OVERVIEW

INTRODUCTION
1 OF 6

The COMPETENCY DICTIONARY has been designed as a reference tool for DSWD employees. Its primary purpose is to bring more detailed definition to the behaviors that are important for DSWD to achieve its strategic goals, and to create a common, objective language for discussing behavioral skills. This can also be used for human resource management functions including recruitment and staffing, learning, career development and performance management.

The Competency Dictionary consists of two major sections: SECTION 1 provides information about competencies; SECTION 2 contains the Competency Dictionary.

SECTION 1 discusses the following:

Understanding Competencies
- Definition of Competencies
- Types of Job Competency

The Competency Dictionary
- Definition of Competency Dictionary
- DSWD Competency Framework
- Understanding Competency Levels
- Guidelines in Rating Competencies
- Guidelines on how to use the Competency Dictionary

SECTION 2 discusses the competencies in detail. It contains the definition of each competency and behavioral indicators per level of each competency. The competencies were developed through a variety of processes, i.e. behavior-based interviews, thematic analysis, competency modeling, and validation with Subject Matter Experts in the institution.

The DSWD competencies are classified into the following:
- Core Competencies
- Managerial / Leadership Competencies
- Functional Competencies (Job-specific)

UNDERSTANDING COMPETENCIES

COMPETENCY DEFINED

A competency is a combination of motives, traits, self-concepts, attitudes or values, content knowledge, cognitive and behavioral skills. It refers to any individual characteristic that can be reliably measured or counted and that can be shown to differentiate superior from average performers (Spencer, et al. 1994). It also refers to demonstrable characteristics of a person that enable him to do a job very well.

The two major components of a competency are:

1. The overall definition of the competency that is considered to be critical to successful performance on the job. The definition explains what the competency means in general terms. The definition also provides a common way of looking at a particular behavior and will help everyone in an institution to understand the term in the same way.

2. Each competency is divided into a series of levels of proficiency known as a competency scale. The levels describe the noticeable differences in performance that can be observed and measured for a particular competency.

TYPES OF JOB COMPETENCY

There are three types of competency covered in this Competency Dictionary: Core Competency, Managerial/Leadership Competency and Functional Competency.

Core Competency relates to the institution's values, mission and culture; these are competencies that reflect organizational core capabilities and should be possessed by all employees regardless of function.

Managerial/Leadership Competency relates to skills, knowledge and behaviors needed to perform managerial work and processes; it deals with interactions between individuals or groups of people.

Functional Competency pertains to specific bodies of knowledge and skills required to perform the defined activities in a function or job. It includes the abilities to use the procedures, techniques and knowledge of a specialized field.

THE COMPETENCY DICTIONARY

COMPETENCY DICTIONARY DEFINED

A Competency Dictionary is a reference tool that contains information on all of the competencies and the target levels for the various types of jobs in the institution.

Through the Competency Dictionary, one can identify the following:

- Definitions for Core, Managerial/Leadership and Functional Competencies
- Various levels of performance for each competency with a brief general description of the level
- Behavioral indicators which are expressions of specific behaviors associated with the competency at different levels.

DSWD COMPETENCY FRAMEWORK

The content of the Competency Dictionary is further explained in the following DSWD Competency Framework:

Competency

Levels 1-4
Show the progression of sophistication and complexity at which the competency can be demonstrated and utilized in performing essential job duties / responsibilities; each subsequent level encompasses the previous one.

COMMITMENT TO CREDIBLE PUBLIC SERVICE

Definition
A brief general description of the competency which provides the user with a general understanding of the type of behavior addressed by a particular competency.

Behavioral Indicators
Expressions of specific behaviors associated with the competency at different levels; content validation is necessary to link behaviors to respective competency levels.

THE COMPETENCY DICTIONARY

UNDERSTANDING COMPETENCY LEVELS – PROGRESSION OF PROFICIENCY OR COMPETENCE

The different competencies in this Competency Dictionary are categorized based on a progression of the degree of scope, context, complexity and autonomy and responsibility from Level 1 to Level 4, where Level 1 shows the most basic, rudimentary and supervised level while Level 4 shows the most complex, expert and autonomous level.

Level	Level 1 BASIC	Level 2 INTERMEDIATE	Level 3 ADVANCED	Level 4 EXPERT
Scope/Context	Limited to own tasks and usually requires supervision and further training; competency is at a level where specific proce-dures are observed	Generally confined in own set of different tasks; but has tasks that require working with others, with some activities not necessarily covered by procedures	Covers/integrates work of different individuals/ work groups, multiple tasks, diverse work units, varied situations	Involves work of different units, operational systems and processes in a dynamic environment
Complexity	Basic, rudimentary and routine tasks requiring less analysis and needed information is almost always given	Less information is present, requires resourcefulness and some degree of analysis, related to other tasks, less routinary	Requires moderate degree of analysis and evaluation of routine and non-routine tasks, interdependence of tasks and own and others' performance	Requires high degree of analysis of systems and pro-cesses, results and perfor-mance and environmental and institutional variables.
Autonomy and responsibility	Completely supervised, consults, no decision-making authority	Most tasks / activities can be done independently given clear directions, standards and pro-cedures of work, requires con-sultation for non-familiar, non-routine tasks/situations	Independent work covering responsibility for others' work	Independent work and covers responsibility and accountability over various units' (operational / organiza-tional) performance

Level 1 BASIC	Level 2 INTERMEDIATE	Level 3 ADVANCED	Level 4 EXPERT
You may understand and can discuss terminology, concepts, principles, and issues related to this competency	You are able to successfully complete tasks in this competency when difficult questions arise regarding this skill	You are recognized within the organization as "a person to ask" when difficult questions arise regarding this skill	Focus is strategic
You have applied this competency to situations occasionally while needing guidance to perform successfully	You can perform the skill independently	You are capable of coaching others in the application of this competency by translating complex nuances relating to this competency into easy to understand terms	You have demonstrated consistently excellence in applying this competency across multiple projects and/ or organizations
	You utilize the full range of reference and resource materials in this competency	Focus is on broad organizational/ professional issues	You create new applications for and/ or lead the development of reference and resource materials for this competency
	You understand and can discuss the application and implications of changes to processes	You provide practical ideas and perspectives on process or practice improvements	You are able to explain the relevant process elements and issues in relation to organizational issues and trends to internal and external colleagues and constituents
		You participate in senior level discussions regarding this competency	

THE COMPETENCY DICTIONARY

UNDERSTANDING COMPETENCY LEVELS – PROGRESSION OF PROFICIENCY OR COMPETENCE

In using the Competency Dictionary, begin by reviewing the definition of each competency. The definition provides a common language that enables everyone in the institution to understand competency the same way.

Aside from understanding the competency definitions, one must also familiarize himself / herself with the competency scale, which consists of four levels. Each level includes a set of behavioral indicators that are observable. Employees use these behaviors when they demonstrate a particular competency. The competency scale provides users with a target level of performance needed for a particular job.

The competencies for each position are included in the position's job description that contains a set of "key" core, managerial / leadership and functional competencies, and proficiency levels required to perform successfully in a specific job. This is helpful whether one is using the competencies for appraising performance of employees (competencies as performance expectations) or selecting an applicant for a position in the institution (competencies as job requirements).

COMMITMENT TO CREDIBLE PUBLIC SERVICE

Demonstrates knowledge of the structure of the Philippine government, and local and government-wide policies pertinent to one's work. Knows the mandate of different government agencies, local government units, and understands how these tie in with DSWD's structure, mandate, mission and vision, social protection framework, primary programs, and key stakeholders and partners. Committed to the public service cause that is honest, trustworthy, and with integrity.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Demonstrates familiarity with DSWD's structure, mandate, mission and vision, social protection framework, primary programs, and key stakeholders and partners	Knows how the mandate of DSWD relates to the mandate and programs of the local government units and different government agencies	Demonstrates in-depth knowledge of the primary social welfare and development needs of Filipino stakeholders, and how DSWD's different programs address those	Provides policy advice to internal and external program/project implementers, which are consistent with national government and LGU policies and procedures
Actively seeks information pertinent to the field of social welfare and development to better understand DSWD's mission and vision, social protection framework, primary programs, and key stakeholders and partners		Educates fellow employees, partners and stakeholders on DSWD's mission and vision, social protection framework, primary programs, and key stakeholders and partners	Evaluates the impact of trends and changes in the national government and its LGUs on DSWD programs, and adjusts plans and policies accordingly
Volunteers to assist in events/activities/ organizations that provide assistance to marginalized and vulnerable sectors	Uses prescribed tools/processes to identify routine needs of a target sector/individual or beneficiaries, and recommends or extends appropriate solutions regularly provided by the agency	Deals firmly and constructively with lapses and intervenes in a timely fashion in order to deliver service to beneficiaries/clients	Explores technologies and benchmarks with other organizations for best practices that can be adopted to better serve the marginalized and underprivileged
Encourages others to help marginalized and vulnerable sectors	Directs individuals/groups to other units within the agency, or to institutions who can augment or provide the help needed when such is not within the scope of the DSWD	Works with internal units and external collaborators to address needs of beneficiaries/clients and/or to solve problems that hinder access to social services	Explores and/or conceptualizes convergence modes with other government agencies and organizations involved in social development
Able to overcome obstacles within his/her area of control and takes responsibility for results of own actions	Assists target beneficiary sectors/individuals in addressing lapses/errors to ensure timely receipt of services. Refers client problems to higher authority after exhausting resources within his/her authority to address problems	Works with department members and on-the-ground partners in developing a strategy and action plan to address the social development needs of target sector/individuals	Actively promotes the agency's mission and long-term objectives even in the midst of major changes in responsibility, stakeholder demands, resource constraints
Speaks and acts in a manner consistent with the DSWD Mission, Vision, values, and Code of Conduct	Informs target beneficiaries and other collaborators of changes which may cause problems with compliance or delay in services and proactively adopts measures to avert these	Recommends novel methods and strategies to serve difficult-to-reach target sectors/individuals	Lobbies with external interest groups, legislators and other key influence sectors to secure material support or open advocacy of the agency's programs
Is transparent in all dealings even in difficult or compromising situations. Resists political pressure. Invokes DSWD mission and policies to defuse tension	Demonstrates ethical and organizational values in all transactions and dealings	Attends to and is mindful of ethical situations and brings them to the attention of staff and clients for proper resolution	Identifies potential risks to ethical behavior in operations and provides the necessary mechanisms to manage them
		Takes timely and appropriate action to maintain discipline in cases of violations of ethical standards	

Setting high standards of performance; being accountable for work results, focusing efforts on achieving results that are accurate, timely, of excellent quality, and consistent with DSWD's objectives.

Level 1 — Basic	Level 2 — Intermediate	Level 3 — Advanced	Level 4 — Expert
Knows his/her role's objectives, measures and standards	Monitors own progress against targets, identifies cause of own performance gaps and modifies actions accordingly	Institutes a process/system for monitoring and tracking team progress and compliance with standards	Observes and studies best practices from other functional areas as well as outside the agency and adopts these to improve team and/or agency performance
Works persistently to achieve job objectives and to meet deadlines and quality standards	Gives deliverables ahead of time; works to exceed current expectations	Establishes a clear course of action for others and defines measures and stakeholders of excellence	Identifies opportunities for achieving excellent performance both for own area of responsibility and/or within the agency and commits significant resources to improve performance while taking action to minimize risks
Takes criticisms and feedback constructively to improve self	Adjusts thinking and behaviors to be in step with new thrusts or changing priorities of the organization. Willingly accepts new tasks and/or adopts new approaches	Takes action to redirect individual and team behavior and actions to put them back on the performance track. Takes timely and appropriate action to avert potential problems	Champions initiatives to improve service excellence and performance based on an understanding of criticism and feedback
Demonstrates willingness to try new approaches / methods to improve performance	Seeks help to develop own skills in order to perform tasks at the expected level	Actively shares and implements effective work processes and methods in one's unit / group	
Solves simple, routine work related problems using established procedures or past experience, or with guidance from superiors	Explores more effective work processes or methods in own work, and adjusts accordingly in order to get the job done quickly and effectively	Implements metrics for targeted results (both outputs and outcomes) to track performance based on an understanding of feedback and criticism	
Takes criticisms and feedback constructively to improve self	Adjusts thinking and behaviors to be in step with new thrusts or changing priorities of the organization. Willingly accepts new tasks and/or adopts new approaches		

PERSONAL EFFECTIVENESS

Maintaining effective behavior in challenging situations having the resilience to bounce back in the face of setbacks; demonstrating a strong desire to advance oneself and one's career, propelled by confidence and belief in one's capabilities, and tempered by honesty and integrity in one's undertakings.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Presents self in a pleasant manner and relates to others with honesty and fairness	Expresses opinions/ideas about relevant and important issues even if opinions are not shared by others	Maintains composure and confident demeanor when put on the spot or when facing intimidating situation	Recognizes discouraging and stress-inducing elements in the agency and directs changes in policies or work practices to reduce these
Builds personal credibility and a reputation for reliability by completing assigned tasks that meet standards	Perseveres and exhausts various options to overcome setbacks, failures and interpersonal conflicts. Sees learning points from failures and acts to correct behavior in the future	Sustains high-energy level and good performance even under adverse conditions and/or crisis situations. Demonstrates grace under pressure	Performs excellently even under considerable pressure and continues to work with purpose and enthusiasm
Receives criticism positively, and improves one's work in response to it	Solicits feedback and criticisms for performance improvement. Initiates career discussions with superior for career development	Maintains focus in the face of uncertainty, ambiguity and complexity, and is able to manage other people's reactions to stress	Recognizes employees or teams who have displayed courage of conviction, and who succeeded in upholding DSWD ethical standards and values amidst conflicting interests and pressures
Treats staff, clients, and their concerns with courtesy, sensitivity, tact, respect, and confidentiality	Affirms and promotes behaviors that respect and protect the rights of persons, including staff and clients	Coaches others to demonstrate behaviors that respect and protect the rights of persons, including staff and clients	Creates a climate of sensitivity, respect, and confidentiality within DSWD
Avoids wasteful work practices and identifies opportunities for optimizing resource use. Protects resources and assets from abuse and/or misuse.	Implements ways/systems to more effectively utilize and share resources and assets	Anticipates and plans for possible delays or complications that will lead to waste of resources	Monitors cost effectiveness at the agency level; employs financial metrics to assess optimum use of resources

COLLABORATING AND NETWORKING

Establishing and maintaining helpful working arrangements with internal and/or external individuals, groups and institutions which have an interest in, or have an impact on the completion of work assignments or success of DSWD programs. This may involve negotiating for resources, deliverables, and delivery times, and balancing one's own needs and the needs of other parties.

Level 1 — Basic	Level 2 — Intermediate	Level 3 — Advanced	Level 4 — Expert
Delivers on his own commitments as a contribution to the team; Shares ideas and relevant information with colleagues	Identifies and reaches out to individuals and groups (stakeholders) who will contribute to completion of own work assignments or who will be affected by activities/undertaking of the agency	Initiates communication with cross functional units/departments and/or secondary stakeholder inputs in developing intervention strategies for the assigned sector	Actively consults with and integrates partners' perspectives and inputs in developing intervention strategies for the assigned sector
Demonstrates tact and diplomacy in dealing with others	Uses effective team processes (i.e., brainstorming & consensus building) to explore ideas and to arrive at decisions	Maintains rapport and harmonious working relationships with existing contacts in partner organizations (civil society groups, academe, religious and spiritual groups, NGOs, LGUs) by collaborating with them in key decisions made with respect to expected outputs	Conducts strategic discussions with internal and external stakeholders to elicit feedback, sustain support to and promote engagement in the Department's initiatives, as well as push for consensus towards decisions that are beneficial both for the Department and the stakeholders
Explains the scope of responsibility, deliverables, time schedule and costs involved in activities/undertakings where the partners are involved	Seeks inputs and recommendations of partners on how the desired outputs can be met. Establishes working norms such as resource sharing and coordination procedures	Identifies internal and external politics that impact performance and/or implementation of programs/projects and takes action within designated authority to manage highly complex administrative or political issues	Taps the sponsorship and intervention of equally influential individuals or institutions when managing highly complex administrative or political issues
Identifies key stakeholders and considers different sensitivities and varying interests among partner groups/institutions when addressing operational concerns	Acts on / Recommends needed action that will address operational concerns in an effective and timely manner, mindful of different sensitivities and interests	Identifies internal and external strategies and emotional appeal to align parties to the agency's social reform agenda	Develops an influence and communication strategy for instilling a sense of ownership to stakeholders who wield strong influence over program implementation
		Identifies and secures the needed support for the approval and implementation of the social development agenda and of Field Office budgets, programs, and projects	

CREATING AN ENVIRONMENT FOR LEARNING AND GROWTH

Creating an environment wherein employees are motivated to learn and develop to maximize their full potential. Developing the ability of others to perform and contribute to the organization by providing continuous feedback on performance as well as opportunities to learn through formal and informal methods. Providing the necessary policies, systems, working mechanisms that will allow for contribution of ideas, the management of learning and knowledge, as well as individual and team growth.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Understands the different strengths and weaknesses of one's team members, and uses this understanding to delegate simple work tasks.	Recognizes and identifies staff potential and discusses with each one, their development ments so as to acquire progressively higher levels of knowledge and skills	Provides staff with opportunities to take on challenging assignability aligned with organizational needs, including those of stakeholders	Builds DSWD's skills and capability aligned with organizational needs, including those of stakeholders
Gives timely and specific feedback to each individual to improve performance and clarify learning and development areas	Develops an individual development plan for each staff member	Identifies key development areas within one's unit or bureau, and recommends the necessary next steps to address those	Encourages organizational learning and continuous improvement in DSWD through openness to new ideas and perspectives
Uses coaching and/or mentoring techniques to develop the potential of others in an environment of trust.	Implements within one's team a coaching and mentoring system that operates in an environment of trust and mutual desire for development	Implements within the unit or bureau a development program that will seek to improve staff performance and career advancement	Promotes a learning culture, committed to continuous development through learning sessions, development plans, and training

Harnessing the energies and commitment of those they lead towards the achievement of agency and individual goals and organizational excellence.

	Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
	Demonstrates a clear understanding of own unit goals and communicates these to team members. Refers to the mandate of the unit to underscore the need to deliver results	Identifies performance milestones, tracks the team's progress and provides mid-course recognition/ encouragement, as the case may be	Identifies and implements strategies for effective allocation of work among units/bureaus in order to achieve the Department's strategic thrusts and priorities	Creates and articulates a vision for the group/ department that generates excitement & enthusiasm
	Manages and resolves conflict and disagreements in a constructive and timely manner	Provides venue for discussion of team concerns, especially those which threaten team cohesion such as interpersonal conflicts, and sees to their speedy and effective resolution	Encourages creative tension and differences of opinion in order to generate better ideas and solutions	Instills a culture of open discussion that promotes the healthy exchange of differing opinions
	Expresses confidence in the team's ability and encourages team members to exert their best	Shows trust in the team by consulting them on decisions affecting their work	Allows team members autonomy in fulfilling work assignments	Challenges the team to higher levels of performance by giving increasingly complex assignments or a stretch goal
	Praises high-performing team members	Celebrates the team's achievements, but recognizes exemplary performance of specific individuals	Implements a formal rewarding scheme linked to concrete performance metrics	Supports/recommends a rewards system that clearly links rewards to performance metrics, and which encourages stretch performance and excellence

FACILITATING CHANGE AND INNOVATION

Being open to new ideas, challenging conventions and accepted practices; employing one's creativity to continuously improve work processes that will lead to better ways to deliver services. Providing the enabling environment and mechanisms to implement and sustain desired change to deliver services.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Demonstrates willingness to change position or perception based on new information or contrary evidence	Learns continuously to ensure that technical skills are kept up-to-date and new methods/technologies that help improve work can be utilized	Keeps track of new trends in the technological, socio-economic and political landscapes	Incorporates good practices from local and international experiences in social welfare and social protection in developing policies and guidelines
Shows openness to out-of-the-box thinking and innovative ideas from staff	Develops and adopts innovative, flexible and adaptable solutions to work-related problems or challenges, taking into consideration relevant rules and regulations	Challenges conventional standards, systems and procedures, modifies current or adapts new ways to better meet the needs of the agency	Publicly supports and adapts to major/fundamental changes, standards, systems and procedures to improve public service
Helps others understand the key issues driving the need to implement new policies, systems, procedures, and other change initiatives	Communicates to employees and stakeholders the compelling reasons for organization-wide change initiatives, extolling its benefits and the costs of ignoring it	Provides venues for discussion and the sharing of ideas concerning change initiatives in order to promote understanding and engagement	Promotes a culture of agility, continuous improvement and innovation
Routinely examines process/systems workflow in own unit and initiates effort to simplify or streamline	Uses inputs from implementation level activities to identify which innovations are best for timely application within the work group	Allows for the translation of new ideas into programs and projects or their customization by providing appropriate resources	Develops policies to support change initiatives
Recognizes one's own struggle in coping with change, and seeks the support of others to overcome it	Identifies the factors and reasons for inability of staff to be engaged in change initiatives	Provides needed support to work group so they can cope better with major change or crisis	Identifies and promotes behavioral/cultural shifts needed to support change initiatives

PLANNING AND ORGANIZING

Defining tasks and milestones to achieve objectives, mobilizing resources; coordinating activities/tasks, and taking steps to ensure efficient implementation of activities while ensuring the optimal use of resources to meet those objectives.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Establishes individual work targets, clarifies objectives to meet short term requirements and formulates specific plans/activities to achieve results	Establishes and aligns individual and group work goals to meet short, medium term requirements of own work group in relation to other work groups	Establishes and synchronizes multiple group work objectives to meet medium to long term requirements of the different work groups of DSWD	Establishes strategic directions and imperatives to which all goals and objectives are aligned, to bring about desired outcomes
Executes tasks in a manner that supports immediate unit/bureau operational goals	Executes tasks in a manner that supports the attainment of own unit/bureau's and related units/bureaus' tactical goals	Reviews and manages operations in a manner that supports the attainment of tactical goals of the different DSWD units/bureaus in alignment with DSWD's strategic direction	Evaluates DSWD's environment and its desired state of affairs and defines critical success factors, establishes critical processes in carrying out the vision, and preparing, modifying and reviewing contingency strategies
Sets and communicates priorities for tasks and activities in order of importance	Coordinates and monitors the day-to-day work and activities of one's team to ensure that activities and processes of different groups are coordinated and accomplished as expected	Periodically coordinates, monitors and evaluates the work and activities of one's unit/bureau to ensure that activities and processes are aligned	Ensures that systems are in place to effectively monitor and evaluate progress of programs and activities
Utilizes resources according to an approved work/program/project plan and in accordance with set guidelines	Administers Department resources in a manner that effectively responds to needs of beneficiaries and clients as well as complies with statutory requirements	Applies performance management, budget tracking, and other resource management systems to monitor optimum use of resources	Sets policies and guidelines on the judicious use of resources
Enforces economy measures to ensure efficiency of resource use within one's team	Identifies and proposes areas for greater control and/or the application of economy measures	Recommends economy measures for the use of resources or enhancements to resource management systems within one's own unit/bureau	Formalizes the implementation of economy measures and resource management systems by creating Department-wide policies

PROBLEM SOLVING AND DECISION-MAKING

Resolving issues or deviations from plans or proper procedures and exercising good judgment through fact-based analysis, and selecting the most appropriate course of action to produce positive results.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Acknowledges a problem and deals with it; does not ignore or hide it	Analyzes a problem and breaks it down into small components against the impact on the deliverables of his/her team, and using simple analytical tools	Assesses the validity and urgency of issues/problems, threat to the agency's goals or to its image	Acts quickly when the issue/problem at hand poses a
Solves simple, routine work-related problems using established procedures or past experience, or with guidance from superior	Examines an issue from multiple angles and seeks workable solutions; presents various alternatives	Investigates to dig deeper into issues in order to establish root cause/s. Develops/recommends solutions that address the root cause of the problem to prevent recurrence	Formulates innovative solutions to complex problems; thinks "out-of-the-box" when analyzing and proposing alternative solutions
Actively sources needed information from internal and external sources to define the problem	Recognizes simple interrelationship of issues and tests validity of assumptions and conclusions		Coaches others in the use of analytical tools and problem-solving techniques to facilitate organizational learning
Makes simple decisions based on pre-defined options using clear criteria, rules and procedures; Knows when to refer an issue or to consult supervisors for resolution	Recognizes complex connections between different aspects of the problem to surface cause and effect relationships	Recognizes symptoms of an emerging problem and takes action to avert it	Identifies patterns, trends and connections across events to uncover new dimensions to problems and solutions.
Independently solves problems within defined job parameters, responsibilities and expectations; makes decisions that are within the bounds of his/her authority; takes responsibility for decisions and accepts accountability for results	Holds consultation meetings with individuals and institutions which may be involved, to gather first hand into and to listen to their perspectives about the issue	Makes decisions by weighing a range of factors, some of which are partially defined and entail investigation	Balances competing priorities when making decisions, weighing factors such as costs, time, impact on morale of people and efficiency
		Identifies risks and/or potential problems and comes up with a Contingency Plan to mitigate these	Acts as a seasoned adviser, providing independent opinion on complex problems and novel initiatives

THINKING STRATEGICALLY AND SYSTEMICALLY

Formulating broad and long-term plans for the agency, and ensuring that own actions and those of others are aligned with priorities; keeping oneself informed of broad agency concerns, national issues which have impact on the agency, as well as emerging trends in social protection and development that may redefine strategy.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Recognizes the role and contribution of different offices/groups in DSWD to the achievement of objectives	Supervises unit/office with a focus on long-term solutions and strategies, bearing in mind the interrelationships of units within the agency	Anchors the setting of periodic Unit milestones to the short term and long-term targets of the agency. Guides and directs others on how to align their plans with the agency's long-term vision	Participates in the development of the vision and strategy for DSWD with inputs derived from informed observation
Keeps self updated on local and national events and developments (laws passed, Court decisions, the political dynamics within and between LGUs and the central government, CSOs, lobbyists, etc) that may impact work processes	Develops and aligns the objectives of the unit with DSWD's mission and vision	Analyzes the long-term or broad implications of new developments and makes plans/recommendations as to how s/he, the unit or the agency can respond positively to these	Consults with social development constituencies representing a broad range of perspectives and interests when crafting social development-related strategies or policies
Performs tasks based on an understanding of his/her unit's role in the overall structure of DSWD and how it contributes to the achievement of DSWD's strategic objectives	Keeps track of new trends in the technological, socio-economic and political landscapes		Integrates national and global events, developments and trends that affect the social development process and analyzes their implications on the strategy and thrusts of the agency
	Advocates/Installs a mechanism for aligning operational plans to the strategy and priorities of the agency	Recommends new approaches when available and known strategies are not effective	Develops a holistic framework and policies upon which all initiatives under the division/program are anchored

ADVOCACY-BASED PROGRAM MANAGEMENT

Develops, implements and manages programs forwarding a specific advocacy; Assures that programs are in line with the social welfare and development thrusts of the Department.

Level 1 — Basic	Level 2 — Intermediate	Level 3 — Advanced	Level 4 — Expert
Knows program goals and objectives pertaining to the advancement of the advocacy	Communicates program goals and objectives to one's team and all other relevant stakeholders	Ensures that the relevant knowledge and technology is transferred to partner institutions and involved committees	Acts as a subject matter expert in one's area of advocacy
Demonstrates basic awareness of primary stakeholder needs	Demonstrates an in-depth awareness of primary stakeholder needs vis-à-vis their current socioeconomic conditions	Benchmarks against best practices in local and international policies and programs pertinent to one's area of advocacy	Champions one's advocacy to fellow members of DSWD and its core partners
Knows DSWD's core partners pertinent to one's area of advocacy	Demonstrates familiarity with major local policies relevant to one's area of advocacy	Provides feedback on implementation plan documents (work plan, risk and communication plans, financial plans, etc.) of projects under one's program, assuring their alignment to the overall program strategy	Directs the development of a long-term, overall program strategy that addresses the major needs of one's stakeholders, and aligns with DSWD's social welfare and development strategy
Abides by DSWD's program implementation guidelines in performing tasks assigned by the program leader	Assures that DSWD's program implementation guidelines and social protection framework are followed by the team when performing respective tasks	Creates implementation guidelines internal to one's own program, abiding by DSWD's general implementation guidelines and social protection framework	Uses knowledge of best practices in local and international advocacy policies and programs to improve the implementation of one's own program
			Adopts a regular review mechanism to assess the overall performance of the program/project against service delivery targets, and identifies mechanisms/strategies to keep performance on track

BUDGET MANAGEMENT

installs and adheres to public financial management standards and protocols, in line with general accounting principles and practices, in the budgeting and utilization of funds for intra-Department and community-based project implementation.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Demonstrates knowledge of basic accounting principles	Prepares documents related to budget planning and management, in compliance with local public financial management policies	Possesses mastery of local public financial management policies	Acts as a subject matter expert on public financial management
Abides by local public financial management policies and procedures	Researches on local and international best practices in public financial management	Applies local and international best practices in public financial management to improve existing financial protocols in the implementation of DSWD's projects and programs	
Demonstrates awareness of funds alloted for specific projects	Ensures that fund utilization in implementing unit's own projects complies with local public financial management policies and protocols	Ensures that various units within DSWD comply to local public financial management policies	Possesses mastery of local and international public financial management policies
	Monitors and evaluates the utilization of funds in smaller-scale DSWD programs	Educates team members and communities on the proper utilization of funds within the context of project implementation	Champions public financial management reforms within DSWD and its key partners
			Monitors and evaluates the utilization of funds in large-scale DSWD programs

CAREER DEVELOPMENT

Demonstrating knowledge of, adhering to, and improving DSWD's internal practices and government-wide policies (e.g., CSC, DBM) related to career development.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Demonstrates basic awareness of different mandates and structures of various DSWD OBSUs	Analyzes the job specifications and competency requirements of non-technical and lower-level positions vis-à-vis their unit/bureau mandates	Analyzes the job specifications and competency requirements of technical and higher-level positions vis-à-vis their unit/bureau mandates	Installs a system by which DSWD OBSUs can map out succession and/or career paths for key positions
Demonstrates familiarity with fundamental organizational development interventions such as diagnosis, change management, competency development, team-building, job coaching and career counseling, among others	Facilitates the administration of competency assessment across various DSWD OBSUs	Coaches line managers on how to analyze and use competency assessment results to develop individual development plans for supervised incumbents	Provides direction to the design of interventions by creating strategies and eliciting sponsorship from key stakeholders
	Designs and rolls out individual and/or small-scale team interventions such as team-building, job coaching, career counseling and process consultation, among others	Designs and rolls out large-scale and/or organization-wide interventions such as diagnosis, competency development, organizational restructuring and succession management, among others	

Building and maintaining effective and beneficial working relationships and partnerships with educational institutions, potential business partners, government, media, professional associations, client groups, stakeholders, and intermediaries and leverages these contacts.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Knows where to seek support for resources they need which are not available in DSWD	Refers clients to services or partners to provide assistance to the client	Influences others and potential partners to provide assistance with partners along social protection for their organization	Shares automatic exchange of professional support/assistance with partners along social protection for their organization
Communicates effectively to partners and different individuals within and outside DSWD	Establishes linkages with hospitals, police, LGUs, agencies, media, schools, business partners to respond to client's needs through constant working relationships	Willing to assist partners along social work, adoption and foster care, in time of need	Develops harmonious working relationships with partners and networks by regularly setting and attending meetings/consultations with them
Shares/ exchanges help/ assistance with partners for the client's welfare	Extends time and assistance to partners/stakeholders when needed	Extends extra time and assistance to partners when needed as a resource person	Installs mechanisms on effective networking and partnerships

COMMUNITY ORGANIZING

Enrolling and engaging community members who stand to benefit from the programs and services of the agency to volunteer and/or to actively participate in activities & processes that respond to their needs towards lasting and sustainable development.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Takes steps to gain the buy-in of community officials and the community members on the programs being implemented in their communities	Taps the influence of formal and/or informal leaders in the community when compliance, commitment and/or support among volunteers and other stakeholders slows down or is withheld	Gauges the readiness of community and municipal officials in embracing the CEAC platform, and develops strategies to gain their support and buy-in	Engages with LGUs, inter-agency partners, CSOs and other stakeholders at the provincial and regional levels for purposes of technical assistance, resource augmentation and conflict resolution for needs or issues along "social processes" that require provincial or regional intervention
Identifies the community members who can fulfill the various roles required to implement programs/services and persuades them to perform volunteer work	Initiates activities that aim to enhance cooperation and collaboration among community members, volunteers and local government officials	Actively engages the municipal local government unit, CSOs, and other stakeholders to bridge access of communities to institutions who are either entrusted with the responsibility for basic services delivery or who have the capacity to assist communities realize their plans	Guides the implementation teams in adopting national strategies in CO to the contexts, needs, opportunities and challenges of the target municipalities
Drums up attendance of beneficiaries and other community stakeholders to prescribed meetings or activities	Resolves conflicts on roles and responsibilities that threaten community engagement	Facilitates resolution of conflicts of interest between the community groups and the municipal officials	Designs implementation modalities to adapt CDD work to various contexts, Prepares and disseminates guidance notes to operationalize policies
Integrates self positively with the community/ies and with barangay local government units to create a helpful climate. Demonstrates gender and cultural sensitivity in relating with community members and officials	Is prompt and alert in evaluating the quality of participation and involvement of volunteers & local government officials, identifies barriers as well as issues/problems and takes action to address these within scope of authority provided	Mentors volunteers and builds capacities to organize and to articulate and exercise their rights to participate in making decisions that affect their welfare	Profiles the power dynamics in the community/ies and enlists the support of key influencers who are in formal roles as well as those looked up to as informal leaders
Establishes links with representatives of on-the-ground partner institutions and enlists their support and participation. Informs them on their roles, their contribution to the success of the programs/activities, and the standards that have to be met	Apprises the volunteers on their roles, duties and responsibilities, and conducts or arranges capacity building sessions to develop their leadership and role-specific skills	Promotes and mentors the community groups in observing the use of consultative and facilitative techniques in conducting prescribed activities and decision making	Consolidates learnings on community organizing and makes knowledge products available to other DSWD units and other relevant stakeholders
			Provides training, coaching and other learning experiences to the municipal field implementation teams to build their competencies to carry out CO work

Listens and knows the problems of clients, and provides them psychosocial support that is appropriate to their needs.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Assesses client's situation based on his/her documents and data gathering	Does not impose his/her views on clients when they are not ready for the action/recommendation concerning an issue	Facilitates discussion/counseling to PAPs regarding client issues and how to handle certain behaviors	Sets policies and standards regarding counseling of clients or PAPs
Supports clients by empathizing, showing genuine concern and always respecting the dignity of the individual	Affirms/motivates clients on their strengths and encourages them to be better in handling their situation	Coaches partners on how to counsel clients/PAPs	Designs mechanism/procedures on how to counsel clients according to the study and analysis of various cases and patterns of behaviors among clients
Keeps the confidentiality of the client's case	Assesses without judging his/her clients using analytical approaches/ theories in counseling	Elicits suggestions from the client on how s/he wants to progress with his/her situation	Infers patterns of behaviors among clients and determines the most effective interventions and counseling techniques to use in different cases
Uses self-help methods to encourage the person for his/her own development and empowerment	Motivates, capacitates and enables clients to identify solutions to problems with his/her guidance		

DEVELOPING INSTITUTIONAL CAPABILITIES

Sharing and teaching of knowledge, expertise, lessons learned, new approaches and trends in the project M&E implementation by effectively providing technical assistance, proposing trainings, sharing of materials and act as resource person in trainings to enhance the capabilities of the team in the organization and improve overall performance of external and internal implementation partners including field and partner agency counterparts.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Talks with co-workers and field counterparts to relay information and knowledge to better understand, gain new learning to refine their jobs	Shares knowledge with co-workers who need help when asked or when the need to share was requested	Takes every available opportunity to transfer his/her knowledge to enhance the capabilities of team members and other stakeholders to improve performance and overall M&E implementation	Conceptualizes and proposes training agenda that would enhance the capabilities of team members and other stakeholders to improve performance and overall M&E implementation
Recognizes the value in sharing relevant information that would benefit co-workers	Provides feedback to lower-level team members, even peers and senior co-workers, on tasks he/she can do well to improve performance	Provides feedback to team members, even peers and more senior co-workers, on tasks he/she can do well to improve overall team performance	Formulates/develops training packages that would capacitate internal and external partners
Accepts instructions and encouragement from supervisors to provide information/ knowledge on a topic that would be of interest to the broader functional group	Seeks out opportunities to learn and share new information/ knowledge on topics that would be of interest to the team and project partners that contributes to the improvement of processes and program implementation	Coaches others in a constructive and positive way so that they can absorb information and learn quickly along M&E	Reviews and enhances M&E training materials to ensure they are up-to-date and user-friendly
Collects valuable information/-knowledge materials (i.e., books, documents, lecture notes, etc.) inputs and recommendations in files them where others will can have access to them	Reviews reports of subordinates, field counterparts and provides inputs and recommendations in the form of memoranda	Conducts training sessions with co-workers and field partners when he/she has gained new information/ knowledge on a topic that would be of interest to the broader functional group	Facilitates conduct of FGD with volunteers, field counterparts and stakeholders to discuss issues and concerns relative to M&E and come up with agreements
Compiles and shares lessons learned, best practices and experiences in the field for adaptation of other field offices	Answers queries from subordinates, field counterparts, volunteers and stakeholders regarding M&E	Provides feedback to all team members, even peers and more senior co-workers, on areas they need to improve upon	

Demonstrating knowledge of, adhering to, and improving DSWD's internal practices and government-wide policies (e.g., CSC) related to disciplinary cases and the grievance machinery to address this

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Maintains a record of administrative cases and coordinates requests with line managers to assure that feedback among aggrieved parties are addressed	Conducts regular evaluation of the institutionalization of disciplinary policies and administrative cases to identify appropriate action	Formulates policy guidelines for the institutionalization of disciplinary policies and coaches line managers on the proper implementation of these policies	Acts and Sets direction in the implementation of systems and procedures in Grievance Machinery
Establishes proper communication with co-employees and superiors (e.g. to interact, inform and update).	Bridges communication between line managers and employees, ensuring transparency and fairness are maintained in handling administrative cases, and that issues are raised and settled to maintain good relation and trust of members	Reviews and recommends enhancements to existing disciplinary policy guidelines based on previous experience in delivering disciplinary action	Approves proposals and approves and implements appropriate disciplinary action, while also acting and setting direction in the implementation of systems and procedures in Employee Discipline
Monitors and reports disciplinary and administrative action cases, and refers them to the corresponding authority	Investigates and recommends appropriate disciplinary action for reported cases and infractions.		

Demonstrating knowledge of, adhering to, and improving DSWD's internal practices and government-wide policies (e.g., CSC) related to health management and employee wellness and the various programs that address this

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Implements current wellness programs (medical and dental services, employee counseling, among others), and dissemination of information on such programs	Monitors implementation of current employee wellness programs	Reviews and Recommends policies, proposals and enhancements on the DSWD's health management and wellness programs	Approves policies, proposals and enhancements on the Department's employee wellness programs
Demonstrates understanding of current and possible health and wellness programs of DSWD	Implements employee wellness activities (such as but not limited to sports activities, health activities, etc), soliciting issues and suggestions and identifies solutions to identified issues.	Revisits current policies as well as Designs proposals on the DSWD's employee wellness programs	Sets directions in the implementation of approved systems and programs

Demonstrates knowledge of and adheres to DSWD's internal practices and government-wide policies (e.g., CSC, DBM) related to employment and personnel services.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Abides by internal human resource policies of DSWD	Implements internal human resource policies within one's own unit, with some supervision	Ensures the efficient and correct implementation of internal and external human resource policies within one's own unit and other DSWD units	Acts as a subject matter expert in human resource management and development
Demonstrates some familiarity with human resource policies from external government agencies (e.g., CSC, DBM)	Abides by human resource policies from external government agencies (e.g., CSC, DBM)	Encourages other units to actively support the programs and initiatives of DSWD's human resource cluster	Suggests ways to improve the implementation of DSWD's human resource policies and programs, in accordance with external human resource policies
Demonstrates awareness of general human resource management and development concepts	Seeks out information on best practices in human resource management and development from the private and public sectors, and recommends interventions to improve the delivery of human resource services within DSWD	Uses information on best practices in human resource management and development to implement interventions that will contribute to more efficient and effective delivery of human resource services	Facilitates the development of human resource strategies that complement the overall organizational goals of DSWD

Using knowledge of group dynamics and processes to effectively provide appropriate structure and environment for achieving over-all goal of interactions like training solving problems or accomplishing tasks or reaching consensus.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Communicates the course plan, objectives, processes and roles based on specified guidelines to clarify expectations from the group interaction (e.g. training, meeting, etc.)	Presents agenda, objectives, clearly agenda, objectives to attain agreements on roles, on roles, processes and ground rules and to effectively manage the tasks and process goals of the interaction	Uses creative ways in presenting dynamic and its impact on the attainment of over-all learning objective	Evaluates the quality of group dynamic and its impact on the attainment of over-all learning objective
Opens sessions positively and introduces self cheerfully to establish rapport	Uses different techniques in introducing members of the group to each other and establishing rapport	Evaluates conduciveness of environment and suits it to the objectives of the interaction, needs and characteristics of participants	Demonstrates the ability to make mid-program adjustments when extraordinary circumstances occur and still deliver the learning session effectively
Gives simple and clear instructions to encourage participation and build on participants' individual confidence	Listens attentively, uses, para-phrasing, questions and probing in clarifying points and simplifying complex concepts, ideas and issues with the participants and in ensuring effective traffic of discussions	Listens to and observes participants and adopts appropriate facilitation "mode", depth, timing when intervening on constant or processes	Demonstrates sensitivity to emotional dynamics of group and adjusts communication and actions to ensure smooth interaction
Uses agenda, training /activity time table to keep process on track and moving forward within agreed time	Consciously paces activities, discussions in such a way that participants are given equitable turns to participate while ensuring that process goals are attained at prescribed time	Interprets and confirms participants' verbal and non-verbal communication to identify those who need clarification and feedback and uses appropriate techniques to probe/expand the discussion or limit/segue to succeed-ing topics/issues	Coaches/mentors others on how to communicate observations/conclusions/perceptions to facilitate assimilation of feedback
Careful in displaying personal biases and refrains from providing strong opinions to encourage participation and smooth flow of discussions	Use facts and avoids personal bias in dealing with conflict situations and handles disruptions discreetly	Uses tact, humor and acts firm but understanding when managing disruptive behavior	Evaluates how facilitators are able to pick up cues and group moods to enhance group facilitation skills
Uses guidelines in handling dissenting opinions and resolving issues when faced with common concern areas and seeks advice for unfamiliar concerns	Listens, questions and summarizes group outputs to ensure clarifications	Directs questions appropriately and create opportunities for learners to contribute to the discussion	Develops standards, guidelines and evaluation of group facilitation

OFFICE MANAGEMENT & SECRETARIAT SERVICES

Setting and abiding by administrative processes internal to one's unit. Providing administrative support to one's unit by coordinating meeting logistics, documenting meetings, archiving and organizing files, and arranging for certain transactions.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Knows and follows administrative protocols within one's own unit	Encourages other employees within one's own unit to follow internal administrative protocols	Establishes and enforces administrative protocols within one's own unit	Creates policies and procedures in order to improve administrative protocols within one's own unit
Takes note of important details of a meeting to create simple documents such as minutes or summaries of agreements	Maintains the archive of all documents pertinent to one's own unit	Organizes and ensures orderly and easy-to-use archive of all documents pertinent to one's own unit	Champions the implementation of systems to ensure excellent documentation
Follows up meeting attendees on actions (e.g., travel processing) involving interface with stakeholders outside DSWD	Processes administrative transactions of one's own unit are accomplished in a timely manner	Ensures that all administrative transactions of one's own unit are accomplished in a timely manner	Suggests ways to improve administrative protocols within one's own unit, such that they become more efficient
Maintains orderly and complete documentary requirements of DSWD related information in a file	Maintains an updated databank system of DSWD-related information which includes materials related to the work of the unit	Suggests ways on how the database can be further improved	Develops a systematic and organized filing system for records management for all information related to work of own unit
Demonstrates awareness of documents needed for specific reports or transactions	Easily monitors the status and progress of information through the database system	Generates reports and simple analysis of requested information through the database system	Champions improvements in the way data and records are managed

Demonstrates knowledge of, adhering to, and improving DSWD's internal practices and government-wide policies (e.g., CSC, DBM) related to performance management.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Demonstrates complete and accurate understanding of DSWD's performance management process	Implements the performance management process of DSWD	Ensures the efficiency and timeliness of the performance management process of DSWD and ensures it is benchmarked with best practices in private / other government agencies	Constantly reviews the performance management process of DSWD and ensures it is benchmarked with best practices in private / other government agencies
Collates performance management forms and creates simple summary reports	Performs simple analysis on performance management results and works with concerned HRDB incumbents on the dissemination of the results	Analyzes performance management results and works with concerned stakeholders for appropriate rewarding schemes and improvement initiatives	Champions the conduct and implementation of the strategic performance management system and performance governance system

RECRUITMENT AND PLACEMENT

Demonstrates knowledge of and adheres to DSWD's internal practices and government-wide policies (e.g., CSC, DBM) related to recruitment, placement, and selection.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Demonstrates familiarity with the different components of a competency-based job description	Creates competency-based job descriptions aligned with the tasks, outputs and required competencies by consulting with stakeholders and the corresponding supervisor	Conducts competency-based interviews to determine an applicant's fit with the required competencies of a position	Coaches others on how to conduct a competency-based interview, and how to assess an applicant's competencies
Demonstrates knowledge of government recruitment forms, systems and policies prescribed by CSC	Processes applications in compliance with prescribed CSC protocols	Coaches other members of one's team on CSC recruitment protocols	Suggests and implements ways to streamline DSWD's recruitment process within the bounds of CSC policies and standards
Sources applicants through traditional recruitment channels - e.g., bulletin boards, website advertisements	Sources applicants through non-traditional recruitment channels, as deemed fit. Uses information such as age bracket or experience level to identify the most suitable recruitment channel (e.g., JobStreet, LinkedIn, social networks)	Forecasts the manpower needs of one's bureau/unit based on anticipated activities and budget constraints	Establishes a consistent recruitment brand that is suited to one's target talent pool, in accordance with DSWD's core values, core competencies and leadership brand
Coordinates the implementation of onboarding activities based on a pre-set program	Creates onboarding materials that are aligned with the pre-scribed program design	Designs onboarding program and activities for DSWD new hires that is consistent with DSWD's strategic thrust, core values, core competencies and leadership brand	Seeks out feedback on the existing onboarding program, and uses that feedback to suggest possible improvements

Searching for trends, news, and best practices within one's field; Keeping up to date on the trends in one's area of research and applies it to one's work.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Demonstrates awareness of the simple terms and concepts in one's field of research / advocacy	Researches regularly and keeps up to date information with the developments and new advancements on research in one's field of research/ advocacy	Researches to understand and anticipate where emerging research trends can adequately support business needs and processes	Acts as a subject matter expert in one's field of research / advocacy
			Ensures best practices are implemented in DSWD based on emerging research trends
			Creates position papers, official documents, and research studies based on a sound understanding and analysis of research trends

SOCIAL MEDIA MANAGEMENT

Uses various social media platforms to engage and obtain feedback from stakeholders, and disseminate information about the events, policies, and programs of DSWD.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Knows how to post and share content through popular social media platforms (e.g. Twitter, Facebook, etc)	Constantly updates social media pages with relevant links and content	Develops short term social media campaigns for specific DSWD programs	Develops sustained, consistently branded social media campaigns for interconnected DSWD programs
Keeps up to date with trends in social media	Maintains consistently branded content across popular social media platforms (e.g. Twitter, Facebook, etc)	Actively solicits feedback from clients folliwing DSWD's social media pages	Suggests ways to improve existing social media campaigns
Responds to simple client feedback made through social media	Escalates complicated client feedback to concerned parties within DSWD or to its affiliated partners	Collaborates with DSWD's communications cluster to develop a unified branding strategy for the agency	Collaborates with involved units to improve the services of DSWD in response to client feedback
			Uses social media analytics to increase the reach of DSWD's social media pages thtrough various search engine optimization techniques

Demonstrating the ability to verbally convey a message, information and ideas clearly and concisely to a target audience using a variety of media and language that suits their needs and characteristics.

	Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
	Speaks clearly and uses language and tone that is understood by the target audience	Pronounces words correctly and uses suitable grammar and syntax when speaking to target audience	Uses appropriate words, adjusts volume, pace, tone, and inflection of voice and language to suit the target audience's number, needs, characteristics, and capabilities	Evaluates use of language, tone, grammar and general message delivery during presentations to provide guidelines in ensuring that language and tone used are suitable to target audience
	Presents and conducts self in a decent and credible manner observing generally acceptable standards of grooming	Presents and conducts self in a credible and approachable manner and establishes rapport with participants easily	Uses a variety of media and presentation aids like examples, illustrations to creative phrasing, analogies, quotations, rhetorical questions, and comparing and contrasting concepts to enhance learning and understanding	Adjusts presentation methods and use of language to achieve the optimal level of productive interaction considering the capabilities of target audience
	Addresses queries and asks questions to check if objectives of presentation are achieved	Encourages questions and uses different questioning techniques to determine if objectives of presentation are achieved	Purposely uses verbal and non-verbal communication that is free of bias (e.g. sexual, racial, religious, cultural, and age) to promote audience engagement	Guides the direction of the discussion, and enhances trainees' understanding of the content and concepts based on the feedback of trainees
	Summarizes key points of the presentation and answers questions and concerns raised by the audience to clarify and emphasize points	Makes meaningful transitions from one topic or activity to the next and uses verbal and link-age/synthesis techniques to emphasize salient points of presentation	Organizes key concepts and covers key points clearly and concisely, simplifies complex concepts, ideas and information using verbal enhancers that more fully communicate and explain essential concepts and information	Develops procedures, guidelines and training materials to enhance and evaluate presentation skills of others

Communicating ideas, facts and quantitative data in written form, with intent to inform, persuade or cause to take action, using appropriate grammar and following correct syntax, sentence and document structure.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Writes routine and simple correspondence/communications (i.e., minutes, simple memos) using a template	Writes formal correspondences and reports for higher level management and similar external audience, correctly conveying the intended message and ensuring proper grammar and structure	Prepares grammatically and structurally proper and articulate complex written compositions such as project proposals involving the analysis of various interrelated data/ activities/ issues	Prepares technical documents such as concept papers and project proposals in a style that captures the interest of and persuades its intended audience to commit sizeable resources
Gathers, consolidates and summarizes data/info that will supplement the report. Validates data/information accuracy and consistency	Anticipates the data/information needed by the recipient and capture these on the report	Directs content and flow in the generation of reports	Articulates the central argument or purpose of the paper/proposal and provides strongly related supporting points and appropriate evidence. Appeals to both the intellect and emotions
Self-edits words, numbers, letters, sentences, including capitalization, lower case, punctuation, phonetic notation	Documents and articulates policies, processes and procedures accurately, and in a tone and language that the intended users can follow	Develops written communication materials which meet the information requirements of the DSWD, its partner institutions, beneficiaries of its programs/services and other stakeholders	Performs final evaluation of written report/document to align content to the agency policies & guidelines and thrust and direction of the program

ADOPTION ADVOCACY

Educates others on the program-related laws, policies and guidelines; Advances legal adoption and foster care for the disadvantaged, abandoned and neglected children to provide them with their own family to nurture and care for them.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Knows basic laws and regulations on legal adoption and foster care, its objectives, purpose, and procedures of application	Applies knowledge of child/youth laws, rights and welfare, (children custody, women and the family code and laws) in advocating legal adoption and foster care	Provides technical assistance on legal adoption and foster care to Child Caring/Placing Agencies	Responds to issues and concerns about the program
Explains clearly the laws and processes on legal adoption and foster care and its importance for children's welfare (and society/community)	Reviews and/or provides recommendations on provisions of policies/rules concerning adoption or foster care	Protects primarily the concern for child welfare in legal adoption cases	
Searches for and coordinates regularly with potential networks to advocate legal adoption and foster care	Conducts orientations and workshops and facilitates discussion about legal adoption and foster care with various concerned groups	Advocates policies on legal adoption by regular conducts of forum, seminar, radio/tv guesting to recruit prospective adoptive parents (PAPs)	Influences families to be interested in legal adoption or to adopt a child; Negotiates for the sake of the child to PAPs or partners regarding any concerns
	Uses information, communication and education (IEC) in promoting the program	Promotes child rights to a family and follows through with other initiatives	Develops information, communication and education materials (ICE) to promote the program
	Uses analysis of data along cases of adoption and foster care and presents success stories to advocate the program, particularly to potential PAPs		

Ability to help facilitate for client's decision-making on adoption or for his/her betterment.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Listens empathically to clients stories/problems	Helps parents make a decision whether to surrender their child or not according to their status and capacity to rear a child	Facilitates discussion/ counseling to PAPs regarding child/youth behaviors and how to handle certain behaviors	Infers patterns of behaviors among clients and determines the most effective interventions and counseling techniques to use in different cases
Assesses client's situation based on his/her documents and data gathering	Determines options with his/her evaluation of the case to present these to the parents to gauge their capability to raise the child	Coaches partners on how to counsel clients/PAPs	Designs mechanism/procedures on how to counsel clients according to the study and analysis of various cases and patterns of behaviors among clients
Counsels parents who surrender their child for adoption on their roles, bearing in mind their capacity to raise the child	Assesses without judging his/her clients using analytical approaches/theories in counseling	Elicits suggestions from the client on how s/he wants to progress with his/her situation	Sets policies and standards regarding counseling of clients or PAPs
Affirms/Motivates verbally clients on their strengths and encourages them to be better in handling their situation	Does not impose his/her views on clients when they are not ready for the action/recommendation concerning an issue	Motivates, capacitates and enables clients to identify solutions to problems with his/her guidance	
Supports clients by empathizing, showing genuine concern and always respecting the dignity of the individual			
Uses self-help methods to encourage the person for his/her own development and empowerment			
Keeps the confidentiality of the client's case			

CASE MANAGEMENT / CASE ANALYSIS

Ability to render assistance in implementing planned interventions for services or alternatives to meet the needs of Pantawid beneficiaries.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Routinely picks-up indicators of situations requiring case management like non-compliance and absences of beneficiaries in Pantawid activities	Evaluates compliance verification data to determine beneficiaries requiring case management	Integrates compliance verification and case management data to establish trends on cases requiring case management interventions and developing appropriate mechanisms for determining case interventions	Integrates compliance verification and case management data to establish trends on cases requiring case management interventions and developing appropriate mechanisms for determining case interventions
Regularly takes the mandated steps to validate information indicating the need for case management	Explains the procedures and provides appropriate information to beneficiaries requiring case management interventions	Evaluates protocols and case management interventions, seeking trends and effectiveness of interventions as input in enhancing case management processes	Develops mechanisms (forum, meetings, focus group discussions) to align case management procedures and formulation of interventions to ensure responsiveness and timely case management services
Refers to rules and procedures when endorsing cases for case management	Discusses cases and appropriate protocols and interventions with appropriate focal person/case manager when endorsing cases for simple case management and seeks advice on unfamiliar cases	Discusses cases and seeks out feedback to determine appropriate protocols and interventions on case management involving different issues and levels of complexity	
		Provides technical assistance to other focal persons on case management to ensure uniformity and appropriateness of approaches	

Building and maintaining effective and beneficial working relationships and partnerships with educational institutions, potential business partners, government, media, professional associations, client groups, stakeholders, and intermediaries and leverages these contacts.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Knows where to seek support for resources they need which are not available in DSWD	Refers clients to services or partners to provide assistance to the client	Influences others and potential partners to provide assistance with partners along social protection for their organization	Shares automatic exchange of professional support/assistance with partners along social protection for their organization
Communicates effectively to partners and different individuals within and outside DSWD	Establishes linkages with hospitals, police, LGUs, agencies, media, schools, business partners to respond to client's needs through constant working relationships	Willing to assist partners along social work, adoption and foster care, in time of need	Develops harmonious working relationship with partners and networks by regularly setting and attending meetings/consultations with them
Explains clearly legal adoption and foster care to others and to potential partners		Extends time and assistance to partners/stakeholders when needed	Extends extra time and assistance to partners when needed as a resource person
		Shares/ exchanges help/ assistance with partners for the client's welfare	Installs mechanisms on effective networking and partnership

CASE WRITING

Ability to present the case of the client in a systematic documentation and technical writing skill based on the data gathered in the interview of client and collateral informants

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Knows and uses the required format and content for writing social case study report of a child and the home study report of PAP	Knows and uses appropriate vocabulary, correct order in sentence formulation to achieve cohesion in the composition of a report	Coaches/teaches others and partners on how to write the case study report and home study report	Designs (and sets standards on the) form/template and content of the case study and home study report
Seeks, identifies and is able to distinguish reference materials that will be used as basis for one's written document	Writes with fluency and clarity the social case study report or home study report with completeness of information and substance including recommendations/ interventions in the case	Justifies case findings with the corresponding recommendations/ interventions identified, citing relevant laws, policies and social theories/approaches	Can compose written studies of cases adhering to relevant research standards
Has good technical writing skills for simple pro-forma communication	Edits, reviews, and ensures that right inputs and recommendations are captured in the case study report and home study report		Undertakes in-depth study to develop policy guidelines for social case study report and home study report
Presents clearly in writing the data gathered about the client, the analysis and recommendation for the client.	Solicits feedback from those able to judge the appropriateness of the case study report and home study report		Keeps people informed about the developments in organizational goals, strategies and performance through written documentation

COMMUNITY-BASED PROJECT FISCAL MANAGEMENT

Installing and adhering to financial management and control systems for community-based projects, in line with general accounting principles and practices, and project fiscal management policies and procedures;

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Knows general accounting and financial management principles and processes and their application	Validates the costing of sub-project proposals to ensure these are correct, economical, and follow established parameters for the project	Installs the sub-project cash management and financial recording systems and procedures following project standards and policies	Supervises overall project financial management, including coordination and negotiation with funding institutions
Knows the fiscal management policies and procedures established for the project and also for sub-projects	Observes cost accounting principles when preparing sub-project budgets	Trains and coaches the sub-project team on cash management, maintenance of financial books and preparation of required financial reports such as Fund Utilization Report, and other Fiduciary requirements	Knows the agency's planning and budgeting policies/ systems/ procedures, as well as the funding agencies' policies/instructions for financial planning, programming, budget development and budget execution including documentation
Understands issues involved in the management and implementation of sub- projects	Reviews and validates project expenditures against completed work at the field level to reconcile project accounts	Performs regular as well as unannounced audits or spot-checks to ensure compliance to internal control measures	Develops the project financial management system, and its processes and guides and directs others in complying with these implementing guidelines and procedures
Maintains an updated record/file of local (municipal and barangay levels) input costs such as construction materials & labor costs	Assesses sub-project owners' ability to comply with Local Counterpart contribution, identifies potential sources and assigns a reasonable cost to these	Identifies ways to augment sub-project budget allocation. Links the sub-project team to sources of funds and coaches them on how to "sell" and negotiate	Develops training materials to cascade the project financial management system
Performs clerical support functions such as filing, typing, encoding and report generations for the area	Maintains financial records of all sub-projects in the assigned area	Assesses the project's eligibility for request for fund release, identifies variances and provides direction/advise on how the variances can be addressed	Recommends enhancements to the financial management approaches and strategies when problems are experienced

COMMUNITY ORGANIZING

Enrolling and engaging community members who stand to benefit from the programs and services of the agency to volunteer and/or to actively participate in activities & processes that respond to their needs towards lasting and sustainable development.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Takes steps to gain the buy-in of community officials and the community members on the programs being implemented in their communities	Profiles the power dynamics in the community/ies and municipal officials and enlists the support of key influencers who are in formal roles as well as those looked up to as informal leaders	Gauges the readiness of community and municipal officials in embracing the CEAC platform, and develops strategies to gain their support and buy-in.	Provides training, coaching and other learning experiences to the municipal field implementation teams to build their competencies to carry out CO work
Drums up attendance of beneficiaries and other community stakeholders to prescribed meetings or activities	Initiates activities that aim to enhance cooperation and collaboration among community members, volunteers and local government officials	Mentors volunteers and builds capacities to organize and to articulate and exercise their rights to participate in making decisions that affect their welfare	Engages with LGUs, inter-agency partners, CSOs and other stakeholders at the provincial and regional levels for purposes of technical assistance, resource augmentation and conflict resolution for needs or issues along "social processes" that require provincial or regional intervention
Integrates self positively with the community/ies and with barangay local government units to create a helpful climate. Demonstrates gender and cultural sensitivity in relating with community members and officials	Resolves conflicts on roles and responsibilities that threatens community engagement. Analyzes the readiness of community leaders in undertaking	Promotes and mentors the community groups in observing the use of consultative and facilitative techniques in conducting prescribed activities and decision making	Designs implementation modalities to adapt CDD work to various contexts. Prepares and disseminates guidance notes to operationalize policies
Identifies the community members who can fulfill the various roles required to implement programs/services and persuades them to perform volunteer work	Is prompt and alert in evaluating the quality of participation and involvement of volunteers & local government officials, identifies barriers as well as issues/problems and takes action to address these within scope of authority provided	Actively engages the municipal local government unit, CSOs, and other stakeholders to bridge access of communities to institutions or those who are either entrusted with the responsibility for basic services delivery or who have the capacity to assist communities realize their plans	Consolidates learnings on community organizing and makes knowledge products available to other DSWD units and other relevant stakeholders
Appraises the volunteers on their roles, duties and responsibilities, and conducts or arranges capacity building sessions to develop their leadership and role-specific skills	Taps the influence of formal and/or informal leaders in the community when compliance, commitment and/or support among volunteers and other stakeholders slows down or is withheld	Facilitates resolution of conflicts of interest between the community groups and the municipal officials	Guides the implementation teams in adopting national strategies in CO to the contexts, needs, opportunities and challenges of the target municipalities
Establishes links with representatives of on-the-ground partner institutions and enlists their support and participation. Informs them on their roles, their contribution to the success of the programs/activities, and the standards that have to be met	Appeals to the higher ideals of the community groups, officials and other stakeholders to maintain morale in the face of obstacles or difficulties		

Uses and manipulates computers and web-based database and information using MS Excel and Access; Prepares reports and presentations using MS Word and PowerPoint.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Demonstrates basic knowledge and skills with minimum guidance/supervision in using desktop applications	Demonstrates solid knowledge and skills, and can apply the competency without guidance/supervision in the full range of typical situations	Demonstrates advanced knowledge and skills, and can apply the competency in more complex situations	Demonstrates expert knowledge and skills, and can apply the competency in the most complex situations
Sends and retrieves data using computer web-based applications in situations that present limited difficulties	Seeks guidance in handling complex data and operations	Guides other professionals	Develops new approaches, methods or policies in the area
		Troubleshoot errors and deficiencies in the database by identifying and fixing bad data/ errors and lacking data	Is recognized as an expert, internally and/or externally
			Uses expertise in teaching other professionals in making creative presentations

DEVELOPING INSTITUTIONAL CAPABILITIES

Sharing and teaching of knowledge, expertise, lessons learned, new approaches and trends in the project M&E implementation by effectively providing technical assistance, proposing trainings, sharing of materials and act as resource person in trainings to enhance the capabilities of the team in the organization and improve overall performance of external and internal implementation partners including field and partner agency counterparts. -Transfer of SWO technologies, capacitating community volunteers in community development work.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Talks with co-workers and field counterparts to relay information and knowledge to better understand, gain new learning to refine their jobs	Shares knowledge with co-workers who need help when asked or when the need to share was requested	Takes every available opportunity to transfer his/her knowledge to improve M&E of co-workers even without being requested	Develops system that would improve M&E activities
Recognizes the value in sharing relevant information that would benefit co-workers	Provides feedback to lower-level team members on tasks he/she can do well to improve performance	Provides feedback to team members, even peers and more senior co-workers, on tasks he/she can do well to improve overall team performance	Conceptualizes and proposes training agenda that would enhance the capabilities of team members and other stakeholders to improve performance and overall M&E implementation
Accepts instructions and encouragement from supervisors to provide information/ knowledge on a topic that would be of interest to the broader functional group	Seeks out opportunities to learn and share new information/ knowledge on topics that would be of interest to the team and project partners that contributes to the improvement of processes and program implementation	Coaches others in a constructive and positive way so that they can absorb information and learn quickly	Formulates/develops training package that would capacitate internal and external partners along M&E
Collects valuable information/knowledge materials (i.e., books, documents, lecture notes, etc.) files them where others will can have access to them.	Reviews reports of subordinates, field counterparts and provides inputs and recommendations in the form of memoranda	Conducts training sessions with Co-workers and field partners when he/she has gained new information/ knowledge on a topic that would be of interest to the broader functional group	Reviews and enhances M&E training materials to ensure they are up-to-date and user friendly
Compiles and shares lessons learned, best practices and experiences in the field for adaptation of other field offices	Answers queries from subordinates, field counterparts, volunteers and stakeholders regarding M&E	Provides feedback to all team members, even peers and more senior co-workers, on areas they need to improve upon	Facilitates conduct of FGD with volunteers, field counterparts and stakeholders to discuss issues and concerns relative to M&E and come up with agreements
Recognizes information/knowledge and proactively shares materials that may be helpful to others		Takes responsibility for providing direction and coaching to lower-level or employees and field counterparts	Shares expertise along M&E through lectures/orientations to external and internal implementation partners
			Influences M&E counterparts in developing

ENGINEERING EXPERTISE

Possessing up-to-date professional knowledge and skills in a field of engineering relevant to the competent evaluation, design and implementation of community-based projects; which involve civil, electrical or mechanical works.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Knows basic engineering concepts, principles and prac- tices involved in the design, development, review, permitting, construction, maintenance, oper- ations, or repair of, projects/sites and their potential environmental and safety impact	A licensed civil engineer or a licensed engineer in other fields who has the general knowledge to oversee the design, develop- ment and construction of simple infra projects	Possesses an expert level of understanding of engineering concepts, practices, and theories used in the engineering specialty area and thus can provide technical advice and assistance to the community vol-	Can engage experts in other areas of engineering, in a discus- sion about the feasibility of a project and/or in developing project design, or technical problem solving on sub-projects
Maintains records on list of quali- fied suppliers, construction materials pricelists, survey of labor costs in the assigned area	Evaluates technical feasibility of proposed sub-project and can adequately perform environmen- tal screening	unteers, community hired engineer in the preparation of the engineering plans, detailed cost estimates and program of work for proposed community sub-projects	Deftly integrates principles from other engineering disciplines to address complex technical issues
Knows where to source materials required at the quality and cost specified	Identifies the potential as well as evident geo-hazards in the assigned area and renders a decision on feasibility of a sub-project	Ensures that the Project techni- cal guidelines, cost parameters, and environmental and social safeguards guidelines are being followed	Approves complex or novel engi- neering/technical designs and/or program / project specifications of other engineers to meet desired compliance with engi- neering principles, standards, codes, designs and statutes
Has a record of available equip- ment from existing infra projects in the area and has established contacts with those who can authorize use	Ensures work being done is compliant to codes and regula- tions	Provides technical advice and assistance to the community vol- unteers in the preparation of the environmental management plan, procurement plan, planned com-	Renders a decision on conflicting design constraints
Knows the relevant codes and regulations required in infra or environmental projects	Monitors implementation of the community procurement plan and environmental management plan of all on-going sub-projects in the assigned area	munity procurement packaging in preparation for the communi- ty's request for fund release and sub-project implementation	Looked up to by other profes- sionals in the same fied, for his expert opinion

GRIEVANCE MANAGEMENT

Exercising thorough investigative skills and good judgment to provide an appropriate resolution or objective decision to complaints/issues raised by beneficiaries and other stakeholders about the programs or services of the agency.

Level 1 — Basic	Level 2 — Intermediate	Level 3 — Advanced	Level 4 — Expert
Acknowledges the complaining party and listens attentively to the complaint. Puts forward an open, non-defensive, helpful stance and gives space for the other person to express himself	Asks questions to clarify and/or to gather relevant data to understand the issue at hand. Reviews document/report presented and checks readily available sources of info to verify the issues	Establishes the facts about a grievance using different data gathering methods such as interview, observation, documents/records review from party/ies involved and others who have significant knowledge and are allowed to provide comments	Draws out options or points of negotiation when the remedy/ies the parties seek can not be granted
Maintains calmness when confronted with complainants who are upset or angry. Does not take criticisms about the agency personally	Establishes the remedy that complainant's wish to achieve	Keeps written record of evidence that is provided orally	Considers the impact of the decision or proposed remedy on the position of the agency or wide-range impact to the programs, and ensures that these are not compromised
Uses knowledge on program rules, guidelines and procedures in differentiating between an inquiry, complaint or grievance	Assesses the complaints and determines the next step to be undertaken. Weighs data gathered and identifies appropriate level to resolve the case	Gives the complainant's an opportunity to comment on contrary information or claims from another source	Seeks a win-win resolution to issues when party/ies involved stick to their positions
Provides immediate recourse to concerns such as those which require correct information, clarification of procedures/instructions, inadequate documentary requirements, etc.	Acts on complaints that are readily verifiable or which require simple routine solutions, following established policies & procedures	Prepares detailed and accurate report supported by evidences from party/ies involved covering all aspects of the issue (whole story). Ensures that evidence's are relevant and logically capable of supporting the findings, not on guesswork, preconceptions, suspicion or questionable assumptions	Engages other institutions in the process, when deemed necessary to resolve issues/grievance
Reviews, documents presented and/or asks routine questions to understand the complaint, to determine its complexity/urgency, and the appropriate office/employee to whom it should be directed. Escalates complaints following proper endorsement procedures	If the issue/complaint will need to go through due process, clearly explains to involved parties the procedures that will be undertaken, the documents needed, as well as the estimated time to provide a resolution	Makes a recommendation/renders a decision based on comprehensive review of facts, rules, practices, & contentions. Abides by agency and/or program policies and procedures in grievance management	Monitors actions taken until completely addressed or resolved. Keeps all those involved abreast of the latest updates on the actions taken
Verifies with the complaining party if his/her concerns have been addressed	Observes fairness & objectivity and exercises confidentiality when handling concerns and related documents	Presents the remedy/recommended action to the party/ies involved, explaining how these can address the grievance/issue raised	Draws learning from the issues/complaints and either addresses issues/gaps or recommends policy enhancement that perpetuate grievances and implements pro-active course of action

GROUP FACILITATION

Using knowledge of group dynamics and processes to effectively provide appropriate structure and environment for achieving over-all goal of interactions like training solving problems or accomplishing tasks or reaching consensus.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Communicates the course plan, objectives, processes and roles based on specified guidelines to clarify expectations from the group interaction (e.g. training, meeting, etc.)	Presents agenda, objectives clearly to attain agreements on roles, agenda, objectives and ground rules	Uses creative ways in presenting agenda, objectives to generate buy-in on roles, processes and ground rules	Evaluates the quality of group dynamic and its impact on the attainment of over-all learning objective
Opens sessions positively and introduces self cheerfully to establish rapport	Listens attentively, uses, paraphrasing, questions and probing in clarifying points and simplifying complex concepts, ideas and issues with the participants and in ensuring effective traffic of discussions	Evaluates conduciveness of environment and suits it to the objectives of the interaction, needs and characteristics of participants	Demonstrates the ability to make mid-program adjustments when extraordinary circumstances occur and still deliver the learning session effectively
Gives simple and clear instructions to encourage participation and build on participants' individual confidence		Listens to and observes participants and adopts appropriate facilitation "mode", depth, timing when intervening on content or processes	Demonstrates sensitivity to emotional dynamics of group and adjusts communication and actions to ensure smooth interaction
Uses agenda, training /activity timetable to keep process on track and moving forward within agreed time	Consciously paces activities, discussions in such a way that participants are given equitable turns to participate while ensuring that process goals are attained at prescribed time	Interprets and confirms participant's verbal and non-verbal communication to identify those who need clarification and feedback and use appropriate techniques to probe/expand the discussion or limit/segue to succeeding topics/issues	Coaches/mentors others on how to communicate observations/conclusions/perceptions to facilitate assimilation of feedback allowing client interpretation to be expressed – "reflector role"
Careful in displaying personal biases and refrains from providing strong opinions to encourage participation and smooth flow of discussions	Uses facts and avoids personal bias in dealing with conflict situations and handles disruptions discreetly	Uses tact, humor and acts firm but understanding when managing disruptive behavior	Evaluates how facilitators are able to pick up cues and group moods to enhance group facilitation skills
Uses guidelines in handling dissenting opinions and resolving issues when faced with common concern areas and seeks advice for unfamiliar concerns	Listens, questions and summarizes group outputs to ensure clarifications	Directs questions appropriately and create opportunities for learners to contribute to the discussion	Develops standards, guidelines and evaluation of group facilitation

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) INSTALLATION AND MAINTENANCE

Ability to execute common tasks to respond to problems with common IT equipment (e.g. computer units, printers, etc.) and other IT related technical assistance as requested by the users/ clients.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Performs rudimentary IT tasks such as setting up, configuring, cabling and networking of a computer unit	Properly sets up, configures, cables and/or networks a computer unit according to the request of users/ clients	Identifies/ makes appropriate suggestions to users/ clients on areas relating to e.g. proper positioning/ layout of computers	Demonstrates extensive knowledge of operational activities, maintenance and preservation of IT equipment
Exhibits familiarization with different parts and functions and proper maintenance of common IT equipment	Diagnoses and solves basic IT equipment problems (e.g. unable to print, no network access, etc.)	Analyzes and troubleshoots complicated IT- desktop related problems. Applies and recommends alternative solutions to difficulties encountered. Teaches users/ clients basic repairs that can be done at their level	Provides appropriate technical inputs/ recommendations on IT equipment/ specifications as requested by users/ clients
Demonstrates familiarity with installing and functioning of basic software and common applications being used by the users (e.g. anti-virus, MS Office, etc.)	Advises and reminds users/ clients on proper care and maintenance of IT equipment assigned to them	Sees trends and analyses the software usage/needs of the clients. Fully knowledgeable in varied techniques and methods in different kinds of applications and orients users/ clients on how to use these in their work	Develops strategies on how to promote IT appreciation and awareness/ encourage users to maximize its advantages
Demonstrates understanding of the different features of these applications (e.g. power point/ excel, etc.)	Diagnoses appropriate software/ applications needed by users	Coaches/ mentors co-workers on best practices in providing technical assistance to users/ clients	Shows interest and basic competence in designing and developing a simple IT system/ software module
Demonstrates proficiency in its different features and explains it to others as needed			

INFORMATION, EDUCATION AND COMMUNICATIONS (IEC) MATERIALS DEVELOPMENT

Ability to draw attention and provide useful information to targeted audiences using various IEC materials.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Distinguishes Information, education, communication (IEC) from other types of communication	Explains that IEC material must promote positive messages of what target audience can do in a reaction from the target audience	Develops messages that contains facts that will generate desired change and results of audience research in developing IEC materials	Integrates the desired behavioral change and results of audience research in developing IEC materials
Explains that effective IEC materials are developed based on the information about the target audience (specific knowledge, language, attitudes, preferences and characteristics)	Evaluates that IEC material can do in a language understood and shared by them	Evaluates whether Information, ideas and attitudes conveyed in the appeal put stress on the most compelling benefit to target audience	Designs audience researches that Identify culturally-specific values and beliefs, and general impressions of target audience that may impact on the acceptance of certain material types or designs to target audience
Identifies the basic tools and techniques in developing IEC materials and different methods of using them	Writes clear and coherent messages that appeals to persuade/convince a target audience	Evaluates the IEC material development process to ensure that texts or narratives match or corresponds to visuals.	Coaches others in translating audience mindset and information into adequate, creative and efficient mix of IEC materials
Demonstrates familiarity on the processes involve in preparing IEC materials	Demonstrates the ability to craft, graphics and audio-visuals that are inviting, visually appealing, easy to follow and suitable to the target audience.	Determines whether the message is believable / credible to the target audience	Develops guidelines to ensure coherence between message, scripts, design of IEC materials and other creative considerations such as different language versions or social conditions
	Demonstrates the familiarity on the processes involved in matching message, media, and channels that will reach the target audience	Emphasizes desired behavioral changes as guide in developing messages and materials.	Identifies specific indicators of the effectiveness of the IEC materials to programs of DSWD
		Select appropriate channels and media based on results of audience research	Develops mechanisms for review, distribution and usage of IEC materials to optimize its impact
		Evaluates use and distribution of IEC materials to identify obstacles and correct problems that reduce its impact	

INFORMATION SECURITY AND MANAGEMENT

Identifying, evaluating and dealing with risks in the IT systems, database, security and infrastructures being maintained. Ensuring the confidentiality, integrity, availability, reliability, and non-repudiation of the organization's information contained in and transmitted from systems and networks by implementing security laws, regulations, policies, standards, and control techniques.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Identifies and assesses potential risks on the systems, data and infrastructure being maintained. Prepares plan of action/ contingencies to resolve these problem	Uses the concepts of confidentiality, integrity and availability as applied to information systems security	Uses knowledge of continuity assurance principles, methods, resources needed to achieve acceptable levels of security and and practices to plan, implement and ensure continuous service	Identifies and evaluates resources needed to achieve acceptable levels of security and to remedy deficiencies based on system criticality and information sensitivity
Uses past experience and best practices to determine underlying risks and problems	Studies the types of risk that can be encountered (e.g. hackers hacking the system) in order to create an appropriate plan/ solution to improve the system	Implements cost effective methods to reduce risks to systems and information	
Keeps updated on standards and determines or recommends levels of security protection required to protect and close exposure/risk to systems and information	Assesses proposed solutions in the problem and acknowledges limitations of the plan before implementing it. Takes calculated risks with minimum supervision	Takes calculated risks and determines the extent of the risk being taken. Identifies its possible results in order to come up with varied options for actions	Develops strategies for dealing with high-risk problems (e.g. building up computer security incident respond team)
	Ensures procedures for detecting, reporting and responding to security incidents are consistent with and follow standards and guidelines issued	Knows the risks involved in the performance of each task in his/her line of work and identifies the suitable person for the job	
		Strengthens and continuously capacitates oneself / the team to immediately respond to IT hazards since levels of threats are evolving	

KALAHI-CIDSS PROGRAM FLUENCY

Ability and depth of understanding of the KALAHI-CIDSS, its systems and components as applied to one's work.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Explains the KALAHI-CIDSS program in basic and rudimentary terms, like program objectives (empowerment, improved local governance, and reduce poverty) structures, processes, components, principles, types of projects and requirements	Evaluates and applies knowledge of the KALAHI-CIDSS programs, components, systems and processes in approaching program tasks when providing program tasks when providing directions, giving instructions and evaluating development projects in communities	Integrates and shows the interdependence of KALAHI-CIDSS develops different ways of communicating the KALAHI-CIDSS program and its components to program staff and its stakeholders	Demonstrates an in-depth grasp of the KALAHI-CIDS program and
Refers to the standard operating procedures and guidelines when accomplishing routine KALAHI-CIDSS tasks and seeks advice and guidance in applying such on work plans and activities and addressing concerns of stakeholders	Independently performs simple analysis and interpretation of standard operating procedures and guidelines when accomplishing routine KALAHI-CIDSS tasks and seeks advice and guidance when confronted with unprecedented situations/ issues with no written guidelines specially on matters involving stakeholders	Evaluates the relevance and effectiveness of the different components, processes and procedures of the program (CEAC, CO and CDD strategies) when providing inputs for program implementation	Updates technical capacities and integrates suitable changes in the program and its approach and forwards program's strategic imperatives
		Seeks out different perspectives, interpretations and experiences in program implementation when engaging others on KALAHI-CIDSS implementation reviews	Fully addresses different queries pertaining to the program, its components and systems; provides clear, concise and credible information pertaining to the program, its components, systems, and answers to the issues confronting the program
		Coaches and serves as a source of technical advice on KALAHI-CIDSS matters	Independently seeks out ways to integrate evaluation and feedback from stakeholders when developing mechanisms to improve the program and draw appropriate decisions

KNOWLEDGE OF EMERGING TECHNOLOGIES

Seeking up-to-date information, learning and applying the new trends, methods and techniques in the IT community. Maintaining current knowledge of market trends and the evolution of technology in relevant specialty area(s).

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Researches regularly and keeps up to date information with the developments and new advancements on IT	Applies emerging and evolving technologies to current and future business needs at the operational and tactical levels	Compares, contrasts and evaluates internal and external sources of information to assure awareness and understanding of new and emerging technology and its business implications	Evaluates cost benefits of alternative IT-and non IT-solutions to develop a business case, and ensure support and justification for the best alternative
Researches to understand and anticipate emerging business needs to ensure technology can adequately support business needs and processes	Evaluates and pilots technologies prior to major investment or deployment	Analyzes and evaluates data to determine or support decisions around, when to adopt new technologies (i.e., lead, follow)	Innovates and enhances the current IT practices and/or processes being employed that are outdated in order to be more responsive to current situation / set up
Reviews, recommends, and/or determines emerging technologies based on their value	Manages competing priorities among future hardware and related software initiatives	Identifies and adopts IT developments that are applicable within DSWD environment	

Has knowledge on Local Government Code, organizational structure, local policies and procedures that have direct or indirect influence on the program and project implementation.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Updates knowledge on local government code, policies and procedures which may affect project implementation	Considers local government and external project implementers which are consistent with local laws, policies and procedures	Provides policy advice to internal policies taking into consideration local government policies and procedures that have direct impact/effect on the program	Evaluates and adjusts program policies taking into consideration local government policies and procedures that have direct impact/effect on the program
Identifies local laws, policies and procedures that need to be observed and complied with in undertaking community projects/program	Meets with community leaders to discuss issues on local policies and procedures that might affect or impact in the program implementation and come up with agreements/resolutions	Reviews program/project design and implementation process and recommends modifications to address inconsistencies with the local policies	Mentors and provides information materials about local governance that are useful in the implementation of the programs
Acknowledges authority and leadership in the community in undertaking program review and implementation	Observes protocol of authority and leadership at the local or community level in terms of communication and coordination	Considers organizational structure in the local government or community in formulating internal policies and procedures for the program	Evaluates the impact of current and future changes/thrusts in the regulatory environment governing LGUs on DSWD programs and prepares corresponding adjustments either in plans, implementation and policies

KNOWLEDGE OF RELATED REGULATIONS AND PROCEDURES OF LGUS, DEPED, DOH AND RELATED AGENCIES

Has knowledge on related DepEd, DOH local government code policies, organizational structure, local policies and procedures that has direct or indirect implications/effects to the program and project implementation.

Level 1 — Basic	Level 2 — Intermediate	Level 3 — Advanced	Level 4 — Expert
Updates knowledge on DepEd, DOH, and local government code, policies and procedures which may affect project implementation	Considers DepEd, DOH, and local government code, policies and procedures in program planning and in responding to issues and concerns in the field	Provides policy advice to internal policies taking into consideration the DepEd, DOH, and local government policies and procedures that has direct impact/effect to the program	Evaluates and adjusts program policies taking into consideration the DepEd, DOH, and local government policies and procedures that has direct impact/effect to the program
Identifies DepEd, DOH, and local government regulations, policies and procedures that need to be observed and complied with in undertaking community projects/program	Meets with community leaders to discuss issues on DepEd, DOH, and local government code, policies and procedures that address inconsistencies with the local policies	Reviews program/project design and implementation process and recommends modifications to related regulations and procedures of LGUs, DepEd, DOH and related agencies that are useful in the implementation of the programs	Mentors and provides information materials about related regulations and procedures of LGUs, DepEd, DOH and related agencies that are useful in the implementation of the programs
Acknowledges DepEd, DOH, and local government authority and leadership in the community in undertaking program review and implementation	Observes protocol of authority and leadership at the local or community level in terms of communication and coordination DepEd, DOH, and local government	Considers organizational structure in the local government or community in formulating internal policies and procedures for the program	Evaluates the impact of current and future changes/thrusts in the regulatory environment governing LGUs, DepEd, DOH and related agencies on DSWD programs and prepares corresponding adjustments either in plans, implementation and policies
	Comes up with agreements/resolutions		

Persuading the public, investors, partners, employees and other stakeholders to maintain a certain point of view about the company, its leadership, and products or of political decisions. Employing activities such as speaking at conferences, winning industry awards, working with the press, and employee communication.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Displays strong interest in technology as a tool to communicate in and outside the organization	Identifies and develops potential partners/networks with media through social networks	Employs consultative and participative style or approaches in dealing with different levels of people	Identifies public information needs and evaluates media and public relations in developing effective programs to respond to such needs
Displays a friendly / cheerful disposition and relationship with people whom she /he works with especially the external network	Builds rapport with people inside the organizations that facilitates a good working relationship	Builds mutually beneficial relationships with external network (media, centers of influence in communities, journalists and publishers)	Evaluates quality of media and public relations to find opportunities to more creatively communicate agency objectives, policies, programs and activities to increase public awareness
Expresses the understanding of how one's personal behavior can impact on DSWD	Explains the importance of sustaining positive relationship with internal and external partners to create credible public image for DSWD	Participates in activities that promotes media mileage for the agency	Develops programs, conduct activities and events that promote mutually beneficial relationship between key people of DSWD and the external network (media, centers of influence in communities, journalists and publishers)
	Demonstrates conscious effort to conduct self in a manner consistent to the values upheld by DSWD	Conducts self in a credible and respectable manner when representing the agency in meetings/ conferences and other agency-related activities	Develops guidelines on media and public relations that safeguards and promotes DSWD's credibility, integrity and responsiveness to the public
			Consistently embodies the values that DSWD promotes in conduct of self in public

MOBILIZING FOR RESPONSIVE COMMUNITY DEVELOPMENT

Engaging community members and building shared responsibility for understanding their problems, identifying solutions and choosing strategies that will improve access to and delivery of basic social services, as well as to address the wider development needs of the community, in line with the CEAC platform.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Guides the volunteer groups in undertaking analysis of community needs and deciding priorities following prescribed KC processes	Links the community groups to municipal offices/officials as well as other institutions who can provide support to community projects and other undertakings	Engages with provincial and regional structures of the LGU, line agencies and other stakeholders to promote adoption of CDD as an approach to deliver social services to poor communities	Defines framework and operational policies to strengthen the adoption of CDD as an approach to deliver social services to poor communities
Guides the volunteer groups in mobilizing resources and obtaining necessary policy support from their BMLGUs for the construction or establishment of community projects and other development needs	Brokers access of the community groups to barangay and/or municipal resources to augment the requirements of their projects	Engages with provincial and regional structures of the LGU, line agencies and other stakeholders to promote active linkages between these structures and the municipalities to support priorities expressed by communities	Adjusts and designs approaches to converge CDD with other DSWD core social protection programs
Organizes capacity building activities to develop volunteers' project design and development, community procurement, community finance, sub-project implementation and operation and maintenance	Coordinates municipal level trainings for staff, volunteers and LGU partners on the technical aspects of project development	Organizes assessment and planning sessions, technical reviews, trainings, technical assistance and other provincial and regional level activities that aim to support the development initiatives of municipalities	Engages with national inter-agency, development agencies, CSOs and other partners to provide policy direction and support, resources, and oversight/monitoring
Facilitates barangay level group processes such as conflict management, teambuilding, progress review and similar activities that could enhance performance	Facilitates alignment and integration of community priorities to barangay and municipal development plans and budgets	Interprets policies and provides guidance to municipal teams on how to operationalize framework for convergence	Develops and implements appropriate training interventions to regional teams on the technical aspects of project development and implementation, and in other competencies required to help communities and LGUs pursue their broader development goals
Organizes delivery of technical assistance to communities for the operation and maintenance of community projects	DSWD teams from Pantawid and Sustainable Livelihood to harmonize strategies and plans to operationalize convergence in the municipality	Facilitates public-private sector partnerships that aim to reduce poverty in KC areas	
	Carries out organizational development activities to build responsible and capable community and local government organizations that can support the long term development goals of the community in partnership with their LGUs and other partners	Promote sharing of experiences and lessons at provincial and regional level to increase appreciation and support for CDD-based poverty reduction initiatives	

Demonstrating the ability and depth of understanding of the Pantawid programs, its systems and components as applied to his/her work

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Explains the Pantawid program in basic and rudimentary terms, such as general characteristics and procedures of the program, its beneficiaries and partners roles, responsibilities and the different systems (CVS, GRS, BDMD)	Evaluates activities and applies knowledge of the Pantawid program on day-to-day tasks, such as general characteristics and procedures of the program, its beneficiaries and partners roles, responsibilities and the different systems (CVS, GRS, BDMD)	Integrates and shows the interdependence of Pantawid program components, systems and processes in approaching program tasks, when providing directions and giving instructions	Demonstrates an in depth grasp of the Pantawid program and develops different ways of communicating the Pantawid program and its components to its stakeholders
Refers to the standard operating procedures and guidelines when accomplishing routine Pantawid program tasks and seeks advice and guidance in applying such on work plans and activities and addressing concerns of stakeholders	Independently performs simple analysis and interpretation of standard operating procedures and guidelines when accomplishing routine Pantawid program tasks and seeks advice and guidance when confronted with unusual or non-routine situations/ issues with no written guidelines specially in Pantawid matters involving stakeholders	Evaluates the relevance and effectiveness of the different components, processes and systems of the program when providing inputs to program implementation Seeks out different perspectives, interpretations and experiences in program implementation when engaging others on Pantawid implementation reviews	Eloquently addresses different queries pertaining to the program, its components and systems to provide clear, concise and credible information pertaining to the program, its components, systems, and answers to the issues confronting the program Independently seeks out ways to integrate evaluation and feedback from stakeholders and develops mechanisms to improve the program and draw appropriate decisions

PRESENTATION SKILLS

Demonstrates the ability to convey a message, information and ideas clearly and concisely to a target audience using a variety of media and language that suits their needs and characteristics.

Level 1 — Basic	Level 2 — Intermediate	Level 3 — Advanced	Level 4 — Expert
Speaks clearly and uses language and tone that is understood by the target audience	Pronounces words correctly and uses suitable grammar and syntax when speaking to target audience	Uses appropriate words, adjusts volume, pace, tone, and inflection of voice language to suit the target audience's number, needs, characteristics, and capabilities	Evaluates use of language, tone, grammar and general message delivery during presentations to provide guidelines in ensuring that language and tone used are suitable to target audience
Presents and conducts self in a decent and credible manner observing generally acceptable standards of grooming	Presents and conducts self in a credible and approachable manner and establishes rapport with participants easily	Presents and conducts self credibly and dresses as appropriate to the target audience, type of training or activity and coaches others on behaving appropriately	Uses summarization, bridging, and segue techniques appropriately and maintains continuity between sections of the presentation and mentors others to do the same
Uses prescribed media and methods of conveying the message, presenting information and ideas to target audience, and avoiding unnecessary body movements and adlibs	Generally attempts to use different media and presentation techniques to sustain the interest and maintain participation of target audience	Uses a variety of techniques (icebreakers, SLEs, Name Games) to establish rapport and elicit target audience participation	Adjusts presentation methods and use of language to achieve the optimal level of productive interaction considering the capabilities of target audience
Addresses queries and ask questions to check if objectives of presentation are achieved	Encourages questions and uses different questioning techniques to determine if objectives of presentation are achieved	Uses a variety of media and presentation aids like examples, illustrations to creative phrasing, analogies, quotations, rhetorical questions, and comparing and contrasting concepts to enhance learning and understanding	Guides the direction of the discussion, and enhances trainees' understanding of the content and concepts based on the feedback of trainees
	Summarizes key points of the presentation and answers questions and concerns raised by the audience to clarify and emphasize points	Purposely uses verbal and non-verbal communication that is free of bias (e.g. sexual, racial, religious, cultural, and age) to promote audience engagement	Enhances, substitutes or creates media as appropriate to the needs of the trainees
		Organizes key concepts and covers key points clearly and concisely, simplifies complex concepts, ideas and information using verbal enhancers that more fully communicate and explain essential concepts and information	Develops procedures, guidelines and training materials to enhance and evaluate presentation skills of others
		Makes meaningful transitions from one topic or activity to the next and uses verbal and linkage/synthesis techniques to emphasize salient points of presentation	

Developing, formulating & reviewing for enhancement processes, policies and procedures which govern the execution of tasks, activities, or projects, in order to ensure work is accomplished effectively and efficiently. Adopting measures to drive compliance, and being proactive in responding to opportunities for improving/streamlining based on experience, feedback, emerging technologies and new direction.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Follows established policies and prescribed processes and procedures in own area of work	Educates and provides technical assistance to field colleagues, partners and other stakeholders, on the program procedures and the importance of complying	Establishes clear, well-defined processes and procedures in own area of responsibility consistent with broad project policies and processes	Formulates project policies and implementation processes and procedures consistent with project objectives and relevant government rules
Studies the manual of the projects involved in to familiarize self on existing policies/ guidelines to be able to respond to questions from beneficiaries, colleagues and partners in the field	Explains the rationale for policies and procedures vis-à-vis program objectives and the overall mandate of DSWD	Suggests innovations to the existing project processes and procedures in order to address gaps in the implementation and delivery of results	Develops a Project Operations Manual which serves as a reference for others
Assists and/or gives guidance to beneficiaries on how to comply with requirements	Thinks of practical ways to improve the process in accomplishing the task at hand or suggests how forms/procedures can be simplified	Validates feedback about limitations in the existing processes, procedures, forms and recommends measures to correct or improve	Benchmarks locally and internationally with similar projects to identify best practices and to learn from experiences, and integrates these in the formulation of processes and procedures
Explains the immediate and long-term consequences of non-compliance	Coaches on-the-ground partners on how to check correctness of data and completeness of documents against requirements. Points out choke points and provides guidance on how to overcome them	Proposes documentation of unwritten policies or development of procedures where none exists, as basis for addressing problems in the field or to alleviate issues/difficulties	Applies process analysis techniques and similar scientific tools when designing processes and formulating procedures
Reviews documents submitted to check completeness and compliance to policies and standard procedures, identifies errors or inadequacies and advises the other party on how to comply	Reminds co-workers about the proper accomplishment and retrieval of forms	Develops training and communication materials and methodologies aimed at educating colleagues, field partners and beneficiaries on project processes, procedures and policies	Integrates use of applicable technologies (communications, computing, web, etc.) and other technology-supported processes whenever practical
Demonstrates the proper way of filling-up the forms	Spots difficulties, confusion and issues emanating from the absence of clear procedures or policies and elevates this to the supervisor	Identifies developmental and competency needs of the staff to ensure effectiveness in delivering the required process of work	
Gives feedback to supervisor on difficulties encountered in following established processes and procedures	Audits reports and documents and performs field spot checking to assess compliance rate and to identify problems		

Monitoring and coordinating the implementation of plans, policies, tasks and activities of programs & projects being undertaken by the agency, and taking action to meet quality and performance goals.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Oversees implementation of on-the-ground activities and is on hand to address issues/concerns	Sets up a visible monitoring system to track the area/cluster progress. Financial Plan by requiring field teams to provide regular update on the status of resources and activities conducted	Monitors compliance to the program/project Regional Work and	Develops the overall policy framework and the implementation strategy for program/project, integrating its implementation with other existing programs of the agency
Analyzes Accomplishment /Progress Reports to identify gaps and discrepancies vis-à-vis the Work and Financial Plan	Conducts regular meetings with on-the-ground employees and program/project institutions to discuss program/project status, and to surface issues that have to be managed	Regularly meets area supervisors to discuss accomplishments against program/project performance metrics and government policy direction, sponsor requirements, and with lessons learned	Stands ready to update plans and implementation mechanisms to align with new, government policy direction, sponsor requirements, and with lessons learned
Complies with established procedures in addressing gaps and/or escalates these to the next level authority when prescribed remedies are inadequate	Adopts ways to cope with inadequacies on resources to ensure quality services are still delivered on time. Recommends to the next level authority ways to augment resources	Evaluates the impact of the activities in monitoring system that compares progress against baseline performance targets	Sets up national level program/project monitoring system that compares progress against baseline performance targets
Meets with on-the-ground employees to secure feedback on issues and concerns in the implementation of activities	Checks compliance of on-the-ground partner- institutions to agreed deliverables or counterpart work/other commitments as per MOA, and dialogues with them to agree how this can be addressed	Checks functionality of other councils that plays significant role in program implementation. Dialogues with them to clarify expected deliverables, assess performance and agree on action plans for moving forward	Adopts a regular review mechanism to assess the overall performance of the program/project against service delivery targets, and identifies mechanisms/strategies to keep performance on track. Addresses program/project concerns at the national level
Secures/organizes resources and/or disseminates information needed by on-the-ground employees and partners following established procedures	Explores alternative solutions to issues and concerns, which hinder progress of plans/activities, outside of prescribed remedies. Taps the help/intercession of higher authority and/or external parties, including LGUs	Develops a case for securing additional resources beyond the approved budget/allocation to higher level bosses, and/or taps latent sources outside the agency, in order correct lagging performance or to fast-track delivery of outputs as needed	Assesses if emerging concerns or underlying reason on gaps/discrepancies in the implementation are by reason of policy gaps, and consequently, reviews/revises policy to keep in step with current realities
Arranges for technical assistance to on-the-ground employees on how to deliver quality services		Liaises with LGUs to promote the program and gain their support	Acts as the program/project champion within the organization and with external stakeholders, representing the interests of the program/project in national venues (Philippine Congress, national media, etc)
		Acts as the program/project champion in the region of area assignment, representing the interests of the program/project in all local venues (local conferences, local councils, local media, etc)	Dialogues with the appropriate authorities in partner institutions to press for compliance to MOA undertakings

PROGRAM MONITORING AND EVALUATION

Administering tools and analyzing data to evaluate the progress of the program. Has knowledge of statistical theory and applications. Ability to analyze statistics and other data. Ability to interpret and evaluate results; and create reports and/or presentations.

Level 1 — Basic	Level 2 — Intermediate	Level 3 — Advanced	Level 4 — Expert
Meets basic requirements to ensure that the forms are cascaded and properly filled-up	Analyzes trends in data collection and results	Analyzes trends in data gathering and results at the Regional level and identifies errors/deviations against targets	Analyzes errors and deviations in the system of data gathering at the national level and provides recommendations and directions to correct and improve the systems
Retrieves data and finds ways to secure and determine areas for validation	Checks for correctness and completeness of submitted narrative and database reports	Suggests solutions to program implementers in the field to correct errors in the data	Identifies monitoring parameters and milestones at the national level with consideration of the project key performance indicators
Determines issues and links up with the LGU counterparts	Analyzes and checks accuracy of data gathered on field	Undertakes complex analysis and interpretation of data following a prescribed system and knowledge	Undertakes complex analysis and interpretation of data in a using prescribed system and knowledge and compares with available and similar researches
Monitors status of accomplishments based on data analysis to know whether they are achieving the target or not	Seeks inputs of internal and external counterparts regarding the data collection and analysis	Validates and gets more information and checks for inconsistency and correctness of data to identify gaps and trends (deviations)	Draws accurate implications, conclusions, and recommendations for implementing results from the data analysis that will affect the program and suggests innovations to management
Sorts out contents of report and looks for areas which needs enhancement	Employs sound statistical techniques to deal with data source	Collects and synthesizes information from a variety of stakeholders and sources in an objective, unbiased manner to reach a conclusion, goal or judgment	Identifies and considers the needs of the intended audience/beneficiaries while maintaining standards of research
Conducts on the spot checking and interviews to validate data and information gathered	Assess hindering factors to be minimized and the facilitating factors to be replicated	Identifies gaps in monitoring and evaluation policies, procedures and systems and provides recommendations for improvement	Identifies nature or sources of problems whether structural or personality problem/concern and provides scientific basis
Recognizes the importance of accurate data as a source of information in analyzing progress of the project	Monitors coverage of surveys and identifies sample errors through statistical process	Analyzes accomplishments as to efficiency and effectiveness vis-a-vis targets	Looks into other underlying factors/issues and concerns that needs to be considered in resolving gaps in project implementation and makes recommendation
	Identifies reasons for non-compliance or failure to meet expected results		Analyzes and investigates up-to-date information from various sources and in various formats
	Applies varied techniques /methods in gathering data		

The extent to which one is able to effectively manage the various aspects of a project in order to achieve its objectives or to produce its intended outcomes within a specified period, while ensuring optimum use of resources.

Level 1 — Basic

- Effectively provides pre, during and post event admin and logistics support to projects such as nating venue arrangements with suppliers, disseminating invites, following up attendance, preparing documents and materials, etc.
- Coordinates/liaises with project management/implementing units to facilitate submission of required project reports
- Able to submit monitoring reports on the status of simple projects using prescribed forms, on time and with the detail specified
- Manages project data/info in an organized manner by maintaining a project data base
- Uses a calendar and to-do lists as a self-management and monitoring aid
- Knows the project deliverables and design/plan as contained in basic project documents even though performing a support role
- When given assignments that have a defined output and deadline, can work unsupervised to complete these on time, with the resources provided and at the quality expected. Performs own coordination with involved parties

Level 2 — Intermediate

- Able to deliver required outputs of relatively simple projects or special assignments whose success relies mostly on own input and initiative although input from a few entities are required
- Correctly identifies the project's/assignment's resource requirements (manpower, time, equipment, materials, etc) and individuals/units involved or whose inputs are required and secures these from the superior or office from whom the special assignment came from (originating office)
- Clearly explains the participation/contribution of other parties, including standards that have to be met such as deadlines and quality specification
- Uses tools such as a Gantt chart/Project Schedule to manage activities
- While performing own work, checks on the progress and coordinates with involved parties to ensure that deadlines are met
- Regularly updates, in writing, the originating office on the status of the project and alerts them on issues and their impact on deliverables
- Takes action to address setbacks/problems to ensure completion of project/assignment and expected outputs are delivered within standards

Level 3 — Advanced

- Prepares a Work Plan using appropriate documentation such as Work Breakdown Structure & Network Diagram, for a major component of a complex project over which s/he has accountability for results. Aligns these with overall project objectives and TOR
- Prepares a resource plan, financial plan, and quality plan for the project component
- Identifies metrics, standards of performance, critical success factors and key indicators to monitor and assess results and puts in place a system to track performance against these. Communicates these to individual offices involved
- Puts in place fiscal control, resource management and quality control mechanisms. Keeps a tight watch on performance against cost, quality and time, and acts promptly and judiciously to keep to the standards
- Assists with removing barriers and/or resolves issues that are impacting the progress of project team members
- Develops procedures and establishes a system such as a project database and project reporting mechanisms, for meeting the information and communication needs of stakeholders
- Identifies the risks and prepares a Risk Mitigation Plan. Recognizes and/or takes action when a project plan needs to be revised given changing or unexpected circumstances
- Prepares periodic evaluation/assessment reports on the performance of projects as per TOR
- Coaches others on Project Management for small scale projects

Level 4 — Expert

- Spends time up front defining the implementation strategy in line with the project scope and TOR
- Develops the roadmap for the project, guided by concepts in Project Lifecycle management, Logical Framework approaches and similar project management approaches
- Develops the following plans: project plan, resource plan, financial plan, quality plan, acceptance plan and communications plan
- Defines project organizational structure, implementation arrangements, and operational systems/procedures
- Liaises with funding agencies, project consultants and concerned implementing agencies/units to facilitate operations
- Prepares the necessary orders/circulars/memoranda to formalize and disseminate project implementation arrangements
- Maintains an awareness of potential high-risk practices and situations, and appropriately identifies, responds and alerts others to risks and issues as they develop
- Evaluates performance by reviewing progress toward goals and operational plans and makes adjustments as needed
- Provides on-going project updates to key stakeholders
- Identifies lessons learned/good practices from project that can be disseminated. Formulates/recommends policies, approaches and strategies for improving the management
- Mentors others on Project Management for large scale/major projects

Organizing and maintaining of records and case folders for proper documentation and reference.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Maintains orderly and complete documentary requirements of clients in a case folder	Maintains an updated databank system of case folders which include the clients' profile, date received, status of the case, recommendations and actions taken	Generates report and simple analysis of all the cases through the database system	Develops a databank system to systematically monitor all cases handled by the Office
Files hard copy and e-copy in the database system of records, which are easy to retrieve	Easily monitor the status and progress of cases through the database system	Makes systematic and organized filing system for records management of all case folders	

REPORT WRITING

Ability to have a handle on the intricacies of ideas and information, and translate it into simple and comprehensible words; Effectively communicating updates and issues capturing all essential details of the project.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Uses correct grammar, sentence structure, and style in writing reports	Presents appropriate and complete information in a clear and concise manner	Presents analysis of information presented and able to identify appropriate follow thru actions	Reviews content of report and determine necessary changes or improvement
Follows the standard format in report writing	Organizes subject matter and data in a logical and progressive manner to ensure that reports are complete, comprehensive and easy to understand	Captures the efforts exerted and strategies adopted to achieve desired turnout/results	Gives inputs prior to the finalization of report
Validates accuracy and consistency of data gathered prior to inclusion in the report	Captures both qualitative and quantitative data in the report	Indicates all information that will facilitate better understanding of the gaps / issues / recommendations presented in the report	Performs final evaluation on comprehensiveness of the report, by proof reading to ensure modification or enhancement on content was made
	Looks for essential details on the activity conducted and as required	Anticipates the data/information needed by the management/recipient and capture these on the report	Gives a sense of mutual accountability in reviewing the content of report
	Highlights results, not merely activities	Aligns content of the report to the agency policies / guidelines and thrust and direction of the program	Calls the attention of those involved in reviewing documents when discrepancy is spotted
	Consolidates and summarizes data that will supplement the report		

Influencing social behaviors to benefit the target audience and the general society. Applying marketing strategies to influence the behavior of target audiences in order to improve personal welfare and that of the society.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Expresses the basic concepts of social marketing and its importance to DSWD	Identifies different components that are useful in developing a social marketing campaign for DSWD	Utilizes formative research, audience analysis and audience segmentation in formulating customized strategies for social marketing campaigns	Designs comprehensive social marketing programs that ensure an integrated approach in delivering social marketing campaigns for DSWD
Explains that the goal of social marketing is to bring about behavior changes that promote the welfare of its target audience to distinguish it from marketing per se	States goals and behavioral objectives of a social marketing campaign utilizing the perspective of the target audience	Elicits real and potential issues during planning and implementation to identify the best possible option given the resources available	Formulates and implements measures to ensure a collective understanding of what DSWD social marketing program seeks to attain and unify the efforts of its stakeholders towards its attainment.
Identifies basic participatory and consultative processes useful in audience research for effective social media campaign	Identifies the target audience and prioritizes groups whose behavior change and influence are critical when identifying suitable methods, tools and techniques for audience research	Examines the value of the components of the campaign to the targeted behavior change(s) when defining process and outcome objectives	Enlists subject matter experts, partners, collaborators and DSWD employees in developing and implementing appropriate social media tools and platforms
Articulates the importance of feasibility, and suitability to the target audience when identifying core components or strategies of a social marketing campaign	Demonstrates the ability to develop a detailed intervention design based on social marketing strategies and audience research	Considers the ethical implications of social marketing campaigns in the design, implementation and evaluation.	Encourages the use of evidence-based data generated from evaluations and feedback to ensure that the social marketing program stays responsive to the needs of DSWD and its stakeholders and decrease duplication of efforts
Demonstrates the basic understanding of the different social media tools that can be used for monitoring and outreach	Demonstrates an understanding of the importance of strategies for partnering, consultation and collaboration with stakeholders in developing effective social marketing campaigns	Applies appropriate research methodologies to ensure evidence based decision making	Evaluates changes in the environment and initiatives that affect the target audience mind set including life events, other programs, public policy and the like
Articulates the ethical principles of social marketing	Tracks implementation of campaign components and activities and evaluates based on agreed indicators	Identifies processes that foster collaboration and establish partnerships to facilitate the campaign(s)	Incorporates a mechanism that signals the need to secure resources and opportunities that will sustain the implementation of the campaign(s)
			Develops strategies that highlight campaign components that made significant contributions to the lives of target audiences

Ability to manage, maintain and operate an IT operating system, platforms, networks, and other infrastructures, etc.

	Level 1 — Basic	Level 2 — Intermediate	Level 3 — Advanced	Level 4 — Expert
	Demonstrates basic understanding on the functionality of the different operating systems/ platforms being used in the Department. Recognizes the need to have mechanisms in ensuring that these are functioning properly	Monitors functionality of the systems/ infrastructures by using/ installing appropriate tools and techniques	Sees trends/ develops instinct on recurring patterns, which could be potential risks. Takes corrective actions/ ensure that the system will not be affected/ infiltrated	Demonstrates expertise on the different operating systems/ platform maintenance and monitoring
	Operates the different systems (e.g. Pantawid CV system)/ platforms at a simple level under direct supervision. Elevates problems/ errors encountered to higher administrator and/ or supervisor	Troubleshoots basic systems problems encountered with minimum supervision	Solves complex systems problems using diagnostic tools installed	Resolves very complex problems and recommends how to improve systems capacity and performance
	Utilizes the basic standards, policies, and/ or security measures to manage the different systems/ platforms in the Department	Uses and implements the standards, internal policies and/ or security measures being adopted by the organization	Interprets and evaluates the policies/ standards and/ or security measures. Identifies portions that could be reviewed/ enhanced on these guidelines and/ or processes being implemented	Develops standards, internal policies and/ or security measures in the systems/ platforms as applicable to the DSWD environment
	Knowledgeable on the parts, functions and SOPs on maintenance of different IT machines, equipment and other physical infrastructures being maintained	Handles the period/ schedule of systems downtime, which may involve installation of new or modified hardware, operating systems and software and informs the parties concerned/ affected	Coaches and mentors others in different strategies/ techniques in managing systems/ infrastructures	Demonstrates extensive knowledge on the upkeep and preservation of IT machines, equipment and infrastructures
		Assesses the performance of the system/ checks the integrity of data before allowing re-access to it	Evaluates the capacity, performance, and recommends mechanisms for cost-efficiency on maintenance and safeguarding of IT machines and equipment	
		Performs routine checking and assessment of the conditions of IT machines and equipment. Ensures that basic SOPs on its maintenance are being followed		

SYSTEMS ANALYSIS AND DESIGN

Has knowledge and ability to examine and analyze the business procedures and processes and translate it into a detailed systems design to as a reference for the systems developer and business owners/ clients.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Interviews the business owners and documents current processes to understand their system needs	Consolidates and validates various process inputs to design a logical complex (requires various inputs and processes) workflow, employs other data gathering methods (e.g. direct observation/ immersion)	Assimilates the information gathered and includes it on the system requirements of the business owner	Uses a variety of strategies and sources in understanding and validating the procedures and processes of the business
Examines the interconnectedness of the procedures, processes, and workflow of the business owners	Understands and analyzes the requirements of the users and translate into a systems design	Redesigns the business process to enhance efficiency of the system/ process flow. Develops system design	Integrates complex business procedures and processes and understand its linkages with different practices within the organization
Confers with the client on the expected output and the log-in screen/ overall look of the system	Deepens process analysis and able to identify opportunities for process streamlining and re-engineering. Provides options on the overall look and design of the system	Identifies and uses modelling and simulation approaches/tools (e.g. dynamics modelling, analysis, costing, forecasting, sourcing models—build or buy) to make decisions	Validates/ evaluates the redesigned systems see if it meets the need of the users
Develops the design based on the above specifications. Design is for a stand-alone process using basic tools (automated worksheets)	Conducts testing and consultation with the business owners	Initiates improvement on the use of the tools, templates and forms being used in system design formulation	Develops standards and operating policies, which will serve as a guide for the analysts and business owners during designing phase
Develops the design using the/ seeks clarification documentation on the agreements and spec mentioned by the business owners as basis for systems design	Works through what if scenarios to be able to make the system fool-proof	Provides guidance/ mentors others on analyzing and designing practices and techniques. Gives inputs to the design team and offers a variety of solutions to address specific problems and requirements (solutions architecture)	Creates or adopts new tools, templates and forms in formulating systems design that can be used within the Department
Develops the application design for a stand-alone process. Uses basic tools, templates and forms (Use Case, Test Case, etc.) in formulating the systems design	Maintains awareness of the stakeholder's point of views in designing the system. Makes distinction between the outcome (what the system needs to achieve) and output (what the system does)		
Identifies system requirements			

SYSTEMS/ SOFTWARE DEVELOPMENT AND PROGRAMMING

Ability to build, write code (programming) and/ or enhance an information system application.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Demonstrates basic understanding of programming concepts	Identifies the functions and how the entire systems operate. Undertakes routine analysis and evaluates the effect of the programming codes made on the server's performance and capacity	Researches and employs varied means to make systems developed more server-efficient (e.g. optimizing the codes)	Demonstrates extensive knowledge and skills in programming
Demonstrates a general familiarity with one or more programming languages			Promotes co-ownership with the business owners on the systems developed
Makes systems application/ modules based on the designs specified by the systems analyst. Develops basic database queries/ web applications	Discusses and confers with the analyst the areas/ parts of the design that could be improved based on his/ her programming experience. Adopts and applies systems engineering perspectives and processes to software development	Anticipates and takes into account potential changes to be made based on trends/ usual or common requests being done on the system. Analyzes and explains to the analyst or business owners the benefits and/ or disadvantages of these changes if effected	Monitors software configuration changes to anticipate and address the impact of data reliability and customer satisfaction issues. Creates standards/ policies and/ or processes that will be useful in the systems development phase
Uses testing tools and quality assurance mechanism	Tests and integrates software modules and ensure performance of their intended functions. Resolves flaws seen using various debugging tools and other appropriate mechanisms	Sets up "restore points" or back-ups in order to easily rebuild the system module/ application/ data if changes requested are ineffective	Debugs very complex or intricate problems in systems being developed
	Coaches/ mentors others on systems development techniques and strategies		Conceives, designs, and tests logical structures for solving problems by computer

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Uses the training checklist to ensure that materials and logistics requirements of training are in order	Designs training checklist to ensure that materials and logistics requirements of training are in order	Evaluates the training checklists and provides inputs to update and ensure relevance of the checklist	Uses training evaluation results in developing guidelines, procedures and mechanisms to enhance training administration
Organizes the training materials for easy distribution	Studies the training design to determine appropriate timing and methods of distribution of training materials	Determines the optimal timing, location, and length of training segments to ensure learning	Recognizes patterns in organization's operation in determining the best times to conduct training to maximize resources
Adheres to training budget in allocating resources/materials for training	Uses knowledge of resources and methods and their applicability to course objectives in identifying the material and logistics requirements of the training	Recognizing patterns in organization's operation in determining the best times to conduct training to maximize resources	Incorporates organizational characteristics in developing standards, guidelines/ procedures and tools in choosing and negotiating for venues, and logistics support for training
Attends to the needs of the resource speaker to ensure smooth flow of training	Uses knowledge of training requirements in determining terms of reference for contracting resource persons	Demonstrates knowledge of procedures and tools for scheduling training	Reviews training documents and output to ensure that pertinent information related to training is captured
Uses the timer and calendar to ensure that training activities are conducted based on schedule	Adheres to procedures and standards in review of training materials and learning aids prepared by resource person	Accomplish a written document as a training output capturing significant facts/findings with evaluation/recommendation	Coaches/mentors others on methods and techniques in ensuring appropriate support is provided that will optimize learning experience.
Accomplishes complete documentator/reports following prescribed format	Designs/Develops documentation format/template to avoid loose wordings and omissions of key facts and findings during training	Demonstrates knowledge of resources and methods and their applicability to course objectives	
Uses standards as guide in evaluating the logistics of training (space, temperature, accessibility of venue, food, etc.)	Evaluates the logistics of training (space, temperature, accessibility of venue, food, etc.) and negotiates adjustments as needed	Provides guidance on how to approach unexpected turn of events during training (e.g. absence of resource person, set-up not according to contract, etc.) to ensure training is conducted	Uses organizational needs, training evaluation results, and recent studies in developing standards, guidelines and terms of reference in contracting resource persons to ensure that learning needs are addressed.
Prepares simple audiovisual for facilitation of learning	Sends out early reminders of the training calendar to ensure training delivery is on schedule	Uses updated and appropriate technology in preparation of audio visual presentation and learning aides	Coaches/mentors others on appropriate use of technology in developing audio visual aides and choice of media

TRAINING DESIGN AND METHODOLOGIES

Demonstrates a good grasp of the various learning style of individuals and the factors that will ensure the effective attainment of the learning objective like methodologies, approaches and learning aids.

Level 1 **Basic**	Level 2 **Intermediate**	Level 3 **Advanced**	Level 4 **Expert**
Demonstrates an understanding of the training needs analysis	Designs training needs analysis based on expressed goals of participant development	Evaluates results of training needs analysis and uses such to develop appropriate training programs	Develops training programs that aligns training activities to organizational performance
Crafts simple training needs analysis for training in familiar functions	Evaluates conduct of training needs analysis to ensure validity of results	Evaluates designs as to the appropriateness of methodologies to various learning styles and learner needs	Keep up to date on instructional design s
Incorporates the basic principles of learning and human development theory in designing simple training modules	Applies the principles of adult learning and human development theory to development of training curricula	Provides opportunities to elicit and incorporate learners' past experiences and expertise in the learning process to enhance learning experience	Incorporates results of evaluation of training administered in enhancing training program to bring about the desired learning outcomes
Follows appropriate taxonomy in writing learning objectives	Uses clear and logical training objectives and participants' profiles in choice of training methodologies	Reviews training designs as to relevance of content, open questions, a realistic time frame, effective curriculum tools, in view of delivering learning outputs	Evaluates training programs to ensure coherence and alignment to the over all development objectives of the organization
Demonstrates the ability to craft evaluation of training at the participants knowledge or skills level	Evaluates the effectiveness of the methodologies used to improve training design	Utilizes inputs from participants and work performance in designing training modules and curricula	Evaluates training designs and methodologies to ensure those are anchored on the principles of adult learning and human development theory
Develops instructional/training materials congruent to the determined identified objectives of the program	Utilizes checklists of important points to ensure that all are incorporated in the training design	Develops evaluation criteria of training programs up to the performance of specific skills	Reviews training delivery to ensure that experiential and interactive training techniques are utilized in training intended to help learners apply training content to their jobs
Uses available references in developing training modules	Enlists the help of more knowledgeable person/ expert in the field to gain expert opinion about unfamiliar topics topic	Generates and provides feedback and inputs in evaluating effectiveness of training programs	Enhances participants' awareness of their capacity for self-directed learning and use their own experiences in guiding their learning
Seeks guidance when confronted with unfamiliar subject matter for training '	Searches appropriate studies, related literature to keep training content updated and interesting	Evaluates use of various learning methodologies to improve effectiveness of training	Mentors/coaches trainers in the use of appropriate training methodologies and design
		Reviews and studies relevant information from various sources to develop new information to be used in training	

Identifying elements/aspects of the project to be evaluated; delegating strategies and tools to use, what level of evaluation to be done and methods of data gathering.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Defines and interprets M&E tools and mechanisms according to the level of understanding of other team members and external counterparts	Demonstrates steps and procedures in designing and formulating M&E tools and mechanisms by following written instructions and procedures	Provides inputs and comments to of subordinates	Searches for new ideas, strategies outside the organization and suggests innovations and improvements in the existing M&E tools and mechanisms
Appreciates the need to monitor and evaluate project implementation to determine project direction in terms of assessing level of participation and achieving desired results	Identifies key result areas, issues and concerns and processes of the program that need to be evaluated and enhanced	Solicits support and suggestions of other team members, counterparts and stakeholders in assessing project output and results	Shares knowledge and skills in designing and formulating M&E tools and mechanisms through individual and group discussions
Distributes materials and gathers accomplished survey forms from respondents during conduct of pilot testing	Identifies appropriate M&E tools and mechanisms in monitoring and evaluating the desired results of the project	Designs / develops monitoring tools that measure quantitative results such as achievements against targets, communities developed, conducts of community/ barangay assemblies, and households reached	Consults and collaborates with top officials, donor agencies and partner agencies to seek their inputs and agree on expected parameters and results from the project
Coordinates with counterparts in the field and ensures proper use and adoption of M&E tools	Designs / develops monitoring tools / develops monitoring tools that measure quantitative results of the project	Designs / develops monitoring and evaluation tools that measure qualitative results, and capture facilitating and hindering factors	Links M&E mechanisms to the overall objectives, policies and guidelines of the project
	Formulates mechanisms and procedures in the conduct of pilot testing and uses statistical techniques to measure validity and reliability of the new M&E tools	Chooses and designs tools appropriate to the existing M&E mechanism	Designs / develops monitoring and evaluation tools that measure qualitative targets such as Social Welfare, Social and Community Development indicators
			Provides technical inputs and suggestions in improving existing and proposed tools and mechanisms in M&E
			Transfers skills and technology in M&E tools design and mechanisms including pilot testing and proper utilization of M&E tools and strategies, initiates and plans strategies in pilot testing of proposed M&E tools

Communicating ideas, facts and quantitative data in written form, with intent to inform, persuade or cause to take action, using appropriate grammar and following correct syntax; sentence and document structure.

Level 1 Basic	Level 2 Intermediate	Level 3 Advanced	Level 4 Expert
Writes routine and simple correspondence/communications (i.e., minutes, simple memos) using a template	Writes formal correspondences for higher level management and similar external audience, correctly conveying the intended message	Prepares grammatically and structurally proper and articulate complex written compositions such as project proposals in a style that captures the interest of and persuades its intended audience to commit sizeable resources	Prepares technical documents such as concept papers and project proposals in a style that captures the interest of and persuades its intended audience to commit sizeable resources
Writes an expanded range of goodwill messages (i.e., thanks, apologies, congratulations, get-well wishes, goodwill, and sympathy), following standard formats	Writes reports following a standard format, to describe situations and/or to report information that is routine, but may occasionally involve unique data and/or circumstances (i.e., project/activity updates, etc).	Organizes content to ensure logical flow of information and/or ideas. Uses appropriate transitions between major points	Articulates the central argument or purpose of the paper/proposal and provides strongly related supporting points and appropriate evidence. Appeals to both the intellect and emotions
Observes correct grammar and structure	Gathers, consolidates and summarizes data/info that will supplement the report. Validates data/information accuracy and consistency	Anticipates the data/information needed by the recipient and capture these on the report	Chooses a communication vehicle and adjusts content & style to strategically influence and/or gain support of target audience
Presents appropriate, complete, and correct information/data, secured from reliable sources (ie. directories, schedules, notices, instructions)	Captures both qualitative and quantitative data in the report; performs correct analysis on information presented	Provides strong and logical evidence to back up observations, conclusions and/or recommendations	Performs final evaluation of written report/document to align content to the agency policies & guidelines and thrust and direction of the program
	Accurately quotes, paraphrases and summarizes resources	Develops written communication materials which meet the information requirements of the DSWD, its partner institutions, beneficiaries of its programs/services and other stakeholders	
	Documents and articulates policies, processes and procedures accurately, and in a tone and language that the intended users can follow	Reviews and edits written work of lower-level personnel. Guides and coaches others on how to improve their work to conform with established standards	
	Self-edits words, numbers, letters, sentences, including capitalization, lower case, punctuation, phonetic notation		