

1. **Core Competencies (CC)** relate to the University's values, mission and strategy, which apply to all officials and employees across offices/units.
 - CC1 Professionalism
 - CC2 Delivering Service Excellence
 - CC3 Achievement Orientation Management
 - CC4 Interpersonal Relationship Management

2. **Functional Competencies (FC)** are specific competencies which are considered essential to perform any job in the University within a defined technical or functional area of work.
 - FC1 Administrative Services Management
 - FC2 Documents and Records Management
 - FC3 Financial Management
 - FC4 Computer Skills
 - FC5 Communication Skills
 - FC6 Health and Wellness Management
 - FC7 Human Resource Management
 - FC8 General Services Management
 - FC9 Planning and Delivering
 - FC10 Supply and Property Management
 - FC11 Project Management

3. **Leadership Competencies (LC)** relate to skills needed to perform managerial work and process.
 - LC1 Thinking Strategically and Creatively
 - LC2 Creating and Nurturing a High Performance Organization
 - LC3 Building Collaborative and Inclusive Working Relationships

CORE COMPETENCY SCHEME

Competency	Description	Documentary Requirements
<u>Core Competencies (CC)</u> relate to the University's values, mission and strategy, which apply to all officials and employees across offices/units.		
CC1 – Professionalism. Involves being reliable, setting your own high standards, and showing that you care about every aspect of your job. It's about being industrious and organized, and holding yourself accountable for your thoughts, words and actions.		
Level 1 Basic	1. Demonstrates professional competence and mastery of the job	Professional Certification from the following: <ul style="list-style-type: none"> • Professional Regulation Commission (PRC) • Technical Education and Skills Development Authority (TESDA) • Private Associations
	2. Meets commitments, observes deadlines and achieves desired results	Mandatory documents required by the University <ul style="list-style-type: none"> • Daily Time Record (DTR) • Performance Monitoring Tool • IPCR/DPCR/OPCR • Personal Data Sheet (PDS) Mandatory documents required by external agencies <ul style="list-style-type: none"> • Commission on Higher Education (CHED)

		<ul style="list-style-type: none"> • Department of Budget Management (DBM) • Commission of Audit (COA) • Civil Service Commission (CSC) • National Economic and Development Authority (NEDA) • Ombudsman • Professional Regulation Commission (PRC) • AO25, etc.
	3. Admits mistakes and refocuses efforts when appropriate	<ul style="list-style-type: none"> • Result of Interview
	4. Completes own work on time	<ul style="list-style-type: none"> • Action Plan • Accomplishment Report
	5. Ensures that written correspondence is neat and professional	<ul style="list-style-type: none"> • Validation Interview • Recommendation Letter • Calibrated Individual Performance Commitment Review (IPCR)
	6. Works to overcome obstacles to completing tasks or assignments	<ul style="list-style-type: none"> • Result of Interview • Peer Evaluation Result
Level 2 Intermediate	1. Shows persistence when faced with difficult problems or challenges	<ul style="list-style-type: none"> • Result of Interview
	2. Modifies behavior as appropriate to meet the expectations of the position and situation	<ul style="list-style-type: none"> • Result of Interview
	3. Accepts responsibility for outcomes (positive or negative) of one's work, and admits mistakes and refocuses efforts when appropriate	<ul style="list-style-type: none"> • Administrative Issuances • Result of Interview
	4. Sets high standards of work performance for self	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment
	5. Reviews own work and of others for quality	<ul style="list-style-type: none"> • Revised output • Calibrated Individual Performance Commitment Review (IPCR) for two (2) latest performance rating
	6. Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected	<ul style="list-style-type: none"> • Work Plan • Performance Monitoring Tool
CC2 Delivering Service Excellence. Complies with the University's established standards of service delivery for customer satisfaction.		
Level 1 Basic	1. Understands role in the University and recognizes the importance and value of efficient work	<ul style="list-style-type: none"> • Result of Interview
	2. Relies on immediate superior when given challenging tasks and assignments	<ul style="list-style-type: none"> • Recommendation Letter • Validation Interview • Performance Monitoring Tool
	3. Delivers work promptly that is consistent with office policies	<ul style="list-style-type: none"> • Performance Monitoring Tool

	and procedures and feels a sense of accomplishment	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result • Output
	4. Tries new approaches/methods to improve performance	<ul style="list-style-type: none"> • Proposal • Commendation Letter from Supervisor • ISO Documents
	5. Validates reliability and accuracy of data and information gathered	<ul style="list-style-type: none"> • Coaching Form • Submitted Reports • Calibrated Individual Performance Commitment Review (IPCR)
	6. Receives, screens and processes transactions received at the frontline courier	<ul style="list-style-type: none"> • Logbook • Output • Customer Satisfaction Survey (CSS) Result
Level 2 Intermediate	1. Demonstrates responsibility and accountability even for urgent work and delivers it promptly	<ul style="list-style-type: none"> • Accomplishment • Result of Interview • Performance Monitoring Tool • Calibrated Individual Performance Commitment Review (IPCR) • Administrative Issuances
	2. Monitors own progress on innovations introduced against targets, identifies cause of own performance gaps and modifies actions accordingly and considers urgent task and delivers results without delays	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment of Target • Performance Monitoring Tool • Proposal
	3. Explores more effective work processes or methods in own work and adjusts accordingly in order to get the job done quickly and effectively	<ul style="list-style-type: none"> • Project Proposal • Workflow • Work plan • Suggested Innovation
	4. Adjusts thinking and behaviors to be in line with new thrusts or changing priorities of the agency	<ul style="list-style-type: none"> • Result of Interview
	5. Handles new tasks and assignments and adopts new measures without the need for formal training and orientation	<ul style="list-style-type: none"> • Administrative Issuances • TWG/Committee chairmanship/membership
CC3 Achievement Orientation Management. Uses internal and external resources effectively to achieve individual, team and organizational goals		
Level 1 Basic	1. Identifies necessary resources required for a task	<ul style="list-style-type: none"> • Internal Operating Budget (IOB) • Work Plan/Quarterly Target
	2. Sets targets aligned with the organizational plan, keeping others informed of progress or barriers to achievement	<ul style="list-style-type: none"> • Action Plan • Performance Monitoring Tool • Calibrated Individual Performance Commitment Review (IPCR)
	3. Identifies resources including partnerships or indirect resourcing approaches, that will facilitate the achievement of the University's goals	<ul style="list-style-type: none"> • Certificate from Office of Public Affairs/Linkages • Certificate from Admin Directors/heads, and

		Involvement on various Collaborative Project Proposals <ul style="list-style-type: none"> • Administrative Issuances • Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA)
	4. Keeps track of and measures outcomes against a standard of excellence not imposed by others	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Customer Satisfaction Survey (CSS) Result • Physical Accomplishment Report
	5. Gathers relevant information and identifies key issues	<ul style="list-style-type: none"> • Certificate of Appearance/Travel Order • Feedback Report from Benchmarking • Training Certificate
Level 2 Intermediate	1. Adopts ways to improve efficiency	<ul style="list-style-type: none"> • Proposal Project • Innovative Project • Documented Improvement
	2. Performs additional steps to ensure success of tasks	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Result of Interview
	3. Seeks out creative/innovative solutions for improvement in business outcomes	<ul style="list-style-type: none"> • Project Proposal • Research Output
	4. Questions conventional means of service delivery to more effectively and efficiently meet the University's goals	<ul style="list-style-type: none"> • Feasibility Study • Cost Benefit Analysis • Proposal
	5. Makes specific changes in the system or in own work methods to improve performance	<ul style="list-style-type: none"> • Result of Interview • Proposal • Performance Monitoring Tool
CC4 Interpersonal Relationship Management.		Effectively communicates and interacts with co-workers and clients, and works well in a team to achieve positive results.
Level 1 Basic	1. Communicates clearly in words and body language	<ul style="list-style-type: none"> • Result of Interview • Results of Hands-on Examination
	2. Listens well and correctly interprets both the verbal and non-verbal messages from others	<ul style="list-style-type: none"> • Result of Interview
	3. Displays good negotiation skills by being able to work with others to find a mutually agreeable outcome	<ul style="list-style-type: none"> • Result of Interview • Administrative Issuance
	4. Improves continually communication skills	<ul style="list-style-type: none"> • Training Certificates • Results of Hands-on Examination • Calibrated Individual Performance Commitment Review (IPCR)
	5. Interacts with co-workers in a tactful manner	<ul style="list-style-type: none"> • Peer Evaluation Result

	6. Responds to employee/client inquiries	<ul style="list-style-type: none"> Customer Satisfaction Survey (CSS) Result
	7. Deals with people by being pleasant and friendly to both internal and external clients	<ul style="list-style-type: none"> Customer Satisfaction Survey (CSS) Result
	8. Shows awareness on GAD-related policies and other forms of gender-based activities	<ul style="list-style-type: none"> GAD-related Training/Programs Certificate
Level 2 Intermediate	1. Works with others to identify, define and solve problems	<ul style="list-style-type: none"> Administrative Issuances Membership/Chairmanship on various Committees/TWGs
	2. Freely communicates and allows others to freely communicate values, ideas, beliefs, opinions, needs and wants without being judgmental	<ul style="list-style-type: none"> Result of Interview Customer Satisfaction Survey (CSS) Result
	3. Carefully chooses words to avoid misunderstanding or confusion and seeks feedback to ensure the message is understood	<ul style="list-style-type: none"> Result of Interview Customer Satisfaction Survey (CSS) Result
	4. Shows empathy and respect and encourages others to engage in communication and use appropriate questioning to enhance mutual understanding	<ul style="list-style-type: none"> Result of Interview
	5. Makes himself/herself accessible to employees & engages in conversation with others to show concern sincerely	<ul style="list-style-type: none"> Peer Evaluation Result Result of Interview
	6. Demonstrates consciousness on GAD-related policies and mandates	<ul style="list-style-type: none"> Certificate in GAD Related Activities

FUNCTIONAL COMPETENCY SCHEME

Competency	Description	Documentary Requirements
Functional Competencies (FC) are specific competencies which are considered essential to perform any job in the University within a defined technical or functional area of work.		
FC1 Administrative Services Management. Provides complete, efficient, effective and timely administrative services and related support, manages existing programs and develops new plans/programs/projects to achieve the University vision, mission and goals.		
Level 1 Basic	1. Provides necessary clerical and critical administrative services	<ul style="list-style-type: none"> Calibrated Individual Performance Commitment and Review Form (IPCR) Action Plan
	2. Processes and monitors documents, reports and forms ensuring their completeness, accuracy and timeliness	<ul style="list-style-type: none"> Log book Performance Monitoring Tool
	3. Manages resources at own disposal effectively, efficiently, economically and ethically	<ul style="list-style-type: none"> Inventory Reports Approved Annual Procurement Plan

	4. Works in unison with other personnel to achieve the unit's targets and accomplish assigned tasks on time	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result • Peer Evaluation Result • Coaching Form
Level 2 Intermediate	1. Provides necessary technical support and critical services for smooth operation of administrative offices	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment and Review Form (IPCR) • Action Plan • Administrative Issuances
	2. Proposes work plans/programs to improve the services of various administrative units	<ul style="list-style-type: none"> • Work plan • Approved Project Proposal • Administrative Issuances
	3. Monitors effective, efficient and timely implementation of programs and projects	<ul style="list-style-type: none"> • Accomplishment Report • Performance Monitoring Tool • Calibrated Individual Performance Commitment and Review Form (IPCR)
Level 3 Advanced	1. Supervises the entire operations of the administrative units according to approved plans, targets, guidelines, policies and mandates	<ul style="list-style-type: none"> • Calibrated Division Performance Commitment Review (DPCR) • Accomplishment Report • Major Final Output (MFO) • Administrative Issuances
	2. Evaluates existing programs to develop new programs and policies for improvement of service delivery	<ul style="list-style-type: none"> • Membership/Chairmanship to TWG • TWG Output • Proposal of Policy Improvement
	3. Leads and motivates the unit to meet the targets and objectives according to approved work plan	<ul style="list-style-type: none"> • Minutes of the Meeting • In service meeting conducted • Individual Development Plan (IDP) • Coaching Form • Result of Interview
	4. Collaborates with other units and seeks external support to augment limited resources	<ul style="list-style-type: none"> • Memorandum of Agreement (MOA) • Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA) • Administrative Issuances • Invitation Letter • Proposal • Result of Interview
FC2 Documents and Records Management. Applies and adapts records management standards related to the cycle of records in the University which are conducted to achieve adequate and proper documentation of government policies, transactions and effective management of the University operations.		
Level 1 Basic	1. Maintains records in a methodical and organized manner using own initiative to facilitate easy retrieval	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Summary list of documents on file • Inventory of Records • Result of Interview
	2. Quickly retrieves records upon request and willingly and immediately responds to clients	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result • Result of interview

	3. Applies knowledge of records management software applications and their use	<ul style="list-style-type: none"> • Result of interview
	4. Checks accuracy of the details of all transactions and recordkeeping	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result
Level 2 Intermediate	1. Keeps updated with current records management technology and practices to continuously improve existing systems and practices for efficiency and effectiveness in records management functions	<ul style="list-style-type: none"> • Training Certificates • Calibrated Individual Performance Commitment Review (IPCR) • Log book
	2. Applies and adapts records management standards and best practices effectively	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Log book
	3. Supports others in the development and introduction of new recordkeeping practices and procedures	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Log book
	4. Displays proactive approach to improving recordkeeping practices	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Log book
Level 3 Advanced	1. Develops procedures for quick classification, better storage, protection and disposition of records to provide integrity, reliability, efficiency and effectiveness in records management functions and to respond to internal and external clients' needs and expectations	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Proposal • Result of Interview
	2. Interprets best practices standards	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Certificate of Recognition/Appreciation
	3. Applies locally and provides accurate and effective advice and guidance to co-workers	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Administrative Issuances • Coaching Form • Peer Evaluation Result
	4. Assesses current recordkeeping systems and provides feedback on their strengths and areas for improvement	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Report • Proposal
	5. Recognizes potential issues in relation to records management and communicates these to the relevant staff	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Office ISO Documents • Result of Interview
FC3 Financial Management. Applies the protocols required to safeguard and effective utilization of financial resources to attain University mandate and use said resources economically by ensuring decisions and operations are implemented in compliance with applicable laws, policies, procedures, standards, and regulations.		

Level 1 Basic	1. Applies with supervision, established policies and procedures, regulated tools and reporting requirements in Financial Management	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment • Mandatory Financial Reports
	2. Undertakes with guidance, continual adjustments of existing policies and procedures	<ul style="list-style-type: none"> • Accomplishment Report • Calibrated Individual Performance Commitment Review (IPCR) • ISO Documents
	3. Applies necessary policies and processes in different situations	<ul style="list-style-type: none"> • Accomplishment Report • Calibrated Individual Performance Commitment Review (IPCR) • ISO Documents
	4. Conducts report preparation and preliminary analysis of the reports	<ul style="list-style-type: none"> • Accomplishment Report • Calibrated Individual Performance Commitment Review (IPCR) • ISO Documents • Mandatory Financial Reports
	5. Coordinates with other units on data and other reports necessary for budget preparation, analysis and evaluation	<ul style="list-style-type: none"> • Administrative Issuances • Inter office communication • Internal Operating Budget (IOB)
	6. Demonstrates understanding on the general budget principles, operations and procedures and ensures that budget allocations are based on the work and financial plans	<ul style="list-style-type: none"> • Internal Operating Budget (IOB) • Budget Presentation • BOR Approval
	7. Demonstrates familiarity with the strategic plan and capability requirements	<ul style="list-style-type: none"> • Result of Interview
	8. Works with respective groups on financial reporting, analysis and submission	<ul style="list-style-type: none"> • Peer Evaluation Result
Level 2 Intermediate	1. Understands the processes by which financial resources are identified, obtained, allocated, managed and accounted for	<ul style="list-style-type: none"> • Tracking Form • Result of Interview • ISO documents • Calibrated Individual Performance Commitment Review (IPCR)
	2. Reviews and analyzes raw data to be used in preparing the budgetary proposal	<ul style="list-style-type: none"> • Consolidated Budget Documents • Result of Interview • Calibrated Individual Performance Commitment Review (IPCR)
	3. Implements policies and regulations in subsidiary ledger maintenance and other financial reporting requirements, including consolidation of reports	<ul style="list-style-type: none"> • Consolidated Financial Documents • Financial Report • Result of Interview • Calibrated Individual Performance Commitment Review (IPCR)
	4. Reviews, verifies, analyzes and reconciles account balances as well as reports for analysis and interpretation	<ul style="list-style-type: none"> • Consolidated Financial Documents • Financial Reports • Result of Interview • Calibrated Individual Performance Commitment Review (IPCR)

	5. Verifies documents and reports for completeness in compliance with government and various oversight agencies	<ul style="list-style-type: none"> • Signed Financial Reports • Submitted Reports • Calibrated Individual Performance Commitment Review (IPCR)
	6. Maintains inter-agency accounts, reconciliation and necessary adjustments	<ul style="list-style-type: none"> • Submitted Reports • Result of Interview • Calibrated Individual Performance Commitment Review (IPCR)
Level 3 Advanced	1. Thinks of innovative strategies to ensure utilization of financial resources	<ul style="list-style-type: none"> • Proposal • Result of Interview • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
	2. Provides general management and supervision of the accounting and budget units of the University	<ul style="list-style-type: none"> • Result of Interview • Accomplishment • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
	3. Reviews, monitors and validates schedules, plans, work procedures and organizes processes in gathering financial information needed for the compilation, preparation, presentation of complete financial reports	<ul style="list-style-type: none"> • Result of Interview • Accomplishment • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
	4. Ensures the completeness and correctness of budget preparation, sub-allocation of budget to different units and projects and effective utilization of budget	<ul style="list-style-type: none"> • Result of Interview • Accomplishment • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
	5. Prepares and finalizes financial reports for submission to government regulatory bodies	<ul style="list-style-type: none"> • Result of Interview • Accomplishment • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
	6. Assesses budgetary expenditures of the units concerned vis-à-vis budgetary needs. Initiates changes in improving the budgetary process for increased appropriation to fund proposed programs, activities and projects of the University.	<ul style="list-style-type: none"> • Result of Interview • Accomplishment • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
	7. Designs, updates and maintains accounting reports on financial system and operations	<ul style="list-style-type: none"> • Result of Interview • Accomplishment • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
	8. Coordinates with other government agencies and	<ul style="list-style-type: none"> • Result of Interview • Accomplishment

	banking institutions regarding financial matters	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
	9. Ensures compliance and justification on audit observation memorandum and annual audit report	<ul style="list-style-type: none"> • Result of Interview • Accomplishment • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan
FC4 Computer Skills. Operates standard personal computer and use available computer software, applications and technology.		
Level 1 Basic	1. Applies basic computer skills in work using basic MS Office application	<ul style="list-style-type: none"> • Computer Hands-on Examination • Calibrated Individual Performance Commitment Review (IPCR)
	2. Uses email system	<ul style="list-style-type: none"> • Computer Hands-on Examination • Sample evidence using email • Thread of conversation in email
	3. Uses a computer and is familiar with operating basic systems and social media platforms	<ul style="list-style-type: none"> • Computer Hands-on Examination
	4. Maintains files in a hard drive in an organized manner	<ul style="list-style-type: none"> • Computer Hands-on Examination
Level 2 Intermediate	1. Demonstrates know how of the technological infrastructure	<ul style="list-style-type: none"> • Computer Hands-on Examination
	2. Uses other built-in/add-on functions of word processor	<ul style="list-style-type: none"> • Computer Hands-on Examination
	3. Creates graphs and other graphical presentations of information/data contained in an Excel spreadsheet	<ul style="list-style-type: none"> • Computer Hands-on Examination
	4. Prepares presentation using Power Point	<ul style="list-style-type: none"> • Computer Hands-on Examination
	5. Conducts routine check-up of computers for viruses and malwares	<ul style="list-style-type: none"> • Computer Hands-on Examination
	6. Exhibits proficiency in operating various office systems	<ul style="list-style-type: none"> • Computer Hands-on Examination
	7. Identifies problems and executes troubleshooting activities	<ul style="list-style-type: none"> • Computer Hands-on Examination
	8. Creates back-up data	<ul style="list-style-type: none"> • Computer Hands-on Examination
Level 3 Advanced	1. Integrates audio, video and animation in Power Point presentations	<ul style="list-style-type: none"> • Training Certificate • Short term courses • Computer Hands-on Examination • Related Accomplishments
	2. Prepares related database of information	<ul style="list-style-type: none"> • Related Accomplishments • Training Certificate
	3. Utilizes technologies to access information to enhance professional productivity, conduct research and communicate	<ul style="list-style-type: none"> • Related Accomplishments • Training Certificate

	through local and global professional networks	
	4. Monitors and reviews various information technology activities and services	<ul style="list-style-type: none"> • Related Accomplishments • Training Certificate
	5. Performs systematic back-up procedures	<ul style="list-style-type: none"> • Related Accomplishments • Training Certificate
FC5 Communication Skills. Effectively delivers messages that simply focus on data, facts or information.		
Level 1 Basic	1. Effectively listens to and understands instructions and can understand the information needs of self and others	<ul style="list-style-type: none"> • Result of Communication Assessment
	2. Actively participates in discussions and is appropriately assertive in expressing own ideas	<ul style="list-style-type: none"> • Result of Communication Assessment
	3. Knows where and how to get information in order to substantiate or prepare for one's communication agenda	<ul style="list-style-type: none"> • Result of Communication Assessment
	4. Aware of and can use basic communication tools or materials that can be used for giving and receiving information	<ul style="list-style-type: none"> • Result of Communication Assessment
Level 2 Intermediate	1. Communicates well with co-workers and has the ability to disseminate clear and reliable information to concerned employees/offices	<ul style="list-style-type: none"> • Peer Evaluation Result • Customer Satisfaction Survey (CSS) Result
	2. Understands others and being understood in verbal communication	<ul style="list-style-type: none"> • Peer Evaluation Result • Customer Satisfaction Survey (CSS) Result
	3. Demonstrates a varied vocabulary and tailors language depending on the listeners	<ul style="list-style-type: none"> • Certificate of Speakership
	4. Presents and organizes appropriate and complete information in a clear and concise manner	<ul style="list-style-type: none"> • Result of Interview
Level 3 Advanced	1. Motivates employees by giving messages and instructions without creating frustration and disruption of trust	<ul style="list-style-type: none"> • Coaching Form • Result of Situational Interview • Related Accomplishment
	2. Effectively communicates University values and goals by explaining the rationale behind every decision which has been made to increase the probability of targets being met	<ul style="list-style-type: none"> • Result of Situational Interview • Related Accomplishment

	3. Encourages opinions and new ideas to build better working environment	<ul style="list-style-type: none"> • Related Accomplishment
FC6 Health and Wellness Management. Implements sustainable preventive health and wellness programs through information dissemination, preventive health measures and provision of therapeutic services resulting to healthy and productive employees.		
Level 1 Basic	1. Manifests basic understanding of the different programs in assessing health and wellness of an individual	<ul style="list-style-type: none"> • Result of Interview
	2. Demonstrates familiarity with the equipment, instruments and facilities use in the different health and wellness programs	<ul style="list-style-type: none"> • Result of Interview
	3. Applies basic procedures in health and wellness programs	<ul style="list-style-type: none"> • Result of Interview
	4. Demonstrates understanding of confidentiality of patient records	<ul style="list-style-type: none"> • Result of Interview
	5. Established and sustains safety culture	<ul style="list-style-type: none"> • Result of Interview
Level 2 Intermediate	1. Demonstrates professionalism in performing his/her function and in continuously improvement as health professional	<ul style="list-style-type: none"> • Related Accomplishments • Professional Certificates
	2. Ensures that program is secure and optimized to employee's health and wellness	<ul style="list-style-type: none"> • Related Accomplishments • Evaluation Result
	3. Implements a common set of health and wellness metrics that reflects meaningful outcomes	<ul style="list-style-type: none"> • Related Accomplishments • Proposal • Administrative Issuances
Level 3 Advanced	1. Establishes clear course of action and uses prescribe metrics to track result and measure performance	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Related Accomplishments • Result of Interview
	2. Provides adequate and prompt information to client and understands his/her point of view	<ul style="list-style-type: none"> • Proposal • Related Accomplishments • Result of Interview • Result of evaluation
	3. Initiates improvement in service delivery based on clientele's feedback and takes timely action to avert potential complaint	<ul style="list-style-type: none"> • Proposal • Related Accomplishments • Result of Interview • Result of evaluation • ISO Documents • Customer Satisfaction Survey (CSS) Result
	4. Meets urgent task and delivers quick service despite pressure and acts calmly when faced with rude clients	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result • ISO Documents • Result of interview

	5. Motivates the health and wellness workforce and ensures a safe and healthy work environment	<ul style="list-style-type: none"> • Proposal • Training Certificate • Result of Interview
	6. Collaborates with other organizations to support employees and client's health and wellness	<ul style="list-style-type: none"> • Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA) • Proposal • Certificate
FC7 Human Resource Management. Handles and involves in strategic management of employees, such as recruiting and onboarding new hires, managing employee training and development, handling compensation and benefits, dealing with performance appraisal, and addressing those deserving of recognition thereby applicably rewarded, all in accordance with legal requirements to achieve University goals.		
Level 1 Basic	1. Maintains and updates database of vacancies, applicants and personnel actions	<ul style="list-style-type: none"> • Notice of Vacancies • Report on Appointment Issued (RAI) • Calibrated Individual Performance Commitment Review (IPCR)
	2. Facilitates publication and posting of vacancies	<ul style="list-style-type: none"> • Evidences of Publication • Calibrated Individual Performance Commitment Review (IPCR)
	3. Acts as secretariat of the Human Resource Merit and Promotion Selection Board	<ul style="list-style-type: none"> • Administrative Issuances • Minutes of the Meeting • Resolutions • Calibrated Individual Performance Commitment Review (IPCR)
	4. Maintains and updates employee records, such as summary of absences and tardiness, service records and the like	<ul style="list-style-type: none"> • Monthly Summary of Absences and Tardiness Report • Receipt of endorsement
	5. Prepares NOSI/NOSA	<ul style="list-style-type: none"> • Receipt of endorsement
	6. Coordinates with resource person for materials needed during training	<ul style="list-style-type: none"> • Program and Invitation • Administrative Issuances
	7. Facilitates requests of employees to attend outside trainings and conferences	<ul style="list-style-type: none"> • Approved Faculty and Staff Development Committee (FSDC)
	8. Monitors submission of IPCRs/OPCRs (targets and accomplishments) to ensure compliance with existing policies on Performance Management	<ul style="list-style-type: none"> • Minutes of the Meeting • Administrative Issuances • Resolutions
	9. Coordinates schedule of meetings and availability of board/committee/team members and takes charge of logistic concerns	<ul style="list-style-type: none"> • Related Evidences
Level 2 Intermediate	1. Prepares appointments for signature by the authorized University officials	<ul style="list-style-type: none"> • Summary list of appointments
	2. Conducts initial interview to applicants	<ul style="list-style-type: none"> • Acknowledgement Receipt

	3. Assists in the conduct of orientation to appointees	<ul style="list-style-type: none"> • Notification for Orientation • Program of Orientation • Administrative Issuances
	4. Monitors and reviews reports to ensure compliance with existing policies, processes and systems	<ul style="list-style-type: none"> • Monitoring Form
	5. Identifies and prioritizes training/learning interventions based on training needs and Prepares Training Designs for needed trainings and budgetary requirements for approval	<ul style="list-style-type: none"> • Approved Faculty and Staff Development Committee (FSDC) • Human Resource Development Program (HRDP) • Program of Activities
	6. Acts as host during trainings, gives energizers and assigns participants to give impression of the training	<ul style="list-style-type: none"> • Program • Administrative Issuances
	7. Prepares required report of performance to Civil Service Commission	<ul style="list-style-type: none"> • Acknowledgement of submission
	8. Prepares draft memorandum and communications per instruction	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR)
	9. Takes and prepares the minutes of meetings and resolutions	<ul style="list-style-type: none"> • Approved Minutes of the Meeting • Approved Resolutions
Level 3 Advanced	1. Facilitates the conduct of competency assessment of faculty and staff and prepares corresponding assessment reports	<ul style="list-style-type: none"> • Approved Assessment Reports • Administrative Issuances
	2. Reviews and evaluates all appointments issued	<ul style="list-style-type: none"> • Report on Appointments Issued
	3. Develops and enhances assessment tools and forms	<ul style="list-style-type: none"> • Proposal • Coded Forms
	4. Interviews applicants for vacant positions	<ul style="list-style-type: none"> • Result of Interview
	5. Prepares Monitoring and Evaluation Plan for a specific learning and development area	<ul style="list-style-type: none"> • Monitoring and Evaluation Plan
	6. Prepares proceedings of completed training and other customized L&D programs	<ul style="list-style-type: none"> • Evaluation Results • Accomplishment
	7. Conducts information awareness on the University's Performance Management System	<ul style="list-style-type: none"> • Administrative Issuances • Program • Proposal
	8. Consolidates, evaluates and analyzes issues/concerns of employees with respect to target and accomplishments	<ul style="list-style-type: none"> • SPMS Reports

	9. Conducts research, policy studies, benchmarking studies on Performance Management System	<ul style="list-style-type: none"> • Proposal • Bench Marking • Certificate of Appearance/Travel Order • Feedback Report
	10. Conducts comparative studies on the rewards and recognition program vis-à-vis the best practices of other SUCs	<ul style="list-style-type: none"> • Research Output
	11. Develops new and/or revised policies to enhance the rewards and recognition program and Determines and recommends kind of monetary and non-monetary rewards based on existing policies	<ul style="list-style-type: none"> • Proposal • Revised PRAISE Manual
FC8 General Services Management. Develops maintenance planning and operation monitoring to effectively deliver repair/maintenance services for buildings, facilities, equipment, machineries and vehicles.		
Level 1 Basic	1. Inspects and assesses the condition of buildings, facilities, equipment, machineries and vehicles	<ul style="list-style-type: none"> • Inspection Report • Preventive Maintenance Report and Plan
	2. Responds to request for repair and maintenance services	<ul style="list-style-type: none"> • Request Forms • Accomplishment Report
	3. Identifies and prepares cost estimates for serviceable and repairable parts, equipment, buildings, facilities and vehicles	<ul style="list-style-type: none"> • Purchase request • Accomplishment report
Level 2 Intermediate	1. Evaluates condition of equipment, facilities, among others to ascertain repair/maintenance schedules	<ul style="list-style-type: none"> • Inspection report • Calibrated Individual Performance Commitment Review (IPCR)
	2. Develops maintenance plans and scheduling for repairs and maintenance services	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Preventive Maintenance Plan
	3. Monitors maintenance procedures based upon standard protocols	<ul style="list-style-type: none"> • Performance monitoring Tool
Level 3 Advanced	1. Reviews options to address repair/maintenance of parts, equipment, buildings, facilities, machineries and vehicles	<ul style="list-style-type: none"> • Preventive Maintenance Plan • Accomplishment report • Results of Interview
	2. Develops solutions to address troubles, downtimes and repair/maintenance routine based upon maintenance log	<ul style="list-style-type: none"> • Accomplishment report • Results of Interview • Proposal

	3. Establishes maintenance procedures based upon maintenance plans and scheduling	<ul style="list-style-type: none"> • Accomplishment report • ISO Documents • Result of Interview
FC9 Planning and Delivering. Develops programs and projects, and mobilizing and managing resources, both material and human, in order to fully achieve the set objectives and targets of the University in general and of the offices/departments in particular.		
Level 1 Basic	1. Schedules one's assigned tasks according to agreed priorities	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment Report
	2. Works with resources at his/her own disposal, in accordance with set guidelines and standards	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment Report
	3. Requests for co-worker support or additional resources if all means at disposal have been exhausted, in order to meet timelines and other standards	<ul style="list-style-type: none"> • Administrative Issuances • Service Payment Request (SPR)
	4. Demonstrates the basic knowledge in report preparation	<ul style="list-style-type: none"> • Accomplishment report • Incident Report
Level 2 Intermediate	1. Sets own priorities in support of the objectives of the operating unit they belong to	<ul style="list-style-type: none"> • Action plan
	2. Develops work plan to achieve deliverables in own area of responsibility, including the resource needed to accomplish the work plan on schedule	<ul style="list-style-type: none"> • Action plan
	3. Identifies barriers that may hamper implementation of plans and programs, and secures help through the immediate superior	<ul style="list-style-type: none"> • ISO Documents
Level 3 Advanced	1. Develops programs or projects within own area of responsibility to support the objectives and targets of the University, utilizing existing structures, available resources and information	<ul style="list-style-type: none"> • Proposal • Strategic Plan
	2. Communicates priorities for the team members and allocates resources for the delivery of outputs	<ul style="list-style-type: none"> • Administrative Issuances • Internal Operating Budget (IOB)
	3. Taps resources outside the team and secures senior management support when own unit resources are exhausted and	<ul style="list-style-type: none"> • Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA) • Proposal • Administrative Issuances

	projects/programs face risk of failure	
	4. Conducts constant review of plans and takes corrective action in or to stay on track	<ul style="list-style-type: none"> • ISO Documents • Performance Monitoring Tool
	5. Reviews and edits reports and materials and writes complex technical reports in accordance with the University's thrust and direction, and provides suggestion	<ul style="list-style-type: none"> • Accomplishment Report • ISO Documents • Result of Interview
FC10 Supply and Property Management. Efficiently undertakes acquisition, utilization, proper custodianship, inventory, storage and disposal of properties and equipment.		
Level 1 Basic	<ul style="list-style-type: none"> • Creates and maintains accurate and complete records and bases for effective procurement planning 	<ul style="list-style-type: none"> • APP • PPMP
	<ul style="list-style-type: none"> • Initiates and suggests actions enabling the process of continuous improvement in procurement 	<ul style="list-style-type: none"> • Administrative Issuances • Action Plan • ISO Documents
	<ul style="list-style-type: none"> • Consistently provides technical support and seeks to capture developmental matters that may influence or aid the delivery of target outputs 	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment report • Administrative Issuances
	<ul style="list-style-type: none"> • Diligently and pro-actively reviews needs and proposes new solutions and options for specific requirements and individual specifications 	<ul style="list-style-type: none"> • Proposal • Administrative Issuances • Minutes of Meeting
	<ul style="list-style-type: none"> • Prepares the annual procurement plan in a judicious and punctual manner 	<ul style="list-style-type: none"> • Approved APP
	<ul style="list-style-type: none"> • Supports actions to maintain the stock levels of commonly needed items 	<ul style="list-style-type: none"> • Inventory Report • PPE Ledger Card
	<ul style="list-style-type: none"> • Maintains accurate and appropriate records of supplies, equipment and fixed assets 	<ul style="list-style-type: none"> • PPE Ledger Card • Inventory Report
	<ul style="list-style-type: none"> • Anticipates requirements for common items, and mindful of the periodic and seasonal requirements for common items 	<ul style="list-style-type: none"> • Early procurement plan
	<ul style="list-style-type: none"> • Diligently monitors shelf lives of stock and manages stocks to minimize losses 	<ul style="list-style-type: none"> • PPE Ledger Card • Inventory Report
Level 2 Intermediate	1. Recommends financial, budgetary and	<ul style="list-style-type: none"> • APP

	administrative guidelines for procurement planning	<ul style="list-style-type: none"> • PPMP • Administrative issuances
	2. Delegates and empowers staff to take decisions while ensuring that they comply with procedures	<ul style="list-style-type: none"> • Administrative issuances
	3. Cooperates with co-workers to ensure that targets are met	<ul style="list-style-type: none"> • Performance Monitoring Tool • Peer Evaluation Result
	4. Adapts quickly to changes of priority and urgency of needs	<ul style="list-style-type: none"> • Approved revised APP • Administrative Issuances
	5. Identifies and initiates the propagation and flow of data and information required to all concerned in the effective delivery of the procurement plan	<ul style="list-style-type: none"> • Administrative Issuances
	6. Assists technical and administrative staff with difficult aspects of planning	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment report • Administrative Issuances
	7. Develops supply and inventory management systems and avoids losses	<ul style="list-style-type: none"> • Inventory Report System
	8. Ensures that changes in inventory record of equipment and fixed assets are recorded in the Accounting Office	<ul style="list-style-type: none"> • PPE Ledger Card
	9. Engages with and informs end-users of stock availability, requisitioning requirements, shortages and difficulties as necessary	<ul style="list-style-type: none"> • RIS
	10. Periodically inspects the physical condition of stock and promptly addresses problems	<ul style="list-style-type: none"> • Inspection Reports
Level 3 Advanced	1. Balances competing priorities to ensure that the overall objectives of the unit are met within the overall resources available	<ul style="list-style-type: none"> • Calibrated IPCR/DPCR
	2. Manages within the resources allocated while setting priorities to maximize efficiency and effectiveness	<ul style="list-style-type: none"> • Action plan
	3. Establishes an inclusive, collaborative and positive team working style within the unit	<ul style="list-style-type: none"> • Result of Interview
	4. Supports and seeks to capture developmental matters that may influence	<ul style="list-style-type: none"> • Result of Interview • Administrative Issuances

	or aid the delivery of targeted outputs	
	5. Adopts varied tactical approaches to meet the strategic requirements of the University	<ul style="list-style-type: none"> • Result of Interview • Proposal • Strategic Plan
	6. Visibly champions the strategic management of procurement and working effectively with others	<ul style="list-style-type: none"> • Post-Qualification Report • ISO Documents
	7. Sets the tone and style of relationships with suppliers	<ul style="list-style-type: none"> • Evaluation of suppliers
	8. Ensures that physical inventory balances reconcile with general ledger balances at the Accounting Office	<ul style="list-style-type: none"> • PPE Ledger Card
	9. Sets challenging, meaningful and achievable performance target for re-supply requirement	<ul style="list-style-type: none"> • Action Plan • Revised APP
	10. Develops and implements strategic supply and logistical methodologies seeking to provide appropriate levels of availability of goods	<ul style="list-style-type: none"> • Proposal • Administrative Issuances • Result of Interview
FC11 Project Management. Facilitates smooth implementation of projects, work or activities through information collection from and provision to concerned parties, departments or individuals; Conceptualizes, develops, implements, and evaluates programs and projects whether routine, non-routine ad-hoc or task force assignments.		
Level 1 Basic	1. Demonstrates understanding of the project design/plans University's policies and procedures	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment Report • Project Designs/Plans
	2. Monitors and keeps track of progress, including issues/problems encountered in project implementation by conducting field visits	<ul style="list-style-type: none"> • Monitoring And Evaluation Report • Inspection Report • Travel Order/Certificate of Appearance
	3. Complies with agreed actions on project concerns	<ul style="list-style-type: none"> • Monitoring And Evaluation Report • Inspection Report • Travel Order/Certificate of Appearance
	4. Handles organization and monitoring of meetings/workshops including preparation of reports on the results of meetings/workshops/consultations and drafts the corresponding action documents	<ul style="list-style-type: none"> • Minutes Of Meetings • Accomplishment Report • Administrative Issuances • Workshop Output
	5. Follows through action taken on problems/issues by concerned offices/units	<ul style="list-style-type: none"> • ISO Documents • Responses to Contractors

	and prepares the corresponding reports/action documents	
Level 2 Intermediate	1. Conducts field visits to monitor project progress and facilitates resolution of implementation issues	<ul style="list-style-type: none"> • Inspection Report
	2. Keeps track of the progress of complex projects through a database vis-à-vis project plans and prepares the corresponding status reports	<ul style="list-style-type: none"> • Progress Report • Status Report
	3. Communicates to influence and obtain cooperation from various groups	<ul style="list-style-type: none"> • Related Communications
	4. Resolves project implementation issues/problems through appropriate discussion modes	<ul style="list-style-type: none"> • Variation Order • Punch-list • Approval from HOPE
Level 3 Advanced	1. Establishes linkages with other institutions and relevant government agencies on mutual issues and concerns	<ul style="list-style-type: none"> • Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA)
	2. Analyzes issues/concerns on implementation and recommends corresponding policies/guidelines for improving project management	<ul style="list-style-type: none"> • Proposal • Administrative Issuances • Approved Policies And Guidelines For Project Management
	3. Seeks continuously to broaden network of relationships to gather information, promote the image of the organization and build support to ensure the success of long-range goals	<ul style="list-style-type: none"> • Result of Interview • Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA)
	4. Provides guidance to staff on practical solutions to project issues/problems	<ul style="list-style-type: none"> • Coaching Form

LEADERSHIP COMPETENCY SCHEME

Competency	Description	Documentary Requirements
Leadership Competencies (LC) relate to skills needed to perform managerial work and process.		
LC1 Thinking Strategically and Creatively. Dreams and envisions what the future looks like for the University, thinks dimensionally, crafts strategic goals and strategies to attain that future, identifies connections that are not obviously connected and comes up with new and creative ideas to enhance organizational effectiveness and responsiveness.		
Level 1 Basic	1. Articulates to others the vision, mission, values,	<ul style="list-style-type: none"> • Approved Plans and Programs aligned to University goals and objectives

	objectives and purposes of the University	
	2. Responds positively to the call or challenges of the University's goals	<ul style="list-style-type: none"> • Administrative Issuances • Accomplishment
	3. Supports innovative initiatives and demonstrates responsiveness to change	<ul style="list-style-type: none"> • Approved proposal for policy improvement/enhancement • ISO Documents • Calibrated Individual Performance Commitment Review (IPCR) • Performance Monitoring Tool
	4. Identifies resources and competencies needed within the work area to get the work done	<ul style="list-style-type: none"> • Performance Monitoring Tool • ISO Documents • Calibrated Individual Performance Commitment Review (IPCR) • Action Plan • Competency Plan
Level 2 Intermediate	1. Communicates the alignment of the roles and performance commitment of the Division or Unit to office targets based on the University's vision, mission, values, objectives and purposes	<ul style="list-style-type: none"> • Calibrated Individual Performance Commitment Review (IPCR) • Coaching Form • Action Plan • Work Plan • Minutes of the Meeting
	2. Guides work teams in designing breakthrough or innovative plans and programs	<ul style="list-style-type: none"> • Administrative Issuances • Approved proposal for policy improvement/enhancement • Approved plans and programs
	3. Demonstrates the ability to think outside the box by coming up with innovative ideas and methods of doing things	<ul style="list-style-type: none"> • Administrative Issuances • Approved proposal for policy improvement/enhancement • ISO documents • Calibrated Individual Performance Commitment Review (IPCR) • Accomplishment Report
	4. Uses appropriate resources in accordance with the office work plan, priorities and regulatory standards and procedures	<ul style="list-style-type: none"> • Conduct of Activity Program • ISO documents • Action Plan
	5. Raises and challenges important issues constructively and stands by own position when challenged	<ul style="list-style-type: none"> • Performance Monitoring Tool • Customer Satisfaction Survey (CSS) Result • Result of Interview
LC2 Creating and Nurturing a High Performance Organization. Creates a high performing organizational culture that is purpose driven, results-based, client-focused and team-oriented.		
Level 1 Basic	1. Participates in organization planning to enable future directions while providing clarity for the present	<ul style="list-style-type: none"> • Administrative Issuances • Certificate of Participation • ISO documents
	2. Reviews work plans and monitors performance	<ul style="list-style-type: none"> • Coaching Form • Accomplishment Report

		<ul style="list-style-type: none"> • ISO Documents • Calibrated Individual Performance Commitment Review (IPCR)
	3. Maps out the needs of clients to drive outstanding client service	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result • Accomplishment Report • ISO Documents
	4. Effectively uses individual and team capabilities for work outcomes	<ul style="list-style-type: none"> • Accomplishment Report • Calibrated Individual Performance Commitment Review (IPCR) • ISO documents
	5. Assesses learning needs and identifies appropriate learning interventions	<ul style="list-style-type: none"> • Individual Development Plan • HRDP • Training Effectiveness • Coaching results
Level 2 Intermediate	1. Communicates a direction that enables employees to understand the links to the University's strategic directions	<ul style="list-style-type: none"> • Approved Action plan/Work Plan • Administrative Issuances • Calibrated Individual Performance Commitment Review (IPCR) • ISO documents
	2. Provides feedback and ensures actions to improve the delivery of outcomes	<ul style="list-style-type: none"> • Evaluation Report • Customer Satisfaction Survey (CSS) Result • Performance Monitoring Tool • Training Effectiveness
	3. Promotes excellent service delivery by being a model in providing value added service	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result • Accomplishment Report • Performance Monitoring Tool • Result of Interview
	4. Uses innovative ways to create conditions for shared or collaborative contributions across levels and functions	<ul style="list-style-type: none"> • Approved action plan • Resolutions • Result of Interview • Proposal • Administrative Issuances
	5. Provides interventions that will facilitate acquisition of learning and application in the workplace	<ul style="list-style-type: none"> • Coaching results • ISO documents • Accomplishment Report • Administrative Issuances
LC3 Building Collaborative and Inclusive Working Relationships. Builds a network of reciprocal, high trust and synergistic working relationship among employees within the organization and across other government and non-government organizations to leverage and maximize opportunities for strategic partnership with external stakeholders.		
Level 1 Basic	1. Implements commitments and monitors partnership arrangements to ensure that the objectives of the partnership remain on target	<ul style="list-style-type: none"> • Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA)
	2. Uses expertise, knowledge and a strong grasp of key issues in providing appropriate recommendations to reengage team members,	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result • Coaching Results • Proposal • Certificate Recognition/Appreciation

	partners or other stakeholders and to achieve positive outcomes	<ul style="list-style-type: none"> • Accomplishment Report
	3. Shares accurate and timely information and stimulates open discussion of ideas to promote a positive environment	<ul style="list-style-type: none"> • Accomplishment Report • Administrative Issuances • Coaching Results
	4. Identifies dysfunctional and inappropriate behaviors or gender issues of work team members and provides them appropriate feedback	<ul style="list-style-type: none"> • GAD Related Accomplishments • GAD Plan
	5. Listens actively and shares information and resources as appropriate to demonstrate openness	<ul style="list-style-type: none"> • Result of Interview
Level 2 Intermediate	1. Sets up regular meetings or consultations with the team, partners or other stakeholders to gather and respond to feedback on what is working, what needs are unmet and how to resolve specific problems, and to recognize areas of common interest to plan and carry out joint initiatives	<ul style="list-style-type: none"> • Notice of meeting • Minutes of meetings • Resolutions • ISO Documents
	2. Demonstrates reliability and uses this to build credibility with team members, partners or stakeholders to negotiate outcomes of transparency and open communication	<ul style="list-style-type: none"> • Result of Interview
	3. Articulates proactively the expectations and concerns of team members and relevant stakeholders and implements measures to address them to build synergy and goodwill	<ul style="list-style-type: none"> • Performance Monitoring Tool • ISO documents • Coaching Results • Administrative Issuances
	4. Integrates into the unit work plan a project/activity/program that addresses gender issues, discriminatory and exclusionary behavior within the office and in relation to partners, networks and other stakeholders	<ul style="list-style-type: none"> • GAD Related Accomplishments • GAD Plan
	5. Applies tact and diplomacy in knowing what to say, when, and to whom and how to communicate messages in a way that will gain support	<ul style="list-style-type: none"> • Customer Satisfaction Survey (CSS) Result • Result of Interview

COMPETENCY LEVELS

The target proficiency level for each competency will vary based on an individual's position and the University's needs. Provided hereunder are the positions with corresponding proficiency levels categorized as Level 1 for Basic, Level 2 for Intermediate and Level 3 for Advanced:

**Table 1.
Positions with Salary Grades 1 to 8**

Code	Levels				
	Admin Aide I to III (Utility Worker)	Admin Aide III to IV (Driver/Mechanic/Electrician)	Heavy Equipment Operator	Farm Worker I to II	Security Guard I to III
	SG 1-3	SG 1-4	SG 4	SG 2-4	SG 3-8
CORE					
CC1	1	1	1	1	1
CC2	1	1	1	1	1
CC3	1	1	1	1	1
CC4	1	1	1	1	1
FUNCTIONAL					
FC1	1	1	1	1	1
FC2					1
FC3					
FC4					1
FC5	1	1	1	1	1
FC6					
FC7					
FC8	1				
FC9					
FC10					
FC11					
LEADERSHIP					
LC1					
LC2					
LC3					

**Table 2.
Positions with Salary Grades 3 to 9**

Code	Levels						
	Admin Aide VI to Admin Assistant II (Cash)	Admin Aide VI to Admin Assistant II (General Services)	Admin Aide VI to Admin Assistant II (Human Resource Mgt.)	Admin Aide VI to Admin Assistant II (Supply & Property Management/ Procurement)	Admin Aide VI (Records)	Admin Aide VI to Admin Assistant III (Accounting & Budget)	Admin Aide III to Admin Assistant III (Other Offices)
	SG 6-8	SG 6-8	SG 6-8	SG 6-8	SG 6	SG 6-9	SG 3-9
CORE							
CC1	1	1	1	1	1	1	1
CC2	1	1	1	1	1	1	1
CC3	1	1	1	1	1	1	1
CC4	1	1	1	1	1	1	1
FUNCTIONAL							
FC1	1	1	1	1	1	1	1
FC2	1	1	1	1	1	1	1
FC3	1					1	1
FC4	1	1	1	1	1	1	1
FC5	1	1	1	1	1	1	1
FC6							
FC7			1				
FC8		1					
FC9							
FC10				1			
FC11							
LEADERSHIP							
LC1							
LC2							
LC3							

**Table 9.
Positions with Salary Grades 21 to 24**

Code	Levels						
	Medical Officer III	Supervising Admin Officer (Admin)	Supervising Admin Officer (Finance)	Attorney IV	Board Secretary V	Chief Admin Officer (Admin)	Chief Admin Officer (Finance)
	SG 21	SG 22	SG 22	SG 23	SG 24	SG 24	SG 24
CORE							
CC1	2	2	2	2	2	2	2
CC2	2	2	2	2	2	2	2
CC3	2	2	2	2	2	2	2
CC4	2	2	2	2	2	2	2
FUNCTIONAL							
FC1	2	3	3	3	3	3	3
FC2	2	3	3	3	3	3	3
FC3		3	3			3	3
FC4	2	3	3	3	3	3	3
FC5	2	3	3	3	3	3	3
FC6	2						
FC7		3				3	
FC8		3				3	
FC9	2	3	3	3	3	3	3
FC10		3	3			3	
FC11						3	3
LEADERSHIP							
LC1	2	2	2	2	2	2	2
LC2	2	2	2	2	2	2	2
LC3	2	2	2	2	2	2	2

Legend: Core

CC1 Professionalism
 CC2 Delivering Service Excellence
 CC3 Achievement Orientation Management
 CC4 Interpersonal Relationship Management

Functional

FC1 Administrative Services Management
 FC2 Documents and Records Management
 FC3 Financial Management
 FC4 Computer Skills
 FC5 Communication Skills
 FC6 Health and Wellness Management
 FC7 Human Resource Management
 FC8 General Services Management
 FC9 Planning and Delivering
 FC10 Supply & Property Management
 FC11 Project Management

Leadership

LC1 Thinking Strategically and Creatively
 LC2 Creating and Nurturing a High Performance Organization
 LC3 Building Collaborative and Inclusive Working Relationships

Level 1 - Basic

Level 2 - Intermediate

Level 3 - Advanced