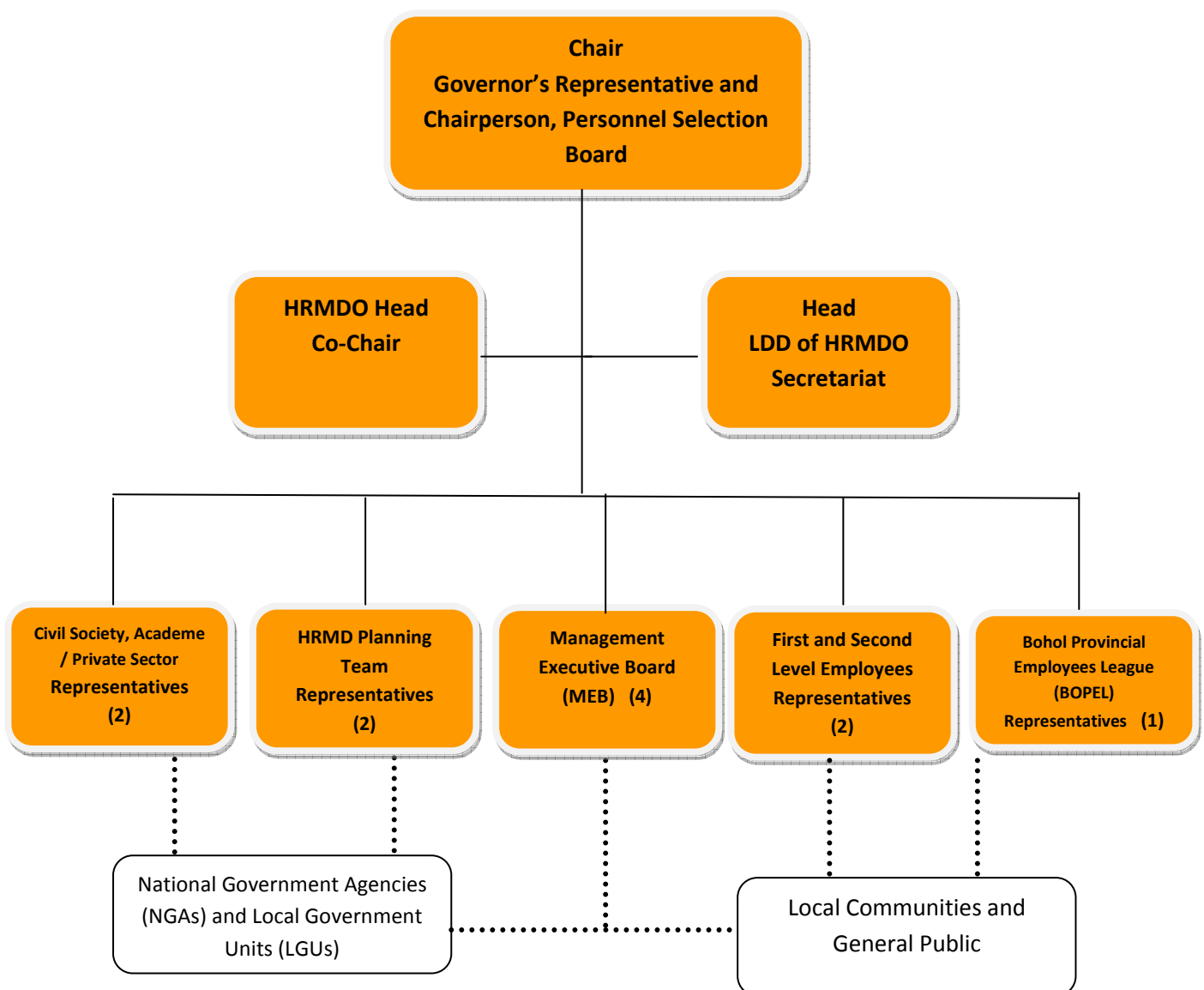


Figure 5 HRMDP M&E Organizational Structure

The approval of the HRMDP Monitoring and Evaluation System, including the M&E Team is contained in the Executive Order No. 10 of the Provincial Governor issued on 30 March 2011.



Republic of the Philippines
PROVINCE OF BOHOL
City of Tagbilaran

OFFICE OF THE GOVERNOR

EXECUTIVE ORDER NO. 10 Series of 2011

ESTABLISHING THE MONITORING AND EVALUATION (M&E) SYSTEM OF THE HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT PLAN (HRMDP) AS A COMPONENT OF THE PROVINCIAL MONITORING AND EVALUATION SYSTEM (ProMES), AND DEFINING ITS RATIONALE AND OBJECTIVES, RESULTS CHAIN, PERFORMANCE MEASUREMENT MATRIX, REPORTING ARRANGEMENTS AND CALENDAR OF ACTIVITIES

WHEREAS, the Provincial Governor, under the Local Government Code (RA 7160), exercises general supervision and control over all programs, projects, services and activities of the province for efficient, effective, and economic governance, the purpose of which is the general welfare of the province and its inhabitants;

WHEREAS, pursuant to Section 16 of the same Code in the exercise of its functions, the Provincial Development Council (PDC) is formed to assist the Provincial Governor and tasked to coordinate, monitor, and evaluate the implementation of development programs and projects, notably the programs, projects and activities of the Human Resource Management and Development Plan, including the Capacity Development Program (HRMDP), 2011-2015, among other mandated tasks;

WHEREAS, the HRMDP 2011-2015 has been approved by the Sangguniang Panlalawigan, under SP Resolution No. 2011-107 dated 23 March 2011;

WHEREAS, there is a need to regularly monitor and evaluate the implementation of the HRMDP to ensure that its goals and objectives are attained for the attainment of the vision and mission of the Province of Bohol and also pursuant to the Presidential Executive Order No. 325 mandating the Regional Development Councils (RDCs) in 1994 to coordinate the project development and management, from planning to monitoring and evaluation;

WHEREAS, the Provincial Governor has issued Executive Order No. 25 creating the province-wide, monitoring and evaluation system (ProMES) of the Provincial Government of Bohol;

NOW, THEREFORE, I, EDGARDO M. CHATTO, by virtue of the power and authority vested upon me by law as the Governor of the Province of Bohol, do hereby order:

Section 1 Establishment of M&E System for the HRMDP. That a monitoring and evaluation system for the Human Resource Management Development Plan, to be subsumed under the Provincial Monitoring and Evaluation System (ProMES), is hereby established;

Section 2 Rationale and Objectives of the M&E System for the HRMDP. That the rationale for the establishment of the M&E System for the HRMDP is to monitor and evaluate capacities of the provincial governance to achieve the desired outcomes and impacts, thereby attaining its goals of efficient and effective delivery of public service for the Boholano people; and that the specific objectives of the M&E System for the HRMDP shall include the following:

1. To determine the status and progress of HRMDP implementation against targets, objectives and goals, and provide information to stakeholders within and outside the provincial government as well decision makers for appropriate actions of matters related to strengthening the bureaucracy;
2. To improve HRMDP programs, projects and activities to ensure that the needed reforms in organizational, personnel, HR systems, health and wellness and capacity development for the provincial government are attained to meet the needs of Boholano constituents for better and efficient service delivery systems.
3. To track changes in the degree of organizational strengthening and capacity development of the provincial government as a result of the implementation of the HRMD Plan and other Re-Entry Action Plans (REAPs) of trained PGBh employees.

Section 3 Organizational Structure. - That, the M&E System of the HRMDP shall be embedded into the existing ProMES as can be seen in the organizational structure of the ProMES seen in Figure 1 below.

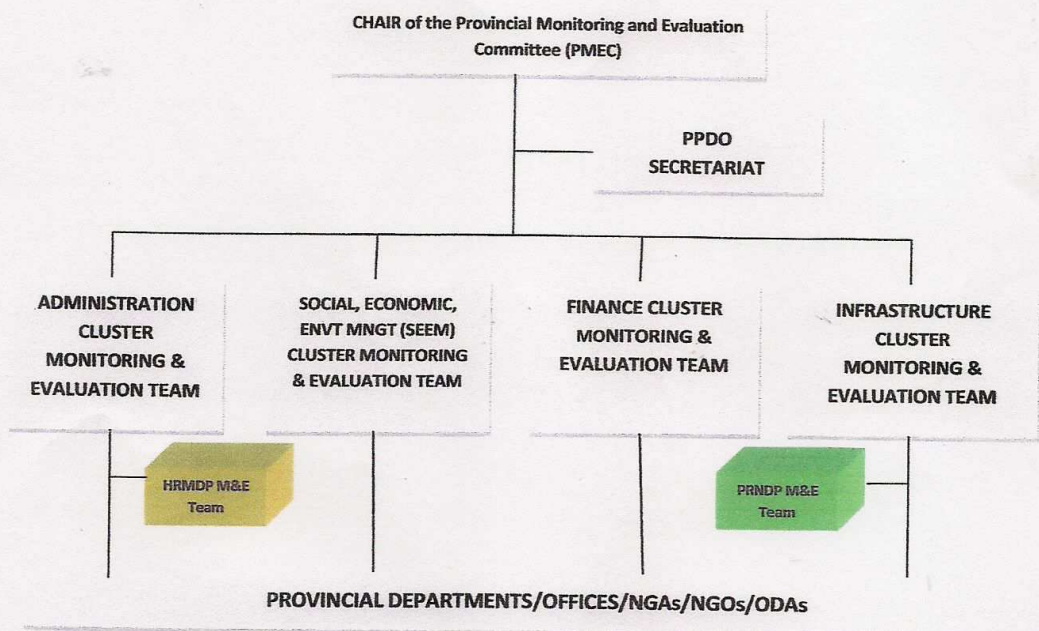


Figure 1 Organizational Structure of the ProMES In Relation to the HRMDP M&E Team

That the HRMDP Monitoring and Evaluation Team will be composed of fifteen (15) members (including the Secretariat) to include the Governor's Representative and Chairperson of the Personnel Selection Board as **Chair**, the Human Resource Management and Development Office (HRMDO) Head as **Co-Chair**, and that the **Members** shall consist of the following: **two (2)** from Civil Society Organizations (CSO), Academe/Private Sector, **two (2)** from the HRMD Planning Team, **four (4)** from the Management Executive Board (MEB), **two (2)** from First and Second Level Employees, and **one (1)** from BOPEL. The Head of the Secretariat is the Head of the Learning and Development Division (LDD) of HRMDO; and that this provincial HRMDP M&E organizational structure shall link with the national and local governments as well as the general public who are the recipients of effective service delivery that result from the HRMDP implementation.

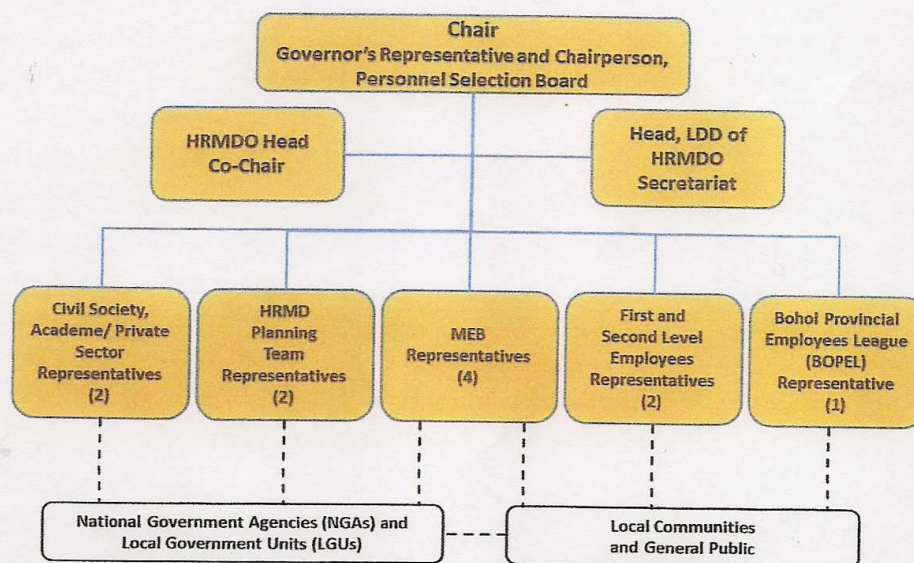


Figure 2 HRMDP M&E Organizational Structure

Section 4 Team Composition - That the HRMDP M&E Team, including the Secretariat, shall be composed of the following offices/departments:

Office / Department	No. of Persons
Chair	
Governor's Representative and Chairperson, Personnel Selection Board	1
Co-Chair	
Human Resource Management and Development Office (HRMDO) Head	1
Members	
Civil Society, Academe/Private Sector Representatives	2
HRMD Planning Team Representatives	2
MEB Representatives	4
First and Second Level Employees Representatives	2
Bohol Provincial Employees League (BOPEL) Representative	1
Secretariat	
HRMDO Learning and Development Division	2
Total	15

Provided, that the identities of the specific nominated representatives will be subject to thorough discussion and will be designated, subsequent to this Executive Order, in a separate **Memorandum Order of the Governor**.

Section 5 Roles and Functions - That, the roles and functions of the HRMDP M&E Team shall be defined as follows:

I. Lead and Convener Role

- To initiate the collection of data and information from relevant offices and departments related to the road sector as regards status and progress of HRMDP implementation.
- To develop forms and templates that will be helpful in data generation.
- To conduct meetings and workshops necessary to gather, analyze and share and disseminate HRMDP data.
- To identify the capacity development agenda of the HRMDP Team.
- To provide technical guidance and leadership over the preparation of the Annual Monitoring and Evaluation Report of HRMDP implementation,

II. Coordinative Role

- To involve and coordinate with other offices and departments of the Provincial Government of Bohol in the HRMDP M&E process, as needed.
- To link with national government agencies, local government units and the general public as regards the impact and benefits of the HRMDP implementation to effective service delivery to Boholano communities and stakeholders.
- To generate customer feedback from local communities and stakeholders on the clear benefits and impacts of HRMDP implementation in the improvement of the quality of lives of Boholanos.

III. Reportorial and Communication Role

- To provide general public and the Boholano stakeholders with information on the status of HRMDP implementation in either print or broadcast media as well as online through the official website of the Provincial Government of Bohol, consistent with ProMES.
- To generate comments and feedback from the general public as regards implementation of the HRMDP.

Section 6 Existing HRMD M&E System Integrated with the Results Chain - That the existing HRMD M&E System developed by the PGBh in partnership with the Philippines-Australia Human Resource Development Facility (PAHRDF) will be used as the foundation of this system, to be enhanced by the Results Chain Framework, which will include indicators from the Local Governance Performance Management Systems (LGPMS) and the System on Competency Assessment for Local Governments (SCALOG), which is a self-assessment tool to promote continuous improvement in LGUs; and that this Results Chain will include (a) hierarchy of objectives from inputs, outputs, outcomes to impact; (b) objectively verifiable indicators (OVIs); (c) means of verification (MoVs); and (d) risks and assumptions;

Section 7 Performance Measurement and Risk Management – That, to be able to monitor and evaluate the HRMD Plan, the performance measurement and risk management matrices will be employed that will include: (1) the results chain or logical framework; ((2) baseline and targets (3) data collection strategies in terms of how data will be collected and who will collect these information; (4) who will conduct and how will data analysis be done; and (5) the reporting mechanism;



Section 8 Reporting – That, the HRMDP M&E Team will render a semi-annual report to the Governor through the Management Executive Board; such report is taken from consolidated quarterly monitoring conducted by the HRMDP M&E Team;

Section 9 M & E Calendar of Activities – That, the HRMDP M&E Team will prepare an Annual Calendar of Activities that shall be approved by the Governor not later than January 15 of the current implementation year;

Section 10 Funding Requirements - That, funds for the implementation of the PRNPD M&E System shall come from the budgets of each respective office or agency; offices may augment funds out of their savings or any available funds.

Section 7 Effectivity. This Executive Order shall take effect immediately upon issuance

ISSUED this 30th day of March 2011, in the City of Tagbilaran, Province of Bohol, Philippines.


ATTY. EDGARDO M. CHATTO
 Provincial Governor 