



Government of the Philippines  
United Nations Development Programme



Portfolio on Enabling Environment:  
Poverty Reduction through Good Governance

**PHI / 02 / 009 CIVIL SERVICE AND ECONOMIC MANAGEMENT:**  
*ENHANCING INSTITUTIONAL CAPACITIES TO PROMOTE  
PUBLIC ADMINISTRATION AND FISCAL REFORMS*

# Training Needs Analysis for the Department of Budget and Management (DBM)

**FINAL REPORT**

April 2003

*Executing/Implementing Agency:*



**Department of Budget and Management**



REPUBLIC OF THE PHILIPPINES

## Department of Budget and Management

Malacañang, Manila

16 July 2004

### MEMORANDUM

FOR : The Director, OPIB

FROM : The OIC-Director, TIS

SUBJECT : **Output Validation re: DBM Training Needs Analysis**

This refers to your memorandum requesting for the output validation of the UNDP Project – Training Needs Analysis conducted by the Development Academy of the Philippines (DAP) in March last year.

The DAP has completed the said project with the submission of the final report on September 26, 2003. The TNA respondents covered management positions from division chiefs, bureau/office directors and assistant directors, assistant secretaries and undersecretaries. The TNA was done in three phases: job analysis, trainee analysis, and data analysis.

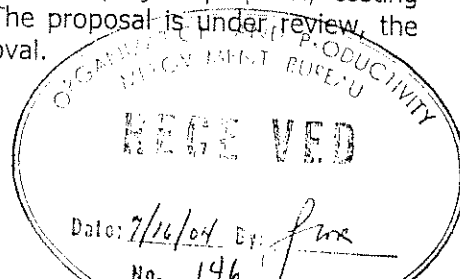
The final report included the following outputs:

#### A. Training Analysis

- Job analysis                      List of knowledge-skills-attitudes of target management positions  
List of performance standards required in these positions
- Trainee analysis                Comprehensive trainee profile
- Data analysis                    Integration of analyses based on the activities undertaken  
List of non-training needs that were uncovered during the study

#### B. Training Needs Design      Recommended training programs and existing training institutions for the proposed programs

The final report was presented to DBM's top management (Undersecretaries and Assistant Secretaries) in a meeting called for the purpose. In the said meeting, Undersecretary Laura B. Pascua requested the DAP to assist the DBM in developing a training and development policy for the department. The DAP has already submitted a project proposal, costing P315,000, which will be conducted in four (4) months. The proposal is under review, the results of which will be presented to USec Pascua for approval.



The findings of the TNA survey showed the areas of strength as well as areas that need enhancement across the 18 positions (Annex A), and the other factors, including systems and structure, affecting job performance (Annex B).

The Training and Information Service (TIS) has been implementing training programs that will enhance those identified as needing enhancement. (*Attached as Annex C is TIS' training calendar for 2004*). It has conducted training on the eBudget for DBM officials, users, and trainers. New employees were also given a 5-day training on the position classification and compensation system.

Other training programs already completed include training of trainers, and leadership skills, among others. All the upcoming training programs of TIS are now geared to address the findings of the TNA though it still has to come up with its training program/calendar for next year that will address the other capability-enhancing needs of the DBM.

The recommendations on the other factors affecting job performance will only be in place when a training and development policy has been formulated. The TIS can only provide, for now, the training calendar for the year. It still has to institutionalize a training and development program for DBM. Thus, it strongly recommends that the Department engage the services of DAP which submitted its proposal for the development of a training and development policy for the DBM, as requested by USec Pascua (*Annex D*).

Some of the recommendations i.e., development of a return service agreement, etc., are already being done. These and other policies/procedures are incorporated in the revised guidelines on scholarship and training grants.

The TIS will forward the other recommendations to the offices/bureaus concerned, e.g., the review and revision of the Position Description Forms (PDFs) to the Personnel Division of the Administrative Service.

Attached, for your reference, is a copy of the final output of the TNA project (*Annex E*).

*fe verzosa-ico*  
**FE VERZOSA-ICO**

## FINDINGS OF THE TNA SURVEY

POSITIONS	AREAS OF STRENGTH	AREAS THAT NEED ENHANCEMENT
Undersecretary/Assistant Secretary (N=3)	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Technical writing</li> <li>• Development and management of self</li> <li>• Budget preparation and execution</li> <li>• Facilitating effectiveness of workforce</li> <li>• Representation</li> <li>• Interpersonal skills</li> <li>• Accountability</li> <li>• Impartiality</li> </ul>	<ul style="list-style-type: none"> <li>• DBM reforms</li> <li>• Laws related to the mandate of the agency</li> <li>• Building and maintaining relationships</li> <li>• Presentation skills</li> </ul>
Director/Assist. Director (N=43)	<ul style="list-style-type: none"> <li>• Budget preparation and execution</li> <li>• Organization and staffing development</li> <li>• Position classification and compensation</li> <li>• Flexibility</li> <li>• Accountability</li> <li>• Integrity</li> <li>• Self-confidence</li> </ul>	<ul style="list-style-type: none"> <li>• Budget accountability</li> <li>• Policy analysis and development</li> <li>• Laws and programs related to the mandate of the agency</li> <li>• DBM reforms</li> <li>• Planning</li> <li>• Building partnership</li> <li>• Public relations</li> <li>• Creative thinking</li> <li>• Computer skills</li> </ul>
Division Chief (N=118)	<ul style="list-style-type: none"> <li>• Policy analysis and development</li> <li>• Client agencies</li> <li>• Records management</li> <li>• Integrity</li> <li>• Flexibility</li> <li>• Accountability</li> <li>• Self-confidence</li> <li>• Impartiality</li> <li>• Work standards</li> </ul>	<ul style="list-style-type: none"> <li>• Budget preparation and execution</li> <li>• Budget accountability</li> <li>• Laws and programs related to the mandate of the agency</li> <li>• DBM reforms</li> <li>• Productivity and quality</li> <li>• Public relations</li> <li>• Building partnership</li> <li>• Organizational awareness</li> <li>• Computer skills</li> <li>• Controlling</li> </ul>

## FINDINGS OF THE TNA SURVEY

## A. Across 18 Positions

PARTICVLARS	AREAS OF STRENGTH	AREAS THAT NEED ENHANCEMENT
Management competencies	<ul style="list-style-type: none"> <li>• Work Standards</li> <li>• Flexibility</li> <li>• Impartiality</li> <li>• Accountability</li> <li>• Integrity</li> </ul>	<ul style="list-style-type: none"> <li>• DBM reforms</li> <li>• Productivity and quality</li> <li>• Problem-solving and decision-making</li> <li>• Public relations</li> <li>• Computer skills</li> <li>• Building partnership</li> <li>• Organizational awareness</li> <li>• Planning</li> </ul>
Job-related competencies	<ul style="list-style-type: none"> <li>• Budget execution</li> </ul>	<ul style="list-style-type: none"> <li>• Project management</li> <li>• Policy analysis and development</li> <li>• Laws related to agency's mandate</li> <li>• Position classification and compensation system</li> <li>• Organization and staffing development</li> <li>• Monitoring foreign- assisted project</li> <li>• Accounting and auditing</li> </ul>

## FINDINGS OF THE TNA SURVEY

## B. Other Factors Affecting Job Performance

FACTORS	FINDINGS	RECOMMENDATIONS
Strategy and Purpose	<ul style="list-style-type: none"> <li>• Absence of clear and consistent policies on the budget and management process               <ul style="list-style-type: none"> <li>○ Unwritten rules, guidelines and standards that lead to different interpretations</li> <li>○ Policies change frequently and are not properly disseminated</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Establish a mechanism to move towards becoming a learning organization</li> <li>• Craft a policy that will govern the training and development function</li> <li>• Formulate implementing guidelines on training and development policies               <ul style="list-style-type: none"> <li>○ Institute a policy that provides each employee 30-40 hours training per year</li> <li>○ Require employees sent to training to draw up action plans</li> <li>○ Develop a return service agreement and/or training contract scheme</li> <li>○ Create a resource pool of graduates of training and development courses or activities to facilitate transfer of learning</li> </ul> </li> </ul>
Systems	<ul style="list-style-type: none"> <li>• Absence or ineffectiveness of HR policies and systems on               <ul style="list-style-type: none"> <li>○ Overtime pay</li> <li>○ Training</li> <li>○ Incentives</li> <li>○ Performance appraisal</li> </ul> </li> <li>• Functions of some of the bureaus are not clearly defined</li> <li>• Lack of management support in inter-office activities</li> </ul>	<ul style="list-style-type: none"> <li>• Institutionalize a strategic training and development program for the DBM management and supervisory positions</li> <li>• Set up systems to support training and development policies and guidelines</li> <li>• Develop an annual training calendar</li> <li>• Design a Career Management Program</li> </ul>
Structure	<ul style="list-style-type: none"> <li>• Functions delegated do not have appropriate/commensurate authority</li> </ul>	<ul style="list-style-type: none"> <li>• Review structure and functions of the different bureaus and services to determine overlap/duplication, if</li> </ul>

		<ul style="list-style-type: none"> <li>Analyze all other positions (technical and support) in the DBM</li> <li>Review and revise the Position Description Forms (PDFs)</li> </ul>
Support Facilities	<ul style="list-style-type: none"> <li>Lack of computer and computer-related facilities, office supplies, equipment, communication device</li> </ul>	<ul style="list-style-type: none"> <li>Design a program that aims to improve quality of the work environment in DBM to address these findings</li> </ul>
Staff	<ul style="list-style-type: none"> <li>Limited office space</li> </ul>	
Shared Values	<ul style="list-style-type: none"> <li>Conflicts among DBM officers</li> <li>Perception that management plays favorites</li> <li>Too much familiarity between superiors and staff</li> </ul>	

## Proposed Training Calendar for 2004 January - December 2004

Title of Seminar/ Training Program	Objective/Description	Proposed Venue	Target Participants	Target Date	Person Responsible
1. Security Seminar for DBM officials and staff	To instill among participants individual responsibility and commitment to the overall objective of implementing sound security practices; provide knowledge and skills to conduct security measures within the Department	DBM Social Hall, Arcahe Bldg., San Miguel, Manila	DBM officials (1st batch)  Division Chiefs (2nd batch)  Administrative Officers & Records Officers (3rd batch)	January 27 (half day)  January 28 (whole day)  January 29 (whole day)	Jeannie/Lou
2. Skills Development Training for DBM Trainers	To provide participants with an understanding and appreciation of the total training process, awareness of various training methodologies, effective presentation and delivery skills, and construction of evaluation instruments	Loreland Farm Resort, Antipolo City	Selected DBM Trainers	February 4-6 (1st batch)  March 9-11 (2nd batch)	Sandy/ Jeannie
3. Corporate Planning	To provide updates on DBM commitments made in 2002, prepare action plans for the year, and identify bottlenecks and policy directions	Hotel Fleuris, Puerto Princesa, Palawan	DBM Senior officials	February 19-21	Sunny/Julius



Training Program	Objective/Description	Proposed Venue	Participants	Date	Responsible
4. Effective Leadership Skills Seminar	To provide participants important tips on employee motivation; proper delegation of work; decision making; and managing problems, innovation, time and change	DBM Social Hall, Arcache Bldg., San Miguel, Manila	Division Chiefs/ Supervising BMS	March 25 (1st batch) March 30 (2nd batch)	Jeannie/Lou
5. Seminar & Diagnostic Test on Civil Service Examination	A free seminar for DBM employees who would like to take the CS examination for eligibility	DBM Social Hall, Arcache Bldg., San Miguel, Manila	All DBM staff who have no CSC eligibility	March 26 (half day, pm)	Lou
6. Basic Training Course on Organization, Staffing, P/P/A Structure, Position Classification and Compensation	To train new technical personnel from OPCCB, BMBs and ROs on organization staffing, PPA structure, position classification and compensation	DBM Social Hall, Arcache Bldg., San Miguel, Manila	Newly-hired technical employees of OPCCB, BMBs and Regional Offices	April 26-30	Jeannie/Lou & OPCCB
7. eBudget System Users Training and Workshop Seminar	To equip the participants with the necessary skills for Beta testing (trial implementation) of the eBudget System	DBM Social Hall, Arcache Bldg., San Miguel, Manila	Directors, Asst. Directors, Division Chiefs and Specialists/ Analysts of BMBs A-E, ROCS, SFB, BTS, FPB, DBM-NCR and RO IV-A	May 3 - 4 (1st batch) 13 -14 (2nd batch) 17- 18 (3rd batch) 19 (4th batch)	Sandy/Elsa

Training Program	Objectives	Venue	Participants	Dates	Responsibilities
8. Workshop on the Revision of Policy & Procedural Guidelines on Scholarships and Training Grants	To incorporate all the issues/concerns raised during SC meetings	Island Cove, Binakayan, Cavite	DBM Scholarship Committee Members, with RO representatives	May 20-21	Elsa
9. Seminar for DMB Trainers of the eBudget System Users	To focus on the technical component of the ebudget System	DBM Social Hall, Arcache Bldg.	eBudget Trainers	May 24-25	Sandy/Elsa
10. Free Orientation on PHILHEALTH Benefits and Availment Procedures	To provide an update on PHILHEALTH concerns	DBM Social Hall, Arcache Bldg., San Miguel, Manila	Administrative Officers and other interested DBM staff	July 22 (half-day)	Lou/Jeanne
11. Records Management Seminar	To provide participants techniques on how to properly manage office records, apply office procedures (filing, indexing, document tracking, etc)	DBM Social Hall, Arcache Bldg., San Miguel, Manila	Administrative Officers & Records Officers from central and regional offices	Aug 10-12 (1st batch) 17-19 (2nd batch)	Jeanne/Lou
12. CSC Review	To provide non-eligible DBM staff the knowledge/skills they need to prepare for the CSC exams	DBM Social Hall, Arcache Bldg., San Miguel, Manila	DBM staff with no CSC eligibility	Sept 7 - 9	Lou/Jeanne
13. Orientation Seminar for New DBM employees	To facilitate the process of assimilation/ integration of newly-hired employees	DBM Social Hall, Arcache Bldg., San Miguel, Manila	Newly-hired employees from September 1, 2003 to June 30, 2004	Sept 21-23	Sandy/Elsa
14. Livelihood Seminar				2nd week of October	Elsa/Lou
15. Livelihood Seminar				3rd week of November	Elsa/Lou



**development academy of the philippines**

The National Productivity Organization

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January 9, 2004

**HON. LAURA B. PASCUA**  
Undersecretary  
Department of Budget and Management  
Malacañang, Manila

Training & Information Service

**RECEIVED**  
JAN 12 2004

By: RONNIE CTRL No. 476

Dear Undersecretary Pascua:

Greetings from the Development Academy of the Philippines!

We are pleased to submit for your consideration a project proposal entitled  
"Developing a Training and Development Policy for the Department of Budget  
and Management."

The proposed project is a response to one of the recommendations from the Training  
Needs Analysis (TNA) of management positions in DBM, which was conducted by  
the Academy in 2003. Specifically, it aims to assist the DBM to undertake the  
following:

1. develop a departmental policy on training and development; and
2. draft implementing guidelines consistent with the training and development policy.

Enclosed is the proposed terms of reference and project cost.

Should you have questions, please do not hesitate to contact our Project Officer,  
Pag-asa M. Lubag, at telephone nos. 6312133, fax no. 6312121 or email  
<pmilubag@dap.edu.ph>

Thank you very much. We look forward to working with you in this undertaking.

Very truly yours,

*Elena Avedillo-Cruz*

**ELENA AVEDILLO-CRUZ**  
Acting Managing Director  
Center for Knowledge Management

Implementing Agency for the Asian Productivity Organization

30<sup>th</sup> year

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DEPARTMENT OF BUDGET & MANAGEMENT  
(OFFICE OF UNDERSECRETARY LAURA D. PASCUA)

**RECEIVED**

DATE: 1/12

# Developing a Training and Development Policy for the Department of Budget and Management

## I. Rationale

In response to the challenges confronting the public sector, the Department of Budget and Management (DBM) has embarked on a program of Enhancing Institutional Capacities to Promote Public Administration and Fiscal Reforms. A key program strategy is the development of a comprehensive and continuing program for human resource development that will support DBM's long-term vision and strategy for organizational development. This strategy is also recognized by the Civil Service Commission (CSC) Rule on Career and Personnel Development:

'Every department or agency shall therefore establish a continuing program for career and personnel development for all agency personnel at all levels, and shall create an environment or work climate conducive to the development of personnel skills, talents and values for better public service.' - CSC Rule VII, Sec 1.'

To assist in this important task, DBM enlisted the services of the Development Academy of the Philippines (DAP) through its Center for Knowledge Management to conduct a Training Needs Analysis (TNA) of management positions in the Department. The TNA recommended appropriate training and development (T & D) interventions to enhance the capacities of managers tasked to promote public administration and fiscal reforms within the DBM as well as its public sector clients. However, the study also stressed that T & D interventions can be optimized and learning sustained if the Department is able to develop a culture of learning in the organization.

To help realize its commitment to become a learning organization, there is an urgent need to define the training and development function of the DBM as well as identify policies, programs, activities and interventions that will ensure that the T & D function is implemented in the Department. Specifically, there is need to craft a policy that will define the purpose, function, process and budget of T & D activities as well as establish set the context for the standardization of guidelines and procedures for these activities.

In view of this, the DAP proposes to provide technical assistance to the Department in developing a policy on training and development to address the findings from the earlier TNA study conducted by DAP.

## II. Technical Assistance Objectives

This project will provide technical assistance (TA) that will assist the Department of Budget and Management to:

- a. Develop a departmental policy on training and development; and
- b. Draft implementing guidelines consistent with the training and development policy.

### III. Project Framework

The project will use the policy development process framework which covers three phases: pre-development, development, and maintenance and evaluation. **Predevelopment is essentially the data-gathering phase which involves identification of issues and concerns using participatory, consultative methods, and analysis of data gathered from stakeholders as well as pertinent documents.**

**Development involves the process of drafting the language, and validation of the draft policy language, including securing approval from senior officers who must ultimately approve and sign the new policy. Before the process begins, there must be agreement on the overall purpose and the outcome of the work. Validation by stakeholders, which may be done through a focus group discussion or solicitation of comments on the draft language, is critical to avoid misunderstandings about scope, timing, responsibilities and ownership.**

**Maintenance and evaluation of the policy involves publication of the new policy, getting feedback and measuring outcomes. When the new policy is approved, it must be communicated to those needing information. Users of the policy must also be educated on the procedures involved. A communication channel to solicit feedback from users may also be necessary as part of the plan for maintenance and review of the policy. Finally, there is need to determine if the policy is being followed and develop a measure to quantify the usefulness of the policy and procedures. Results from the evaluation can be fed back to the system and may result to adoption of changes to the existing policy.**

To be truly responsive to the DBM's needs, policy development on T & D must be conceptualized within the **strategic human resource system**. The strategic HR systems model puts prime value to people as key to enabling the organization to attain its vision, mission, goals and strategies. Thus, strategic HR must address all of the following interrelated elements: empowering performance, rewarding performance, developing people, retaining a talented cadre, planning for people management and attracting a talented cadre. **Training and development is a key strategy for developing people, together with building the organizational culture, management development and employee development.**

The policy on T & D will have the following elements adapted to the specific needs of the Department:

1. Title, Number and Date
2. Introduction
3. General Policy Statement
4. Definition of Terms
5. Authority and Responsibility
6. Developing Training Needs, Plans and Programs
  - a. Determining Training Needs
  - b. Annual Training Plan
  - c. In-House Programs
  - d. Criteria for approving training requests
  - e. Resources
  - f. Selection and assignment of employees for training
  - g. Job enrichment and job rotation
7. Procurement of Training
8. Eligibility for Government-Funded Training
9. Continuing Service Agreements
10. Payment of Training Expenses
11. Leadership/Management Development

- 12. Acceptance of Contributions and Awards from Nongovernment Organizations
- 13. Intergovernmental Training
- 14. Training Reports
- 15. Procedures
  - a. In-House Programs
  - b. Approving training requests
  - c. Securing Resources
  - d. Selection and assignment of employees for training
  - e. Job enrichment and job rotation
  - f. Training Expenses

#### **IV. Implementing Strategy**

The TA will utilize a participatory approach involving top and middle management and key representatives of personnel development committee or employee associations. Methods to be used include document review, key informant interviews, survey, focus group discussions, orientation session and workshop. Respondents will include the policy makers (Management Level), policy implementers (TIS & HR) and the recipients (e.g. training program recipients).

The technical assistance will be provided through the following activities:

##### **Predevelopment**

- a. **Data Gathering (Month 1 - 3)**
  - 1. Identification, review and analysis of existing departmental policies and guidelines including relevant civil service laws and rules
  - 2. Development and administration of question guide instruments through interview, focused group discussions & survey of key informants/stakeholders identified
  - 3. Orientation on Human Resource (HR) Systems and Policy Development Process to assist/guide stakeholders in defining where, why and how a T & D policy will strengthen the organizational dynamics which includes the management systems and processes relating to human resource development
  - 4. Policy Development Workshop to be participated by the policy makers to identify/craft T & D policy and its implementing guidelines
  - 5. Data Analysis

##### **Development**

- b. **Drafting the Language/Policy (Month 4)**  
Translation of Workshop Outputs and data gathered and analyzed to policy statements and implementing guidelines
- c. **Validation (Month 4)**  
Presentation of the draft language policy and implementing guidelines to stakeholders to solicit comments

d. Finalization of Draft Policy (Month 4)

Incorporation of revisions to the draft policy identified during the validation workshop

**Maintenance and Evaluation**

Orientation of the policy implementors of the maintenance and evaluation of the approved policy.

V. Terms of Reference and Cost

PSF	172,600
OPC	113,783.7
PSF + OPC	286,383.7
10%	28,036.37
<b>Total Project Cost =</b>	<b>315,000</b>

<b>DBM shall</b>	<b>DAP shall</b>
<ul style="list-style-type: none"> <li>▪ Identify counterpart team or point person who shall work closely with the DAP project team in securing data or documents needed by the project</li> <li>▪ Facilitate signing of MOA between DAP and DBM</li> <li>▪ Issue all necessary memoranda and all pertinent communication to participants in the study and to DBM officials and stakeholders</li> <li>▪ Provide access to DAP project team to gather data, interview personnel and conduct FGD</li> <li>▪ Arrange interviews with key personnel of DBM and other stakeholders</li> <li>▪ Relay information to ensure availability of target participants in consultations and other activities for the study</li> <li>▪ Communicate with DAP all information that will affect the conduct of activities</li> <li>▪ Provide venue, food, including facilities and equipment needed for the conduct of workshop/ group discussions to DBM personnel as necessary</li> <li>▪ Shoulder the travel and transportation expenses of non-Metro Manila based personnel of DBM who might be chosen for the interview and/or participate in the focus group discussion</li> <li>▪ Facilitate the acceptance and payment of deliverables and services rendered by the Academy according to the agreed terms of payments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organize a project team for the conduct of the study</li> <li>▪ Design the process of crafting the T &amp; D policy</li> <li>▪ Design all the data gathering instruments to be used in conducting the project activities</li> <li>▪ Identify, together with the DBM counterparts, the key informants and the participants to the workshop/focus group discussion and interviews</li> <li>▪ Conduct interviews, workshop and/or focus group discussions and administer questionnaires with key personnel of DBM</li> <li>▪ Shoulder the travel and transportation expenses of DAP project team to and from the venue of project activities</li> <li>▪ Provide the final draft policy ready for signing by the Secretary</li> </ul>



# development academy of the philippines

*The National Productivity Organization*

September 26, 2003

**HON. LAURA B. PASCUA**

Undersecretary

Department of Budget and Management

Manila

Dear Undersecretary Pascua:

In reference to your letter dated August 6, 2003 requesting for additional information to be included in to the Training Needs Analysis Final Report, we are pleased to submit the following:

1. Table 1: DBM Training Program for Division Chief, Director and Assistant Director and Proposed Service Providers; and
2. Directory of Training Service Providers

Table 1 lists the training needs and interventions prioritized according to their relative priority. Priority No. 1 to 8 address the immediate training needs, which were identified by 75% or more respondents. Priority No. 9 to 26 address the continuing training needs which were identified by 50% to 74% of respondents. Priority No. 27 to 47 are those identified by less than 50% of the respondents.

The training program is presented as follows:

- Column 1 contains the **priority number**.
- Column 2 lists the **training needs** prioritized based on the number of respondents who rated them
- Column 3 contains the approximate **number of participants** from the various offices that need the training
- Column 4 gives the **frequency** of implementation of a specific training program at approximately 30-40 per batch
- Column 5 lists the specific **training program/agenda** addressing training need
- Column 6 gives the **service provider and specific training/courses provided**
- Column 7 contains the **non-training** or self-help activities that can supplement the training program.

This Training Program Matrix supersedes the previous matrix that we submitted last September 10, 2003.

Should you have further questions, please do not hesitate to contact Annie Laquian or Page Lubag at telephone number 6312133 and/or fax no. 6312121.

Very truly yours,

**ELENA A. CRUZ**

Acting Managing Director

Center for Knowledge Management

Implementing Agency for the Asian Productivity Organization



## Directory of Training Service Providers

### **AM Compulab, Inc.**

☎ 2/F Maripola Bldg., #109 Perea St.  
Legaspi Village, Makati City  
☎ T 817-3442

### **Ancilla Business Training Center**

☎ T 891-5568/ 892-2895  
F 892-2902  
🌐 [www.ancillaedc.com.ph](http://www.ancillaedc.com.ph)

### **Asia Business Consultants, Inc. (ABC)**

☎ 3<sup>rd</sup> Concorde Condo, 200 Benavidez  
corner Salcedo Village, Makati City  
☎ T 810-0023/38/40  
F 816-4137  
🌐 [www.asianbusinessconsultants.com](http://www.asianbusinessconsultants.com)

### **Asian Institute of Management - Executive Education and Life Long Learning Center (EXCELL)**

☎ # 123 Paseo de Roxas, Makati City  
☎ T 893-2050/893-2031/ 892-4011  
F 892-3340  
🌐 [www.aim.edu.ph](http://www.aim.edu.ph)

### **Ateneo de Manila - Center for Continuing Education**

☎ #130 HV dela Costa St., Salcedo Village  
Makati City  
☎ T 899-7691 loc 248/ 830-2038  
F 810-7809  
🌐 [www.admu.edu.ph](http://www.admu.edu.ph)

### **AYC Consultants, Inc.**

🌐 [www.dataphil.com](http://www.dataphil.com)

### **Dale Carnegie Executive Training Institute of the Philippines**

☎ T 687-2482 to 84/ 632-7719  
F 687-5967  
🌐 [www.dalecarnegie.com](http://www.dalecarnegie.com)

### **De La Salle University - College of Saint Benilde**

☎ Taft Avenue, Manila  
🌐 [www.csb.dlsu.edu.ph](http://www.csb.dlsu.edu.ph)

## Development Academy of the Philippines

- ☒ Center for Knowledge Management
  - ☎ T 631-0921 to 30 loc. 130/ 631-2133/2121
  - F 631-2121
- ☒ Center for Governance
  - ☎ T 631-0921 to 30 loc. 109/ 631-2157
- ☒ Center for Quality and Competitiveness
  - ☎ T 631-0921 to 30 loc. 171/ 631-2137
- ☒ Graduate School for Public Development Management
  - ☎ T 631-0921 to 30 loc. 177/ 631-2139
- ☎ DAP Building, San Miguel Avenue, Pasig City 1600
- ☎ T 631-0921 to 30; F 631-2123
- ☒ [www.dap.edu.ph](http://www.dap.edu.ph)

## Financial Management Training Center

- ☒ [www.exinfm.com/training/s](http://www.exinfm.com/training/s)

## Guthrie-Jensen Consultants, Inc.

- ☎ T 892-7041/ 894-0445/ 816-1610
- F 812-8114
- ☒ Email [pubsen@guthrie-jensen.com](mailto:pubsen@guthrie-jensen.com)

## Institute of Advanced Computer Technology

- ☒ Website [www.iact-ph.com](http://www.iact-ph.com)

## La Salle Institute of Governance

- ☎ 10/F Angelo King International Center
- ☎ Arellano St., corner Estrada St., Malate, Manila
- ☎ TF 524-5333
- ☒ [www.system.dlsu.edu.ph/research/lsg](http://www.system.dlsu.edu.ph/research/lsg)

## Melbourne Business School

- ☒ [www.mbs.unimelb.edu.au](http://www.mbs.unimelb.edu.au)

## MERALCO Foundation - Center for Values and Professional Development

- ☎ MFI Bldg., Ortigas Ave. Extension, Pasig City
- ☎ T 632-0756
- ☒ [www.mfi.org.ph](http://www.mfi.org.ph)

## Neville-Clarke Philippines, Inc.

- ☎ Unit 2408 The Orient Square, Emerald Ave.
- Ortigas Center, Pasig City
- ☎ T 636-6430
- F 636-6573
- ☒ [www.nevilleclarke.com](http://www.nevilleclarke.com)

## Personnel Management Association of the Philippines (PMAP)

T 726-1532/ 726-1581/ 726-1588  
F 726-1530  
www.pmap.org.ph

## RAYMA Management Consultants (M'sia) Sdn Bhd

2B Jalan SS24/13, Taman Megah, 47301 Petaling Jaya  
Selangor Darul Ehsan, Malaysia  
T +60 3 704466  
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Email [seminars@rayna.com.my](mailto:seminars@rayna.com.my)  
[www.rayna.com.my](http://www.rayna.com.my)

## Sea Consultants, Inc.

2/F Raja Sulayman Bldg., Benavidez St.  
Legaspi Village, Makati City  
T 815-8790/ 815-8798/ 812-4668  
F 815-6587  
[www.seaconsultants.com](http://www.seaconsultants.com)

## Sycip Gorres Velayo & Co. (SGV)

SGV Building I, 6760 Ayala Avenue, Makati City  
T 894-8157/ 894-8333/ 891-0307  
F 812-6790/ 891-0576  
[www.sgv.com.ph](http://www.sgv.com.ph)

## University of Asia and the Pacific - Continuing Management Education Program (UAP-CME)

Pearl Drive, Ortigas Complex, Pasig City  
T 634-2834/ 637-0912 loc 241  
F 634-2816  
[www.uap.edu.ph](http://www.uap.edu.ph)

## University of the Philippines Diliman

- ☒ School of Labor and Industrial Relations ([www.upd.edu.ph/solair](http://www.upd.edu.ph/solair))
- ☒ National Center for Public Administration and Governance ([www.upd.edu.ph/~ncpag](http://www.upd.edu.ph/~ncpag))
- ☒ College of Business Administration
- ☒ College of Mass Communication

Diliman, Quezon City

## University of the Philippines Los Baños

- ☒ College of Development Communication

College, Laguna 4031  
T 49-536-3356

Table 1: DBM Training Program for Director, Assistant Director and Division Chief and Proposed Service Provider

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agency	Service Provider (see attached directory for contact numbers)	Non-Training (self-help, on-the-job meetings and discussions)
IMMEDIATE						
#1	DBM Reforms	Division Chief Regional Office - 49; FPB - 2; BMB - 31; ROCS - 3; BTS - 3; BISS - 2; SPB - 1; DLLO - 1; OPCCB - 5; OPIB - 1; TIS - 2; FAS - 4; LLS - 1; Osec - 1; Sub - Total - 106  Director/ Asst. Director Regional Office - 21; FPB - 1; BMB - 6; ROCS - 2; BTS - 1; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 2; LLS - 2; Sub - Total - 41  USec/Asec - 3  TOTAL - 150	4 batches	A two-day Orientation session on DBM Reforms  USec/Asec & Dir/Adir may decide to attend the 1 <sup>st</sup> day orientation only	Department of Budget and Management (in-house training)	Inclusion in agenda of regular meetings, literature and other readings or documents  This may also be included as agenda in Senior Officers Council meeting to continuously revisit, clarify and discuss the DBM reforms

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Trainings (self-help, on-the-job, meetings and discussions)
#2	Productivity and Quality	Division Chief Regional Office - 46; FPB - 2; BMB - 33; ROCS - 3; BTS - 3; BISS - 2; SPB - 1; OPCCB - 4; OPIB - 1; TIS - 1; FAS - 3; LLS - 1; OSec - 1; Sub-Total - 101  Director/ Asst. Director Regional Office - 17; FPB - 1; BMB - 7; ROCS - 2; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 2; LLS - 2; Sub-Total - 36  TOTAL - 137	4 batches	A one-day briefing session on Productivity and Quality	Center for Quality and Competitiveness, Development Academy of the Philippines - Customized Executive Briefing on Productivity and Quality  Asia Business Consultants, Inc. (ABC) - Productivity *  Neville - Clarke Phils., Inc. - Quality Management*  Sycip Gorres Velayo & Co (SGV) - Productivity Improvement *  SEA Consultants - Productivity Improvement Program; Productivity Through Effective Human Relations  Continuing Management Education Program, University of Asia and the Pacific - Productivity in the Workplace  Graduate School of Business, Center for Continuing Education, Ateneo de Manila University - Total Quality Management*; Integration: Creating an Environment that Maximizes Productivity and Creativity *	Inclusion as agenda in meeting

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Not-Training (self-help on the job, meetings and discussions)
#3	Project Management	<p>Division Chief Regional Office - 39; FPB - 2; BMB - 32; BTS - 3; OPCCB - 5; OPIB - 1; TIS - 1; FAS - 1; LLS - 1; Sub-Total - 85</p> <p>Director/Asst. Director Regional Office - 32; FPB - 1; BMB - 4; ROCS - 2; BTS - 1; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 1; Sub-Total - 48</p> <p>USec/A Sec - 2</p> <p>TOTAL- 135</p>	4 batches	<p>Three-day Training Course on Project Management</p> <p>For Dir/Adir &amp; USec/A Sec a one-day review course on Project Management</p> <p>process, tools and software may be designed</p>	<p>Center for Knowledge Management, DAP</p> <ul style="list-style-type: none"> <li>- Project Management Using MS Project</li> <li>- Customized training</li> </ul> <p>UP College of Business Administration</p> <ul style="list-style-type: none"> <li>- Techniques for Project Evaluation and Risk Analysis</li> </ul> <p>UP-SOLAIR</p> <ul style="list-style-type: none"> <li>- Project Management and Strategic Planning</li> </ul>	<p>Regular meetings with funding institutions and project leaders from DBM</p> <p>Actual review of project proposals</p> <p>Sharing of literature</p>
#4	Policy Analysis and Development	<p>Division Chief Regional Office - 39; FPB - 2; BMB - 31; BTS - 3; OPCCB - 5; OPIB - 1; FAS - 1; LLS - 1; Sub-Total - 83</p> <p>Director/ Asst. Director Regional Office - 29; FPB - 1; BMB - 5; ROCS - 2; BTS - 1; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; LLS - 1; Sub-Total - 45</p> <p>USec/A Sec - 2</p>	4 Batches at 30/batch for a customized training	<p>Ten-day Training Program on Policy Analysis</p> <p>Degree or Certificate Course on Public Policy</p> <p>For Dir/Adir &amp; USec/A Sec a Five-day Training Program on Policy Analysis may be designed</p>	<p>Graduate School of Public and Development Management, DAP</p> <ul style="list-style-type: none"> <li>- Policy Analysis Course</li> <li>- Customized training</li> </ul> <p>Center for Policy and Executive Development</p> <ul style="list-style-type: none"> <li>- Methods of Policy Analysis</li> </ul> <p>UP-College of Public Administration</p> <ul style="list-style-type: none"> <li>- Policy Analysis and Management Development Training</li> </ul>	<p>Participation in actual crafting and review and critique of policy in the Department</p> <p>Include as agenda in regular Division meetings</p> <p>For USec/A Sec : accessing networks and building positive relationships</p>

Priority	Training Needs (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on the job, meetings and discussions)
#5	Building and Maintaining Partnership Public Relations Representation	TOTAL - 130  Division Chief Regional Office - 37; FPB - 2; BMB - 29; ROCS - 3; BTS - 3; BISS - 1; SPB - 1; DLLO - 1; OPCCB - 5; OPIB - 1; TIS - 2; FAS - 3; LLS - 1; Osec - 1 Sub-Total - 88  Director/ Asst. Director Regional Office - 17; FPB - 1; PMB - 6; ROCS - 2; BTS - 1; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 2; LLS - 2; Sub-Total - 37  USec/Asec - 3  TOTAL - 128	4 Batches to be conducted by the DBM or by a service provider	A one-day review session on Establishing Strategic Alliances to include sessions on Public Relations and Representation  Can include discussion on strategies for the stakeholders to know the Department better	DBM In-House Training  Development Academy of the Philippines - Customized Training - Certificate in Customer Relationship Management  MUSTASA Benilde - Module on Industrial Relations  Melbourne Business School - Mobilizing Resources and Building Relationships  Dale Carnegie Executive Training Institute of the Philippines - Customer Relations and Employee Development Course	With other agencies whose work impact on policy development in the Department For USec/Asec  Use of email, attendance to meetings  Membership or leadership to organizations and groups, support for others by providing information, linking others with others
#6	Problem Solving and Decision-Making Creative Thinking	Division Chief Regional Office - 40; FPB - 2; BMB - 27; ROCS - 3; BTS - 3; BISS - 1; SPB - 1; DLLO - 1; OPCCB - 4;	4 Batches to be conducted by a service provider	A five-day training course on Identifying, Managing and Resolving	Institute for Productivity and Quality, Development Academy of the Philippines - Strategizing for Effective Decision-Making	

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on the job, meetings and discussions)
		OPIB - 1; TIS - 2; FAS - 3; LLS - 1; Osec - 1; Sub-Total - 89  Director/ Asst. Director Regional Office - 19; FPB - 1; BMB - 5; ROCS - 2; BTS - 1; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 2; LLS - 1; Sub-Total - 37  TOTAL - 126		Problems to include session on Creativity and Creative Thinking	- Customized Training  EXCELL, Asian Institute of Management - Systems Thinking  Asia Business Consultants, Inc. - Decision making and Problem-solving *  SEA Consultants - Problem Solving and Decision-Making	
#7	Laws/Programs Related to Agency's Mandate	Division Chief Regional Office - 38; FPB - 2; BMB - 34; ROCS - 3; BTS - 3; OPIB - 1; TIS - 2; FAS - 2; LLS - 1; Sub-Total - 86  Director/ Asst. Director Regional Office - 15; FPB - 1; BMB - 6; BTS - 1; FAS - 1; LLS - 1; Sub-Total - 36  Usec/Asec - 3  TOTAL - 125	2 batches - Regional Office and Central Office	Technical Briefing  Attendance to Conferences and Forum	DBM In-House Training	Sharing of literature  Regular Meetings  Self-Study  Attendance to conferences & meetings
#8	Computer Skills	Division Chief Regional Office - 35; FPB - 2; BMB - 31; ROCS - 3;	4 Batches to be conducted by the DBM (BISS)	Training sessions on various computer	DBM In-House Training  Center for Knowledge	Practice and application of use of software



Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on the job, meetings and discussions)
		BTS - 3; SPB - 1; DLLO - 1; OPCCB - 3; OPIB - 1; TIS - 2; FAS - 3; LLS - 1; OSec - 1; Sub-Total - 87	or by a service provider	software	Management, Development Academy of the Philippines - Enhancing Productivity Using Microcomputers - Customized Training  AMA Computab, Inc. - Computer Training	
		Director/ Asst. Director Regional Office - 19; FPB - 1; BMB - 6; ROCS - 2; BTS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 2; LLS - 1; Sub-Total - 37				
		TOTAL - 124				

CONTINUING

#9	Organizational Awareness/ Acumen  Planning	Division Chief Regional Office - 32; FPB - 2; BMB - 28; ROCS - 3; BTS - 3; BISS - 2; SPB - 1; DLLO - 1; OPCCB - 4; OPIB - 1; TIS - 2; FAS - 4; LLS - 1; OSec - 1; Sub-Total - 85  Director/ Asst. Director Regional Office - 18; FPB - 1; BMB - 5; ROCS - 2; BTS - 1; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 2; Sub-Total - 35  Usec/Usec - 2	4 Batches to be conducted by the DBM or by a service provider	A two-day workshop on Planning Policies and Processes and a simulation of the planning process (application of tools and techniques) for the next calendar year  A one-day session to revisit and review Organizational policies and standards on Personnel	DBM In-House Training  Center for Governance, DAP - Customized Training  UP-SOLAIR - Effective Performance Appraisal Program - Seminar on HR: The Key to Productivity and Quality	Management meeting to review and discuss DBM Administrative Policies and Procedures focused on Performance Targets. Measures and Standards  Memos or circulars and other literature
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Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on the job, meetings and discussions)
		TOTAL - 122		Management, Performance Appraisal and Delivery Options may be designed to USec & ASec		
#10	Position Classification and Compensation System	Division Chief Regional Office - 35; BMB - 30; OPCCB - 4; Sub-Total - 69  Director/Asst. Director Regional Office - 29; BMB - 7; OPCCB - 2; Sub-Total - 38  TOTAL - 117	3 Batches to be conducted by a service provider	3-day technical training course on Position Classification and Compensation System Development	Personnel Management Association of the Philippines - <i>Strategizing Compensation and Benefits Design, Communication &amp; Administration</i> - <i>Certificate in Compensation Management</i>  UP-SOLAIR - <i>Job Evaluation and Wage Salary Administration</i>  Personnel Management Association of the Philippines - <i>Certificate in Compensation Management</i>	Review of Related literature  Meetings with representatives of CSC  Discussion in the Learning Cell  Self Study
#11	Managing Teams  Managing Conflict (Facilitating Effectiveness of Workforce)	Division Chief Regional Office - 36; FPB - 2; BMB - 26; ROCS - 2; BTS - 3; BISS - 1; SPB - 1; DLLO - 1; OPCCB - 4; OPIB - 1; TIS - 2; FAS - 3; LLS - 1; OSec - 1; Sub-Total - 84	4 Batches to be conducted by a service provider	A three-day training session on Meeting Management, Facilitating Skills and Team Management  Can include	Center for Knowledge Management, Development Academy of the Philippines - <i>Effective Negotiation Workshop</i> - <i>Presentation Skills Development Workshop</i> - <i>Team Management Seminar</i>	



PRIORITY	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help, on the job, meetings and discussions)
		Director/ Asst. Director Regional Office - 14; FPB - 1; BMB - 5; ROCS - 1; BTS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 2; LLS - 1; Sub-Total - 30 USec/ASec - 2 TOTAL - 116		discussion on Conflict Management For Dir/Adir a two-day Session on Team Management and Conflict Management may be designed	UP-SOLAIR - Facilitating Skills Workshop EXCELL, Asian Institute of Management - Negotiations: Changing the Rules of the Game... Winning the Game	
#12	Organization and Staffing Development	Division Chief Regional Office - 37; BMB - 30; OPCCB - 5; OPIB - 1; FAS - 1; Sub-Total - 74 Director/ Asst. Director Regional Office - 31; BMB - 5; OPCCB - 2; OPIB - 2; Sub-Total - 40 TOTAL - 114	3 Batches to be conducted by a service provider	3-day technical training Course on Organization and Staffing Development For Dir/Adir a one-day review session on business processes, methodologies, principles and applications of management intervention may be designed	Center for Knowledge Management - DAP - Customized Training UP-SOLAIR - Organization Development and Strategic Training - Seminar on Core Functions of HR Management	Creation of a Learning Cell for Division Chiefs where Organization and Staffing Development is a regular subject matter for discussion Sharing of Literature Meetings with representatives of Oversight agencies Accessing Websites

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help or meetings and discussions)
#13	Customer Service Orientation Promoting and Achieving Quality Outcomes	Division Chief Regional Office - 23; FPB - 2; BMB - 19; ROCS - 3; BTS - 3; BISS - 1; SPB - 1; OPCCB - 3; OPIB - 1; TIS - 2; FAS - 2; LLS - 1; Csec - 1; Sub-Total - 83  Director/ Asst. Director Regional Office - 12; FPB - 1; BMB - 4; ROCS - 2; BTS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 2; Sub-Total - 35  Usec/Asec - 2  TOTAL - 113	3 Batches to be conducted by a service provider	A One-Day Orientation session on Quality Customer Service	Institute of Productivity and Quality (IPQ), DAP - Certificate in Customer Satisfaction Management - Certificate in Customer Relationship Management  Asian Institute of Management - Human Capital Management (Includes session on Value Creation: Achieving Fit Among Markets, Customers and People)	
#14	Monitoring Foreign Assisted Projects	Division Chief Regional Office 41; BMB - 32; FAS - 1; Sub-Total - 74  Director/Asst. Director Regional Office - 33; BMB - 5; Sub-Total - 38  TOTAL - 112	One-time run with an invited resource person from DBM or UP-NCPAG	One-day Orientation	DBM In-House Training  Center for Policy and Executive Development, UP-NCPAG - Project Management, Monitoring and Evaluation	Sharing of Literature  Meetings with representatives from funding agencies  Accessing Websites

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on the job, meetings and discussions)
#15	<p>Presentation Skills</p> <p>Training Delivery Skills</p> <p>Developing and Using Audio-Visual Media and Materials</p>	<p>Division Chief</p> <p>Regional Office - 38; FPB - 2; BMB - 25; ROCS - 3; BTS - 3; BISS - 2; SPB - 1; OPCCB - 3; OPIB - 1; TIS - 1; FAS - 2; LLS - 1; Osec - 1;</p> <p>Sub-Total - 83</p> <p>Director/ Asst. Director</p> <p>Regional Office - 12; FPB - 1; BMB - 4; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 2;</p> <p>Sub-Total - 26</p> <p>Usec/ASec - 3</p> <p>TOTAL - 112</p>	3 Batches to be conducted by a service provider	<p>A three-day training course on Oral Presentation Skills with a simulation on preparing and delivering presentations</p> <p>For Usec/ASec a two-day training session on Oral Presentation Skills may be designed</p>	<p>Center for Knowledge Management, Development Academy of the Philippines</p> <ul style="list-style-type: none"> <li>- Presentation Skills</li> <li>- Development Workshop</li> </ul> <p>Ateneo de Manila University- Center for Continuing Education</p> <ul style="list-style-type: none"> <li>- Power Presentation Skills</li> </ul> <p>Ancilla Business Training Center</p> <ul style="list-style-type: none"> <li>- Presentation Skills</li> <li>- Development Workshop</li> </ul>	
#16	Controlling	<p>Division Chief</p> <p>Regional Office - 35; FPB - 2; BMB - 25; ROCS - 3; BTS - 3; BISS - 1; SPB - 1; DLLO - 1; OPCCB - 3; OPIB - 1; TIS - 2; FAS - 2; LLS - 1; Osec - 1</p> <p>Sub-Total - 81</p> <p>Director/ Asst. Director</p> <p>Regional Office - 15; FPB - 1; BMB - 5; ROCS - 2; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 1;</p>	3 Batches to be conducted by a service provider	A two-day workshop on Performance Measures and Quality Standards	<p>Center for Quality and Competitiveness, Development Academy of the Philippines</p> <ul style="list-style-type: none"> <li>- Total Productivity Maintenance (TPM)</li> </ul> <p>UP-SCLAIR</p> <ul style="list-style-type: none"> <li>- New Performance Management</li> <li>- Performance Management</li> </ul> <p>Asian Institute of Management</p> <ul style="list-style-type: none"> <li>- Certificate Program in Human Capital Management</li> </ul>	<p>Read Management Books</p>

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on the job, meetings and discussions)
		Sub-Total - 30  TOTAL - 111			Professional Management Advisory Services - Productivity Improvement Program	
#17	Managing Organizational Change	Division Chief Regional Office - 34; FPB - 2; BMB - 25; ROCS - 3; BTS - 3; BISS - 1; SPB - 1; DLLO - 1; OPCCB - 3; OPIB - 1; TIS - 2; FAS - 2; LLS - 1; OSec - 1 Sub-Total - 80  Director/Asst. Director Regional Office - 13; FPB - 1; BMB - 4; ROCS - 1; BTS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 2; LLS - 1; Sub-Total - 28  USec/ASec - 2  TOTAL - 110	3 Batches to be conducted by a service provider	A three day Orientation session on Change Management For Dir/Adir & USec/ASec a two-day session on Change Management may be designed	Center for Governance, Development Academy of the Philippines - <i>Managing Organizational Change: An Orientation Course</i>  Center for Values and Professional Development - <i>Teaming for Change and Adaptability</i>	
#18	Accounting and Auditing	Division Chief Regional Office - 39; BMB - 29; ROCS - 3; BTS - 3; SPB - 1; FAS - 1; Sub-Total - 76  Director/ Asst. Director Regional Office - 23; BMB - 6; ROCS - 2; BTS - 1; Sub-Total - 32 TOTAL - 108	3 Batches to be conducted by a resource person (from COA)	One -day Technical Briefing on GAAM	D8M In-House Training	Inclusion in regular meetings  Sharing of literature  Self study

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agency	Service Provider (see attached directory for contact numbers)	Net-Training (self-help, on-the-job, meetings and discussions)
#19	Client Agencies	Division Chief Regional Office - 32; FPB - 2; BMB - 29; ROCS - 3; BTS - 3; SPB - 1; OPIB - 1; Sub-Total - 71  Director/Asst. Director Regional Office - 23; FPB - 1; BMB - 5; ROCS - 2; SPB - 1; OPIB - 2; Sub-Total - 34  <b>TOTAL - 105</b>	Can be conducted by bureaus or offices serving the same client agencies		DBM In-House Intervention	Reading Literature  Regular Meeting with client agency representative  Sharing of information session
#20	Leading Initiating Strategic Development	Division Chief Regional Office - 32; FPB - 2; BMB - 20; ROCS - 2; BTS - 3; BISS - 1; SPB - 1; DLLO - 1; OPCCB - 3; OPIB - 1; TIS - 2; FAS - 4; LLS - 1; Osec - 1; Sub-Total - 74  Director/Asst. Director Regional Office - 15; FPB - 1; BMB - 5; ROCS - 2; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 1; Sub-Total - 30  USec/A Sec - 2  <b>TOTAL - 106</b>	3 Batches to be conducted by a service provider	A one-day workshop on Strategic Leadership  For the USec/A Sec a three-day training program on Planning and Organizing and Decision-making skills including a discussion on strategic planning can be designed	Center for Knowledge Management, Development Academy of the Philippines - Executive Leadership (customized training)  Center for Policy and Executive Development - Executive Management and Development  Asian Institute of Management - Leading from Higher Ground: Cultivating a Spirited Workplace	Literature, self-study, discussions  Attendance to meetings, symposium, conferences  Review of best practices

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profiles for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)
#21	Managing Staff Performance	<p>Division Chief  Regional Office - 29; FPB - 2; BMB - 24; ROCS - 2; BTS - 3; BISS - 1; SPB - 1; DLLO - 1; OPCCB - 3; OPIS - 1; TIS - 2; FAS - 4; LLS - 1; Osec - 1;  Sub-Total - 75</p> <p>Director/Asst. Director  Regional Office - 14; FPB - 1; BMB - 4; ROCS - 1; BISS - 1; SPB - 1; OPCCB - 2; OPIS - 2; FAS - 1; LLS - 1;  Sub-Total - 23  TOTAL - 103</p>	3 Batches to be conducted by a service provider	A three-day training session on Mentoring and Coaching, and Performance Feedback	<p>Center for Knowledge Management, Development Academy of the Philippines</p> <ul style="list-style-type: none"> <li>- Performance Management Seminar (customized)</li> </ul> <p>Personnel Management Association of the Philippines</p> <ul style="list-style-type: none"> <li>- Coaching and Counseling Workshop</li> <li>- 360 Degree Appraisal System</li> </ul> <p>Asian Institute of Management</p> <ul style="list-style-type: none"> <li>- Leaders and Managers as Mentors</li> </ul>
#22	Maintaining Records	<p>Division Chief  Regional Office - 24; BMB - 30;  Sub-Total - 64</p> <p>Director/Asst. Director  Regional Office - 27; BMB - 5; ROCS - 2;  Sub-Total - 34  TOTAL - 98</p>	3 Batches to be conducted by a service provider	Two-Day Orientation session on Database Management and Knowledge Management	<p>Center for Knowledge Management, Development Academy of the Philippines</p> <ul style="list-style-type: none"> <li>- Effective Database Management Using MS Access (Scatic)</li> </ul> <p>SEA Consultants, Inc</p> <ul style="list-style-type: none"> <li>- Paperwork Cost Reduction Program</li> </ul>
#23	Budget Accountability	<p>Division Chief  Regional Office - 29; FPB - 2; BMB - 30; ROCS - 2;  SPB - 1;</p>	3 Batches to be conducted by a service provider	Three-Day training course on Financial Management	<p>La Salle Institute of Governance</p> <ul style="list-style-type: none"> <li>- The Budget Assessment Project</li> </ul>





Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-training (Self-help, on-the-job meetings and discussions)
		Sub-Total - 64  Director/Asst. Director Regional Office - 25; FPB - 1; BME - 5; ROCS - 2; SPB - 1; Sub-Total - 34  TOTAL - 98		focused on tools and techniques  Three-Day workshop that will simulate the process of budget review and analysis using a "live" agency  For Dir/Adir a one-day review session on Financial Management focused on tools and techniques, may be designed, with a one-day workshop that will simulate the process of identification and formulation of performance indicators using live-agency	Asian Institute of Management - Finance for Senior Executives  UP-College of Business Administration - Financial Analysis and Forecasting  SEA Consultants, Inc - Financial Planning and Budgetary Control for Management  RAYMA Management Consultant - Advanced Budgeting and Profit Planning Techniques  Ancilla Business Training Center - Evaluating Financial Performance - Financial Planning and Forecasting	

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profiles for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Trainings (self-help, on-the-job, meetings and discussions)
#24	Interpersonal Skills	<p>Division Chief  Regional Office - 29; FPB - 2; BMB - 24; ROCS - 3; BTS - 3; SPB - 1; OPCCB - 3; TIS - 1; FAS - 2; LLS - 1; Csec - 1  Sub-Total - 70</p> <p>Director/ Asst. Director  Regional Office - 12; FPB - 1; BMB - 4; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 1;  Sub-Total - 24</p> <p>Usec/ASec - 2  TOTAL - 94</p>		<p>A 3-Day Course on Interpersonal Sensitivity focused on Interpersonal Communication and Leadership</p> <p>For Usec/ASec a review session on Interpersonal Sensitivity focused on Interpersonal Communication and Leadership may be designed</p>	<p>Center for Knowledge Management, DAP</p> <ul style="list-style-type: none"> <li>- Customized Training</li> </ul> <p>Personnel Management Association of the Philippines</p> <ul style="list-style-type: none"> <li>- Coaching and Counseling</li> </ul>	
#25	Development and Management of Self	<p>Division Chief  Regional Office - 27; FPB - 2; BMB - 21; ROCS - 2; BTS - 2; BISS - 1; SPB - 1; DILLO - 1; OPCCB - 3; OPIB - 1; TIS - 1; FAS - 2; LLS - 1; Csec - 1;  Sub-Total - 66</p> <p>Director/Asst. Director  Regional Office - 11; BMB - 4; ROCS - 1; BISS - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 1;  Sub-Total - 23</p> <p>Usec/ASec - 2  TOTAL - 91</p>	2 batches to be conducted by a service provider	<p>A Seminar on Personal Efficacy and Leadership</p>	<p>Graduate School of Public and Development Management, DAP</p> <ul style="list-style-type: none"> <li>- Personal Efficacy and Leadership Training</li> </ul>	<p>Individual tracking and monitoring; reading literature; participation in self-initiated or organization-sponsored programs; reflection: a career development program; practice of personal and organizational values in the workplace</p>

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (Refer to individual profiles for names of participants)	Frequency of Implementation	Training Program/ Training Agency	Service Provider (see attached directory for contact numbers)	Notes/Training (self-help on the job meetings and discussions)
#26	Resource Management	Division Chief Regional Office - 29; FPB - 2; BMB - 22; ROCS - 1; BTS - 3; SPB - 1; DILLO - 1; TIS - 2; FAS - 2; LLS - 1; Osec - 1; <b>Sub-Total - 65</b>  Director/Asst. Director Regional Office - 12; FPB - 1; BMB - 3; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 2; FAS - 1; LLS - 2; <b>Sub-Total - 25</b>  USec/ASec - 2  <b>TOTAL - 92</b>				Create/encourage/practice a culture of resource sharing  Discuss in a Division meeting similar or related activities of divisions and identify how resources can be shared
#27	Technical Writing	Division Chief Regional Office - 32; FPB - 2; BMB - 21; ROCS - 3; BTS - 3; BISS - 1; SPB - 1; OPCCB - 2; OPIB - 1; TIS - 2; FAS - 2; LLS - 1; Osec - 1;  <b>TOTAL - 72</b>	2 Batches to be conducted by a service provider	A three-day Technical Writing workshop	Development Academy of the Philippines - <i>Technical Writing Training</i>  Graduate School of Business, Center for Continuing Education, Ateneo de Manila University - <i>Effective Business Communication(Writing)*; Technical &amp; Professional Writing*</i>  SEA Consultants - <i>Effective Written Communication for Business</i>	

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-training (self-help, on-the-job, meetings and discussions)
#28	Work Standards	Division Chief Regional Office - 17; FPB - 1; BMB - 14; ROCS - 1; BTS - 2; BISS - 1; DILLO - 1; OPCCB - 3; OPFB - 1; TIS - 1; FAS - 2; LLS - 1; OSec - 1 Sub-Total - 46  Director/ Asst. Director Regional Office - 8; FPB - 1; BMB - 3; ROCS - 2; BISS - 1; SPB - 1; OPCCB - 2; OPFB - 2; FAS - 1; LLS - 1; Sub-Total - 22  <b>TOTAL - 68</b>	2 Batches to be conducted by a service provider	A 3-Day Orientation on Public Ethics and Personal Values  A Professional Plan Development Plan to track individual performance progress	Ancilla Business Training Center - <i>Effective Business Writing</i>  Center for Knowledge Management, DAP - <i>Public Ethics and Personal Values (Customized)</i> - <i>Creating and Measuring Public Value</i>	



Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self help on meetings and discussions)
#29	Budget Preparation and Execution	Division Chief Regional Office - 23; FPB - 2; BMB - 23; ROCS - 3; SPB - 1; FAS - 1; Total - 53  Director/Asst. Director FPB - 1; SPB - 1; Sub-Total - 2  USec/ASec - 2  TOTAL - 57	One time briefing to be conducted by a resource person from DBM	One-Day Technical Briefing	DBM In-house Training	Reading of literature  Regular Discussions and Meetings  Self Study  Attendance to conferences, meetings  Actual participation in budget preparation and execution for familiarization

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help or meetings and discussions)
#30	Financial/Fiscal Management and Analysis Sectoral Budgeting	Division Chief Regional Office - 2; FPB - 2; BTS - 3; Sub-Total - 7  Director/Asst. Director FPB - 1; BTS - 1; FAS - 1; Sub-Total - 3  TOTAL - 10	Individual attendance to the course	Three-day course on Financial Management focused on tools and techniques in analyzing and validating financial reports and transactions  For Dir/Adir a one-day review course on Financial Management that will focus on tools and techniques, financial statements and financial projections can be designed	La Salle Institute of Governance - The Budget Assessment Project  Rayma Management Consultants - Advanced Budgeting and Profit Planning Techniques  Asian Institute for Management - Finance for Senior Executive	
#31	Acquisition and Maintenance of Equipment / Procurement	Division Chief Regional Office - 6; OPCCS - 5  TOTAL - 11	Individual attendance to the course	A One-day Technical Briefing on DBM and COA Rules and Regulations	DBM In-House Training  Ateneo de Manila University - Center for Continuing Education - Procurement, Sourcing and Logistics	Attendance to conferences or forum  Sharing of literature  Regular meetings and self-study

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (Self-help or the job meetings and discussions)
#32	Government Rules and Regulation  Rules and Regulations on Travels and Transportation	Division Chief Regional Office - 5  TOTAL - 5	Individual attendance to the course	A One-Day Technical Briefing on DBM, COA, CSC, GSIS Rules and Regulations	DBM In-House Training	Attendance to conferences or forum  Sharing of literature  Regular meetings and self-study  Updates from oversight agencies
#33	Cashiering	Division Chief Regional Office - 4/PAS 1  TOTAL - 5	Individual attendance to the course	One-day Technical Briefing on circulars related to cashiering and GAAM	DBM In-House Training	Inclusion as agenda of meetings  Updates from oversight agencies
#34	Statistics on Government Manpower and Personal Services Costs	Division Chief OPCCB - 3 Director/ Asst. Director OPCCB - 1  TOTAL - 4	Individual attendance to the course	A One-Day Training on Government Manpower Statistics	Center for Knowledge Management, DAP - Effective Data Base Management System Training (customized to DBM)	

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on the job, meetings and discussions)
#35	IT and IT Related Laws, Rules and Regulations	Division Chief BISS - 2	Individual attendance to the course	One-day Technical Briefing	DBM In-House Training (Resource Person can be invited from the National Computer Center)	Attendance to conferences or forum Sharing of literature Regular meetings and self-study
#36	Web Page Designing and Maintenance	Division Chief BISS - 2 Director/ Asst. Director BISS - 1 TOTAL - 3	Individual attendance to the course	A Three-Day Training on Web Page Designing	Center for Knowledge Management, DAP - Web Page Development Using HTML - Developing Web Based Application  Ateneo De Manila University - Continuing Education - Designing the User Interface	
#37	Network Services Information Security	Division Chief BISS - 1 Director/ Asst. Director BISS - 1 TOTAL - 2	Individual attendance to the course	A three-day course on Network and Telecommunication System focused on operation, management and maintenance of network architecture and infrastructure	Center for Knowledge Management, DAP - Local Area Network Using Linux - Linux Administration - Structured Systems Analysis and Design Course (SSAD)  AMA Computer College - Network and Telecommunication System	



Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help, on-the-job, meetings and discussions)
#38	Content Expertise	Division Chief TIS - 1  Director/ Asst. Director FAS - 1  TOTAL - 2	Individual attendance to the course	On-Day Technical Briefing	DBM In-House Training	Sharing of Literature  Regular Meetings  Self study
#39	Adult Learning	Division Chief TIS - 1  Director/ Asst. Director FAS - 1  TOTAL - 2	Individual attendance to the course	A 5-Day Training Course on Adult Learning Principles and Processes	Center for Knowledge Management, DAP - <i>Adult Learning Process and Principles</i>	
#40	Transfer of Learning  Mentoring Other Trainers	Division Chief TIS - 1  Director/ Asst. Director FAS - 1  TOTAL - 2	Individual attendance to the course	A 5-Day Training Course on Coaching and Mentoring	Personnel Management Association of the Philippines - <i>Coaching and Counseling Workshop</i>  Guthrie-Jensen Consultants, Inc. - <i>People Handling Skills</i>	

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on meetings and discussions)
#41	HR Concepts and Tools DBM HR Policies Recruitment and Selection Compensation and Benefits Administration HRD Planning Employee Relations Career Management	Division Chief FAS - 1 Director/ Asst. Director FAS - 1  TOTAL - 2	Individual attendance to the course	A Ten-Day Training Program on HR concepts, principles, theories, tools focused on organization development, staffing, rewards administration, performance management, DBM HR policies, compensation, HRD planning, employee relations and career management  Degree or Non-Degree Program on HRM  A 3-Day Orientation Program on Job Analysis and Evaluation, Job Descriptions and organization Assessment	Graduate School of Public and Development Management, DAP - Strategic Human Resource Management  Asian Institute of Management - Certificate Program in Human Capital Management  UP School of Labor & Industrial Relations - Seminar on Core Functions of HR Management  De La Salle University College of St. Benilde - Diploma in Human Resource Management  Personnel Management Association of the Philippines - Diploma in HRM - Certificate in Human Resource Planning and Acquisition - Certificate in Human Resource Development - Certificate in Compensation Development	

Priority	Training Need (Focus/Description of the training given in Group Profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory for contact numbers)	Non-Training (self-help on the job, meetings and discussions)
#42	Conducting Legal Research Rendering Legal Opinions Litigating Cases Drafting General and Special Provisions	Division Chief LLS - 1 Director/ Asst. Director LLS - 1 TOTAL - 2	Individual attendance to the course	Technical Briefing, attendance to conferences or forum	UP-SOLAIR - Performance Management Approaches and Legal Considerations - Workers' Institute on Labor Law (MILL) - Class 113 - Paralegal Seminar	Sharing of literature, Regular Meetings, Self-Study Updates from oversight agencies
#43	Negotiating Contracts	Division Chief LLS - 1 Director/ Asst. Director LLS - 1 TOTAL - 2	Individual attendance to the course	Technical Briefing One-day workshop on drafting and review of contracts and other legal documents	Asian Institute of Management - Negotiations: Changing the Rules of the Game... Winning the Game Guthrie-Jensen Consultants, Inc. - Negotiating Successfully	Sharing of literature, Regular Meetings, Self-Study Attendance to conferences or forum



Priority	Training Need (Basic Description of the Training given in Group Profile)	Approximate Number of Participants per Office (Refer to Individual Profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (see attached directory of contact numbers)	Non-Training (Self-help, on- the-job, meetings and discussions)
#44	Curriculum Development	Division Chief TIS - 1	Individual attendance to the course	A 5-Day Training Course on Program Designing and Curriculum Development	Center for Knowledge Management, DAP - Program Designers Training Course  UP School of Labor and Industrial Relations - Effective Design and Implementation of Training Programs  De La Salle University College of St. Benilde - Diploma on Organizational Management (includes a Module on Curriculum Design and Development	
#45	Group Facilitation and Management	Division Chief TIS - 1	Individual attendance to the course	A 5-Day Course on Facilitating Skills	Center for Knowledge Management, DAP - Facilitation Skills Development  Personnel Management Association of the Philippines - Facilitating Skills Workshop	
#46	Completed Staff Work	Division Chief OSec - 1	Individual attendance to the course	A 3-Day Training Course on Completed Staff Work	Center for Knowledge Management, DAP - Seminar-Workshop on Completed Staff Work (customized)	

Priority	Training Needs (Focus/Description of the training level/Group profile)	Approximate Number of Participants per Office (refer to individual profile for names of participants)	Frequency of Implementation	Training Program/ Training Agenda	Service Provider (See attached directory for contact numbers)	Non-Training (Self-help on the job meetings and discussions)
#47	Public Relations and Mass Media  Public Affairs  Information Materials Development  Information Sourcing	Division Chief TTS - 1	Individual attendance to the course	A 3-Day Training on News Writing and Mass Media Promotion	<p>Center for Knowledge Management, DAP</p> <ul style="list-style-type: none"> <li>- Effective Business Communication Skills</li> <li>- Technical Writing Training</li> </ul> <p>Ateneo de Manila University - Center for Continuing Education</p> <ul style="list-style-type: none"> <li>- Effective Business Communication Skills</li> <li>- Technical and Professional Writing</li> </ul> <p>UP College of Mass Communication</p> <ul style="list-style-type: none"> <li>- Seminar in Philippine Mass media</li> <li>- Seminar in Public Communication</li> <li>- Seminar in Public Information Management</li> <li>- Seminar on the Press</li> <li>- Stylized Reporting</li> <li>- Sociological and Psychological Approaches to Public Information</li> </ul> <p>UPLB College of Development Communication</p> <ul style="list-style-type: none"> <li>- Seminar on Mass Communication</li> <li>- Seminar on Development Communication</li> </ul>	

\*Course description not available

**TRAINING NEEDS ANALYSIS FOR THE DBM**  
*A Summary of the Report submitted by DAP*

The Training Needs Analysis (TNA) was conducted to identify management and job related competency requirements of 18 management positions against the requirements for job success. This effort is done to develop a holistic training and development program as a support mechanism for continuing learning. The 18 management positions were analyzed representing 12 Bureaus of the central office and 15 regional offices. Out of 177 incumbents, 165 responded to this study.

The TNA framework used in the study covered the following phases:

- (1) Job analysis. Validating competency requirements and performance standards required of each position
- (2) Trainee analysis. Investigating incumbents' competency vis a vis established competency requirements and performance standards of the position. An individual trainee profile is the key output.
- (3) Data analysis. Determining the gaps between the current performance level of the incumbent and the competency requirements of the job

The results of the analyses were integrated into a training needs design. This gives the basis in formulating appropriate interventions through a training agenda and identification of non-training needs.

The study analyzes both management and job related competencies that are either a strength or an area for improvement. A summary of the study across positions and levels shows the following results:

**Management competencies**

Strengths	Need some improvement
<ol style="list-style-type: none"> <li>1. Personal management skills:                             <ul style="list-style-type: none"> <li>▪ Work standards</li> <li>▪ Flexibility</li> <li>▪ Impartiality</li> <li>▪ Accountability</li> <li>▪ Integrity</li> </ul> </li> <li>2. Fairness and objectivity in using facts as basis for decision-making</li> </ol>	<ol style="list-style-type: none"> <li>1. DBM Reforms. Desire for more knowledge, understanding of objectives, elements, milestones and outcomes</li> <li>2. Awareness of the organization</li> <li>3. Other management principles, tools, approaches:                             <ul style="list-style-type: none"> <li>▪ Leading</li> <li>▪ Managing staff performance</li> <li>▪ Managing change and innovation</li> <li>▪ Problem-solving</li> <li>▪ Decision-making</li> <li>▪ Oral presentation</li> </ul> </li> </ol>

**Job-related competencies**

Strengths	Need some improvement
<ol style="list-style-type: none"> <li>1. Budget execution</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy analysis and development</li> <li>2. Project management</li> <li>3. Understanding client agencies</li> <li>4. Accounting and auditing</li> <li>5. Laws related to DBM mandate</li> </ol>

Likewise, the study revealed other factors affecting job performance. The ranking of factors affecting performance at work are as follows:

1. Absence of clear and consistent policies (systems) on budget and management processes because of:

- Unwritten rules, guidelines and standards leading to different interpretations
- Frequent change of policies that were not properly disseminated to various bureaus
- Absence/ineffectiveness of HR policies and systems on rendering and paying overtime services, training to update knowledge and skills, incentives and performance appraisal
- Unexamined work processes, unfair distribution of workload

(31% of respondents cited such factor)

2. Absence of various support facilities to contribute to the creation of a quality work environment (computers and computer-related facilities, office supplies, facsimile, telephone, limited office space, etc.) (25%)

3. Overlapping in functional structure referring to responsibilities of various bureaus that are not clearly delineated resulting in delays in decision-making, confusion, work overlaps, unpleasant relationship between/among bureaus. (20%)

4. Centralized policy setting and decision making approaches (12%)

5. Other factors mentioned:

- Staff (8%) pertains to lack of job-specific competencies, negative attitude towards change/reforms and absence of opportunities to improve/enhance one's competencies
- Shared values (2%), Strategy (1%), and Skills (1%) refer to political pressure affecting implementation of planned activities, limited budget and ineffective staff to execute a successful and timely performance of the job

#### Training related recommendations

- Need to define training and development function and to craft policy that will govern this initiative
- Designate a department/unit as lead office to orchestrate and ensure that training and development and other corollary activities are taken care of
- Institute a policy that each employee shall have 30-40 hours training per year on personal, professional and technical development

#### Non-training related recommendations

- Need for standard interpretation of agency policies that have bearing on work execution
- Establish a program aimed to improve quality of work environment
- Review the structure and functions of various bureaus and services to define functions and prevent overlaps
- Review and revise the Position Description Forms (PDF)