

Republic of the Philippines  
CIVIL SERVICE COMMISSION  
Quezon City

**TERMS OF REFERENCE (TOR)**

Name of Project : **Assistance in the Development of the Competency-Based HR System (CBHRS) and Capacity Building Program Plan (CBCBP) for the Presidential Management Staff (PMS) officials and employees**

Approved Budget for the Contract: **P445,000.00** (Inclusive of government taxes)

.....

**1. Background**

This Terms of Reference (TOR) for the ***Assistance in the Development of the Competency-Based HR System (CBHRS) and Capacity Building Program (CBCBP) for the Presidential Management Staff (PMS)*** has been prepared as part of the approved interventions provided by the Civil Service Commission (CSC), through the Civil Service Institute (CSI), to its client agency the Presidential Management Staff (PMS). This is in line with the CSC's constitutional mandate to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the Civil Service and its vision to become Asia's Leading Center of Excellence for Strategic Human Resource and Organization Development (HR/OD).

The program shall be conducted in a period of eight (8) months from November 2015 to June 2016, which involves the development of a system that will help identify, develop and enhance the knowledge, skills, attitudes and other attributes (collectively identified as competencies) needed for the successful performance of the functions by PMS employees and officials. Integrating this system in PMS' HR System especially in its Capacity Building Programs will enhance the ability of PMS employees and officials to deliver their mandate as the technical arm of the Presidency in the overall management of the development process as specified under the Administrative Code of 1987, Executive Order No. 130 series of 1987.

**2. Objectives Of The Assignment**

The CSC seeks to engage suitable, experienced and qualified Subject Matter Expert (SME) / Consultant to assist the Civil Service Institute (CSI), in designing, preparing a write-up and documenting a Competency-Based HR System and Capacity Building Program for the Presidential Management Staff.

The program aims to develop a system that will.

1. *Identify critical performance elements (mission critical competencies) of PMS positions;*
2. *Utilize the competencies along with its framework, model and profile to attain the right quality of workforce for PMS; and*
3. *Provide essential information for the actualization of other organizational/human resource development programs (e.g., Annual Capacity Building Plan and*

*Budget, Succession Planning, Coaching and Mentoring programs, among others) within a three (3) year time frame.*

Such a system will later on be integrated into the PMS' major HR processes: Recruitment, Selection and Placement; Learning and Development; Performance Management; and Rewards and Recognition to improve employee engagement and effectiveness. This will enable the PMS to not only achieve higher compliance with the CSC's Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) but also empower and enhance the role of the PMS as an institution that provides responsive technical assistance and advice to the Presidency.

### 3. Scope of the Deliverables

The entire program involving the development of the CBHRS and CBCBP for PMS shall consist of the following deliverables or outputs:

- a. **Job Description.** In the preparation for the formulation of the CBCBP Framework and 3 Year Plan, the Subject Matter Expert shall undertake Job Analysis of 100 critical positions. The output shall be a Job Description for each position that identifies the following information:
  1. Job purpose;
  2. Duties and accountabilities expected;
  3. Relevant experience and requirements (*e.g. education, years of managerial experience, etc.*);
  4. Competency requirement;
  5. Nature and conditions of the work;
  6. Reporting relationships; and,
  7. Other relevant information critical to the accomplishment of the job.
- b. **Competency Framework.** After the completion of the Job Analysis and formulation of the Job Description, the SME shall identify the competencies of the 100 key positions through the establishment of a Competency Framework aligned with PMS' OPIF, Key Result Areas (KRA) and Organizational Mission, Vision and Goals. It considers the values of excellence, accountability, integrity and professionalism while outlining the standard skills, knowledge, abilities and personal attributes that shall be the trademark of a PMS personnel towards his/her service to the Presidency, regardless of which administration he or she serves.
- c. **Competency Dictionary/Model.** The competencies identified in the framework will be provided with a model containing their appropriate definitions, rubric or proficiency levels and behavioral indicators on how these levels of competencies are manifested. A compilation of these competency models will form the Competency Dictionary as the third output.
- d. **Competency Profile.** The fourth output of the Subject Matter Expert is the Competency Profile which presents how the different competencies and their proficiency levels<sup>1</sup> are presented and compared across the one hundred (100) positions.
- e. **Competency Gap Analysis.** The fifth output of the Subject Matter Expert is the Competency Gap Analysis, which shall provide Management with an analysis of the existing competencies of the incumbents of the 100 positions vis-a-vis the ideal competency requirements of subject positions. The gaps

<sup>1</sup> e.g. novice, apprentice, competent, expert, basic, intermediate, advance, superior, etc.

identified shall then be the subject of interventions to be prescribed by the SME in the next output.

- f. **Competency-Based Capacity Building Program and 3-Year Plan.** Based on the Gap Analysis, the SME is expected to determine the L&D needs of the incumbents, both for the operations and support personnel. The CBCBP shall identify the necessary interventions that have to be undertaken and the Organizational Development/Human Resource Development tools to be formulated, as deemed necessary.

The framework shall include a CBCBP Plan, which prescribes the roadmap for the next three (3) years outlining deliverables, strategies and timelines for the implementation of the CBCBP of the PMS. As such, it shall provide recommendations on prioritization of target participants, inputs to a communication plan, assessment of L&D needs, measures of L&D effectiveness based on the Four-Level Training Evaluation Model of Prof. Donald Kirkpatrick, and provisions for the monitoring and evaluation of the program for future enhancement.

- g. **Manual/Guidebook.** To ensure transfer of technology and sustainability of this program in PMS, the Subject Matter Expert shall conduct orientation and provide a manual/guidebook on undertaking job analysis, competency frameworking, profiling and gap analysis, L&D needs assessment, L&D effectiveness evaluation, and CBCBP drafting; and
- h. **Terminal Report.** The terminal report shall include outputs, analysis of the entire Project conduct, and recommendations for CBCBP's alignment with other OD/HRD programs and interventions.

#### 4. Qualification

##### A. SME Qualification, Expertise and Track Record Required

It is expected that the Subject Matter Expert possesses the following qualifications:

- Relevant experience in development, designing and managing similar programs/activities, e.g. Competency-Based HR Systems and/or Capacity Building Programs;
- Track record in implementing competency-based learning and development programs and development of competency-based systems for both public and private organizations;
- Familiarity with public sector operations and processes;
- Must have experience in HROD and Leadership programs;
- Must have experience in consultancy projects / activities;

#### 5. Duration

The eight month intervention shall commence from November 2015 to June 2016 based on the following schedule:

<b>ASSISTANCE IN THE DEVELOPMENT OF THE COMPETENCY-BASED HR SYSTEM AND CAPACITY BUILDING PROGRAM WITH THE FOLLOWING OUTPUTS</b>	
Submission of: Output 1: Job Analysis / Job Description for 100 positions and Output 2: Competency Framework	On or before December 15, 2015
Submission of: Output 3: Competency Dictionary / Model and Output 4: Competency Profile	On or before March 2016 and April 2016

Submission of: Output 5: Competency Gap Analysis	respectively On or before May 2016
Submission of: Output 6: Competency-Based Capacity Building Program and 3-Year Plan	On or before May 2016
Submission of: Output 7: Manual / Guidebook Output 8: Terminal Report	On or before June 2016

## 6. Fee & Payment

The financial proposal must be a fully-costed plan based on the deliverables as specified in this Terms of Reference. It should cover all necessary costs related to the activities in the conduct of the program / project. Among others the cost must include:

- Professional fee/Honorarium of the SME
- Cost for the development of the following deliverables
  - Output 1: Job Analysis / Job Description for 100 positions and
  - Output 2: Competency Framework
  - Output 3: Competency Dictionary / Model and
  - Output 4: Competency Profile
  - Output 5: Competency Gap Analysis
  - Output 6: Competency-Based Capacity Building Program and 3-Year Plan
  - Output 7: Manual / Guidebook
  - Output 8: Terminal Report

The financial proposal must not exceed **Four Hundred Forty Five Pesos (P445,000.00)**, inclusive of all applicable taxes. The fee is payable in five (5) installments of **Eighty Nine Thousand Pesos (P89,000.00)** based upon submission and approval of deliverables in the following schedule.

<b>ASSISTANCE IN THE DEVELOPMENT OF THE COMPETENCY-BASED HR SYSTEM AND CAPACITY BUILDING PROGRAM WITH THE FOLLOWING OUTPUTS</b>		
<b>ACTIVITY</b>	<b>AMOUNT</b>	<b>TIMEFRAME</b>
Submission of: Output 1: Job Analysis / Job Description for 100 positions and Output 2: Competency Framework	P89,000.00	On or before December 15, 2015
Submission of: Output 3: Competency Dictionary / Model and Output 4: Competency Profile	P89,000.00	On or before March 2016 and April 2016 respectively
Submission of: Output 5: Competency Gap Analysis	P89,000.00	On or before May 2016
Submission of: Output 6: Competency-Based Capacity Building Program and 3-Year Plan	P89,000.00	On or before May 2016
Submission of: Output 7: Manual / Guidebook Output 8: Terminal Report	P89,000.00	On or before June 2016

CSI will be responsible for reviewing the quality of the outputs and endorsing payment thereof. For and in consideration of the foregoing services, CSC shall pay SME the said amount inclusive of taxes payable upon satisfactory delivery of outputs. Payment shall be

*[Handwritten signature]*

made by the CSC through Landbank of the Philippines (LBP) check within fifteen (15) government working days (gwd) after issuance of proof of services rendered by the SME.


Any violation of any of the terms and conditions in this TOR shall entitle CSC to withhold payment to the SME.


### **7. Taxes**

Any and all taxes, fees, charge, imposts, and other legal execution due or that may become due shall be chargeable against the account of Subject Matter Expert (SME). The Civil Service Commission, as a government collecting agency for the Bureau of Internal Revenue, shall deduct allowable government taxes.

Recommending Approval:

Approved:

  
**ARTHUR LUIS P. FLORENTIN**  
Executive Director IV  
Civil Service Institute

  
**ALICIA dela ROSA - BALA**  
Chairperson  
Civil Service Commission

**ASSISTANCE IN THE DEVELOPMENT OF THE COMPETENCY-BASED HR SYSTEM (CBHRS)  
AND CAPACITY BUILDING PROGRAM PLAN (CBCBP) FOR THE PRESIDENTIAL MANAGEMENT STAFF  
(PMS) OFFICIALS AND EMPLOYEES**

**Evaluation of Qualifications Based on Submitted Proposal vis-à-vis the TOR**

CRITERIA/QUALIFICATIONS	PERCENTAGE
<b>1. THE SUBJECT MATTER EXPERT (SME) MUST HAVE:</b>	<b>50 %</b>
<ul style="list-style-type: none"> <li>• Relevant experience in development, designing and managing similar programs/activities, e.g. Competency-Based HR Systems and/or Capacity Building Programs;</li> </ul>	20 %
<ul style="list-style-type: none"> <li>• Track record in implementing competency-based learning and development programs and development of competency-based systems for both public and private organizations;</li> </ul>	10 %
<ul style="list-style-type: none"> <li>• Familiarity with public sector operations and processes;</li> </ul>	10 %
<ul style="list-style-type: none"> <li>• Must have experience in HROD and Leadership programs;</li> </ul>	10 %
<b>2. AMOUNT OF PROPOSAL</b>	<b>50 %</b>
	<b>TOTAL 100 %</b>

*afp*

*Prickly*