

PHILIPPINE DEPOSIT INSURANCE CORPORATION

TERMS OF REFERENCE

Development of Framework for Competency-Based Human Resource System (CBHRS)

I. BACKGROUND/RATIONALE

PDIC performs unique functions as deposit insurer, receiver/liquidator and co-regulator of banks. Thus, it needs a strong bench of competent workforce who can readily perform the line functions and reinforce the corporate vision, mission and values.

To determine and strengthen the competence of its personnel, it is necessary to undergo a process of determining the competency requirements of the different jobs in the corporation, assessing the competencies of the incumbents and formulating individual development plans. This project will serve as the foundation for building a human resource system that is essentially based on the capabilities to do the job.

The project will also respond to PDIC's various commitments, internally and externally, and HR requirements, viz:

- a) A Board-approved competency framework is part of PDIC's 2015 MFOs/GASS, as committed to the Governance Commission for GOCCs
- b) To maintain Level II accreditation under the Civil Service Commission's Program for Institutionalization of Meritocracy and Excellence in Human Resource Management (PRIME-HRM) - PRIME-HRM is a mechanism introduced by the CSC to the government agencies which aims to empower these agencies by developing their human resource management competencies, systems, and practices toward the attainment of HR Excellence.
- c) In anticipation of new set of skills, retooling that may be needed to meet organizational changes under the current legislative initiatives for its charter amendment
- d) To foster performance-driven culture as it defines what an average jobholder needs to do to attain superior performance, while it provides standards for recognizing exemplary performers
- e) To facilitate the selection and placement of best candidate or developing the right competencies of potential successors to critical positions
- f) To provide more objective performance standards since competencies are anchored on specific, measurable behaviors
- g) To facilitate succession planning and career pathing

II. OBJECTIVE OF THE PROJECT

The objective of the project is to establish a Framework for a Competency-Based Human Resource System that will serve as the corporate standard for implementing HR policies and systems, as follows:

- a. Recruitment and Selection
- b. Learning and Development
- c. Performance Management
- d. Employee Engagement and Satisfaction
- e. Compensation and Rewards
- f. Career and Succession Planning

The engagement of a consultant is needed in firming up the Framework for CBHRS that has been initiated by PDIC and in identifying and defining the competencies and corresponding observable behaviors.

III. SCOPE OF WORK

The engagement shall cover Phase I of the three-year program (Please refer to Annex 1) to develop and start implementing a CBHRS and will involve the following services:

1. Review/validation of the PDIC-initiated framework which was patterned after the CSC model dubbed as "Meeting the Mission-Critical Competencies: The CSC Model"
2. Identification and definition of the competencies and fleshing them out in terms of observable behaviors
3. Formulation of measurable behavioral dimensions for the different levels

IV. PROJECT PHASE, DELIVERABLES AND TIMELINE

The project shall be undertaken within six (6) months to commence upon contract signing. The consultant shall perform the following functions with the following deliverables:

ACTIVITIES	DELIVERABLES	TIMELINE
1. Conduct of Briefing/ Orientation on project to identified personnel	<ul style="list-style-type: none">• Briefing conducted	1/2 day

<p>2. Review/validation of the 4 areas of the PDIC Competency Framework</p> <ul style="list-style-type: none"> - Review of PDIC's vision, mission and values (VMV), corporate philosophy, ISO and IADI principles, etc. <p>Presentation of results to top management</p>	<ul style="list-style-type: none"> • Confirmation of / reinforcement of the rationale for the adoption of the 4 areas • Competency Factors under each of the four (4) areas and their definitions <p>Approval by the President</p>	<p>3 Months</p>
<p>3. Identification of observable behaviors for the approved competencies</p> <p>Presentation of results to top management</p>	<ul style="list-style-type: none"> • Focus Group Discussions conducted • Measurable behaviors observable dimensions for all the identified competencies <p>Comments from top management and fine-tuning</p>	<p>2 Months</p>
<p>4. Finalization of the Competency Framework</p> <ul style="list-style-type: none"> - Competency factors in the four (4) areas are identified and defined - Observable behaviors and dimensions identified 	<ul style="list-style-type: none"> • Completed Competency Framework approved by the President • Project Report • Training of staff on the output interpretation 	<p>1 Month</p>

V. QUALIFICATION OF THE EXTERNAL SERVICE PROVIDER/ CONSULTANT AND REQUIREMENTS

A reputable research/consulting organization, with at least 5 years relevant experience and with at least 3 years of experience in conducting a similar engagement for major companies including at least one government institution. The CVs of the project team showing the relevant skills, work experience and professional qualifications in the following areas shall be required:

1. Organization Diagnosis and Development
2. Competency Modeling/Assessment
3. Development of Competency Rubrics and Vocabulary (Dictionary)
4. Installation of HR Systems

VI. BUDGET

The budget for the project is **TWO MILLION PESOS** (P2,000,000.00), to cover 50-60 positions, inclusive of all applicable government taxes.

VII. EVALUATION PROCEDURE

Quality-Cost based evaluation procedure shall be used in determining the winning bidder.

VIII. PAYMENT SCHEDULE: Phase 1 of the Project (2015)

Activities/Details	Deliverables	Progress Billing	Date
1. Finalization of Contract	Contract signed	10%	Upon signing
2. Briefing/Orientation on Project Validation/Firming-up/Fine-tuning	a. Briefing conducted b. Competency factors under each of the 4 major areas are identified and defined c. Approval of the President	30%	End of 3 rd month
3. Identification of Observable/measurable behavior	a. FGDs conducted b. List of observable/ measurable behaviors in 4 major areas c. Presentation of Results to Top Management	30%	End of 5 th month
4. Finalization of the Competency Framework	a. Competency Framework b. Project Report c. Training of project staff on output interpretation	30%	End of 6 th month

MILESTONES FOR A COMPETENCY BASED HUMAN RESOURCE SYSTEM

PHASE 1 (2015)

DEVELOPMENT OF A FRAMEWORK FOR A COMPETENCY BASED HUMAN RESOURCE SYSTEM

A. Identification of Four Major Areas for the Competency Model

1. Core Competencies
2. Organizational Competencies
3. Leadership/Management Competencies
4. Technical/Functional Competencies

B. Identification and Definition of Competencies for the Four Major Areas

C. Listing of Observable/Defining Measurable Behavior for Competencies Identified

PHASE 2 (2016)

ESTABLISHING PROFICIENCY LEVELS FOR ALL COMPETENCY FACTORS IN THE FOUR MAJOR COMPETENCY AREAS : MANCOM AND DEPARTMENT HEADS

A . Proficiency Level Identification

1. Selecting the Proficiency Label (e.g., Basic , Intermediate, Advanced, Expert)
2. Defining the Proficiency Level for Each Factor

B. Job Profiling - Competency factors for the job according to the 4 major areas with the corresponding proficiency levels for said competency factors

C. Rewriting Job Descriptions, including Competency-Based Qualification Standards

D. Competency Assessment of Incumbents of Critical Positions

PHASE 3 (2017)

ESTABLISHING PROFICIENCY LEVELS FOR ALL COMPETENCY FACTORS IN THE FOUR MAJOR COMPETENCY AREAS: OTHER OFFICER POSITIONS AND SELECED RANK AND FILE POSITIONS

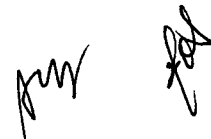
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B. Job Profiling

C. Rewriting Job Descriptions, including Competency-Based Qualification Standards

D. Competency Assessment of Incumbents

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