

Date: 21 June 2021

SUPPLEMENTAL BID BULLETIN NO. 1

This Supplemental Bid Bulletin (SBB) No. 1 is issued to amend and clarify the following items in the Bidding Documents for the **Procurement of Consultancy Services for the Integration/Implementation of Competency Based Human Resource System (CBHRS)** (Project Reference No. 2021-PB-CS-CBHRS-018-01):

1. Amendment to Section I. Request for Expression of Interest

From:

5. A complete set of Bidding Documents may be acquired by interested Bidders who are Shortlisted beginning on 25 May 2021 from the address below and upon payment of an applicable fee for the Bidding Documents, pursuant to the latest Guidelines issued by the GPPB, in the amount of Ten Thousand Pesos Only (PHP10,000.00).

To:

5. A complete set of Bidding Documents may be acquired by interested Bidders who are Shortlisted beginning on 25 May 2021 from the address below and upon payment of an applicable fee for the Bidding Documents, pursuant to the latest Guidelines issued by the GPPB, in the amount of Five Thousand Pesos Only (PHP5,000.00).

2. Amendment to Section I. Notice of Eligibility and Shortlisting

From:

6. The Bidding Documents may be acquired at 24th Floor Vertis North Corporate Center 1, Astra corner Lux Drives, North Avenue, Quezon City 1105 from 9:00 AM to 3:00 PM upon payment of an applicable fee for the Bidding Documents, pursuant to the latest Guidelines issued by the GPPB, in the amount of Ten Thousand Pesos (PHP10,000.00).

To:

6. The Bidding Documents may be acquired at 24th Floor Vertis North Corporate Center 1, Astra corner Lux Drives, North Avenue, Quezon City 1105 from 9:00 AM to 3:00 PM upon payment of an applicable fee for the Bidding Documents, pursuant to the latest Guidelines issued by the GPPB, in the amount of Five Thousand Pesos (PHP5,000.00).

Additional Annexes on the Bidding Documents

The following Annexes are also issued to provide additional information to Bidders in drafting the Technical and Financial Proposals:

Annex	Description
Annex F	PSALM Table of Organization under the GCG-approved Restructuring Plan
Annex G	PSALM Number of Unique Positions
Annex H	PSALM Summary of Filled and Unfilled Positions
Annex I	PSALM Sample Position Description Form
Annex J	PSALM Competency Rubrik's Table

All relevant provisions of the Bidding Documents affected by the above amendments are hereby modified accordingly.

For the guidance and information of all concerned.



GLENN B. SANTOS
BAC Chairperson

Please acknowledge by signing on the space indicated below:

Received by:

Name of the Bidder/Company: _____

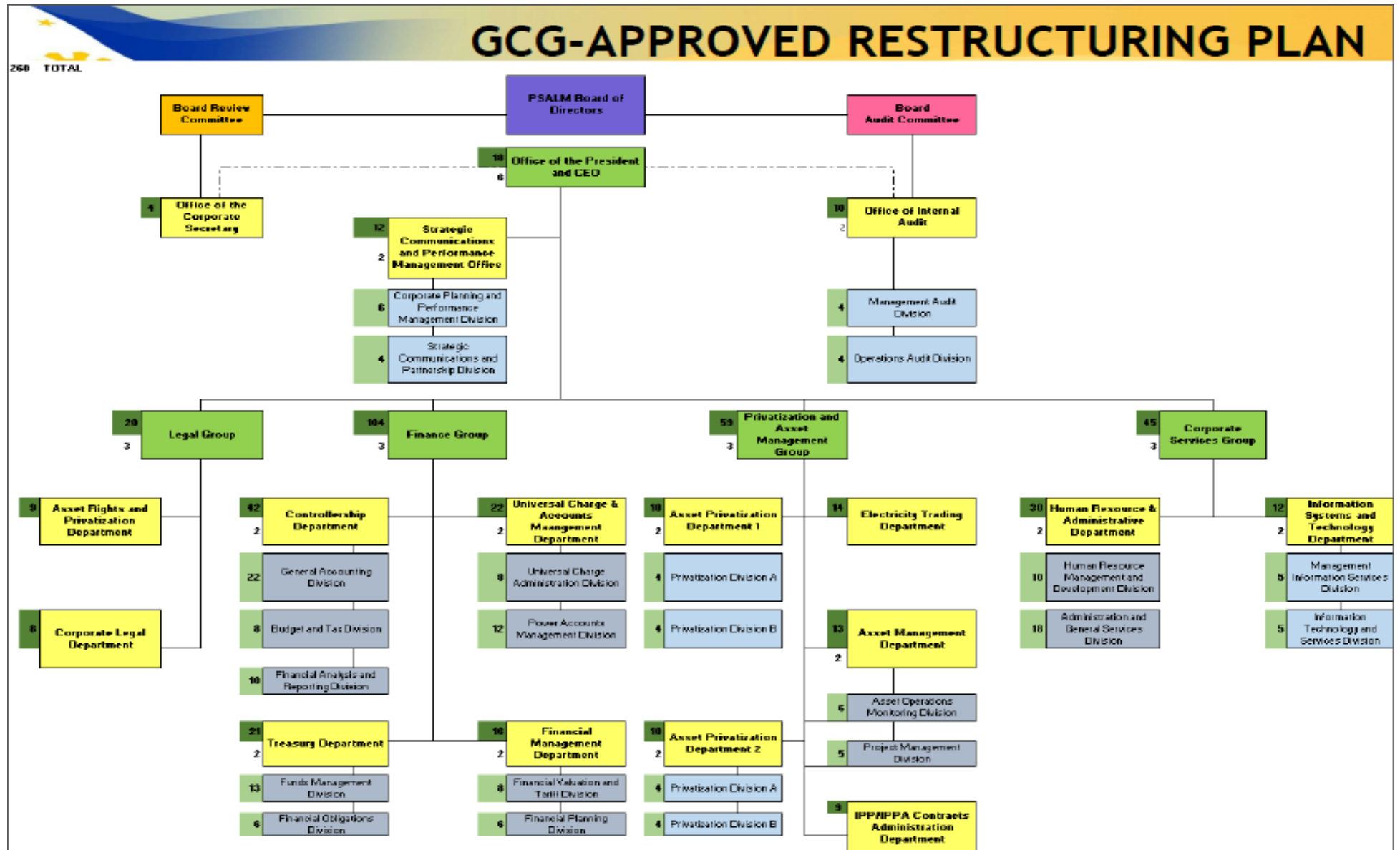
Name of Authorized Representative/s: _____

Signature/s: _____

Date: _____

Annex “F”

PSALM Table of Organization under the GCG-approved Restructuring Plan



Annex "G"

PSALM Number of Unique Positions

No.	Position Title	Cost Center Name	JG Plantilla	Number of Positions
1	Vice President	All applicable units	18	4
2	Department Manager		17	13
3	Division Manager		16	23
4	Corporate Staff Officer B		16	2
5	Corporate Staff Specialist		13	5
6	Administrative Services Assistant A		9	20
7	Corporate Secretary	Office of the Corporate Secretary	17	1
8	Corporate Staff Officer C		15	1
9	Corporate Staff Specialist		13	1
10	Corporate Staff Analyst B		11	1
11	Internal Auditor A	Office of the Internal Audit	15	2
12	Internal Auditor B		14	2
13	Internal Auditor C		13	2
14	President and Chief Executive Officer	Office of the President and CEO	20	1
15	Chief of Staff		17	1
16	Corporate Staff Officer C		15	1
17	Corporate Communications Officer A	Strategic Communications and Partnership Division	15	1
18	Corporate Communications Officer B		14	1
19	Corporate Communications Officer C		13	1
20	Senior Corporate Planning Specialist	Corporate Planning and Performance Managementt Division	15	1
21	Corporate Planning Specialist A		14	2
22	Corporate Planning Specialist B		13	1
23	Corporate Communications Officer D		12	1
24	Corporate Legal Counsel	Legal Group	17	2
25	Corporate Staff Analyst C		10	2
26	Corporate Attorney A	Asset Rights and Privatization Department	16	4
27	Corporate Attorney B		15	1
28	Corporate Staff Specialist B		14	1
29	Corporate Staff Specialist C		13	1

No.	Position Title	Cost Center Name	JG Plantilla	Number of Positions
30	Corporate Attorney A	Corporate Legal Department	16	4
31	Corporate Staff Specialist B		14	1
32	Corporate Staff Specialist C		13	1
33	Senior Finance Specialist	Financial Analysis and Reporting Division	15	2
34	Finance Specialist		14	2
35	Senior Finance Analyst		13	4
36	Finance Analyst A		12	1
37	Senior Finance Specialist	General Accounting Division	15	3
38	Finance Specialist		14	4
39	Senior Finance Analyst		13	4
40	Finance Analyst A		12	6
41	Finance Analyst B		12	3
42	Senior Finance Specialist	Budget and Tax Division	15	1
43	Power Management Specialist A		15	1
44	Finance Specialist		14	2
45	Senior Finance Analyst A		13	2
46	Information Data Analyst		11	1
47	Senior Finance Specialist	Fund Management Division	15	2
48	Finance Specialist		14	3
49	Senior Finance Analyst		13	3
50	Finance Analyst A		12	2
51	Finance Analyst B		11	2
52	Senior Finance Specialist	Financial Obligations Division	15	1
53	Finance Specialist		14	2
54	Senior Finance Analyst		13	1
55	Information Data Analyst		11	1
56	Senior Finance Specialist	Universal Charge Administration Division	15	1
57	Finance Specialist		14	1
58	Senior Finance Analyst		13	1
59	Finance Analyst A		12	3
60	Finance Analyst B		11	1
61	Power Management Specialist A	Power Accounts Management Division	15	2
62	Power Management Specialist B		14	2
63	Power Management Specialist C		13	5
64	Info Data Analyst		11	2
65	Senior Finance Specialist		15	2

No.	Position Title	Cost Center Name	JG Plantilla	Number of Positions
66	Finance Specialist	Financial Valuation and Tariff Division	14	2
67	Senior Finance Analyst		13	2
68	Finance Analyst B		12	1
69	Senior Finance Specialist	Financial Planning Division	15	1
70	Finance Specialist		14	1
71	Senior Finance Analyst		13	1
72	Power Management Specialist C		13	1
73	Finance Analyst B		12	1
74	Power Management Specialist A	Privatization Divisions A and B, Asset Privatization Department I and II	15	4
75	Power Management Specialist B		14	4
76	Power Management Specialist C		13	2
77	Power Management Specialist D		12	2
78	Power Management Specialist A	Asset Operations Monitoring Division	15	2
79	Power Management Specialist B		14	1
80	Power Management Specialist C		13	1
81	Power Management Specialist D		12	1
82	Power Management Specialist A	Project Management Division	15	1
83	Power Management Specialist B		14	1
84	Power Management Specialist C		13	1
85	Power Management Specialist D		12	1
86	Power Management Specialist A	Electricity Trading Department	15	1
87	Power Management Specialist B		14	2
88	Power Management Specialist C		13	2
89	Power Management Specialist D		12	3
90	Power Management Specialist D		12	3
91	Power Management Specialist A	IPP/IPPA Contracts Administration Department	15	2
92	Power Management Specialist B		14	1
93	Power Management Specialist C		13	1
94	Power Management Specialist D		12	2
95	Senior Human Resource Specialist	Human Resource Management and Development Division	15	2
96	Human Resource Specialist		14	2
97	Senior Human Resource Analyst		13	4
98	Human Resource Analyst B		11	1
99	Corporate Staff Specialist A		15	2
100	Corporate Staff Specialist A		15	1

No.	Position Title	Cost Center Name	JG Plantilla	Number of Positions
101	Corporate Staff Specialist B	Administration and General Services Division	14	2
102	Corporate Staff Specialist C		13	2
103	Senior Property Officer		13	1
104	Records Officer		13	1
105	Corporate Staff Analyst A		12	2
106	Corporate Staff Analyst B		11	1
107	Driver Mechanic A		8	5
108	Information Systems Technology Chief	Management Information Services Division	15	1
109	Senior Information Systems Specialist		14	1
110	Information Systems Specialist		13	1
111	Information Data Analyst		11	1
112	Sys./Network/Database Admin Chief	Information and Technology Services Division	15	1
113	Senior Info Technology Specialist		14	1
114	Info Technology Specialist		13	1
115	Information Data Analyst		11	1

Annex “H”


PSALM Summary of Filled and Unfilled Positions

**NO. OF PLANTILLA POSITIONS PER JOB
GRADE (JG)**

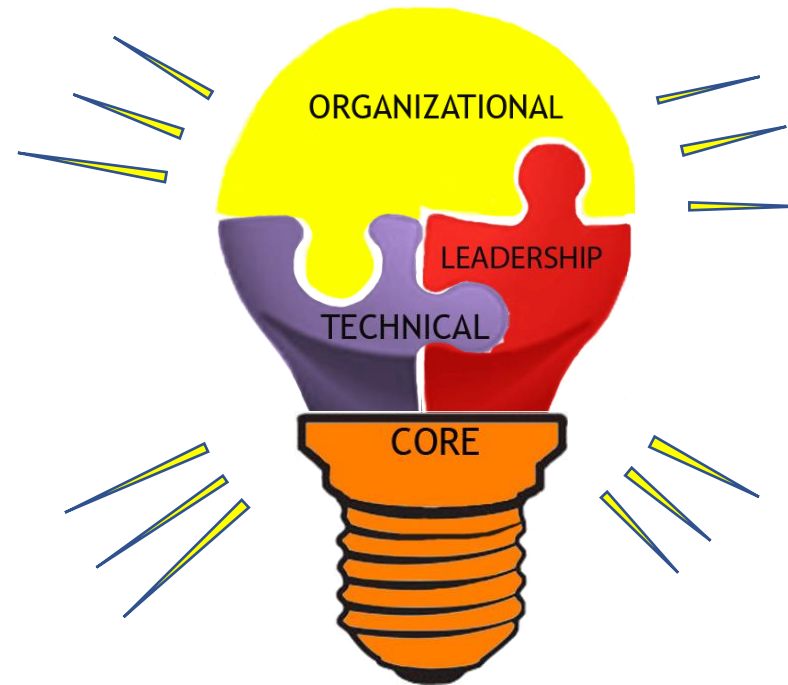
JG	Filled	Vacant	Total
20	1	0	1
18	3	1	4
17	17	0	17
16	23	11	34
15	31	8	39
14	29	12	41
13	44	9	53
12	25	3	28
11	8	8	16
10	2	0	2
9	9	11	20
8	5	0	5
	197	63	260

Annex “I”

PSALM Sample Position Description Form

 <p>Republic of the Philippines POSITION DESCRIPTION FORM DBM-CSC Form No. 1 (Revised Version No. 1, s. 2017)</p>		1. POSITION TITLE (as approved by authorized agency) with parenthetical title			
2. ITEM NUMBER		3. SALARY GRADE			
		Salary Grade ___ (Job Grade ___)			
4. FOR LOCAL GOVERNMENT POSITION, ENUMERATE GOVERNMENTAL UNIT AND CLASS					
<input type="checkbox"/> Province <input type="checkbox"/> City <input type="checkbox"/> Municipality		<input type="checkbox"/> 1st Class <input type="checkbox"/> 2nd Class <input type="checkbox"/> 3rd Class <input type="checkbox"/> 4th Class			
<input type="checkbox"/> 5th Class <input type="checkbox"/> 6th Class <input type="checkbox"/> Special					
5. DEPARTMENT, CORPORATION OR AGENCY/ LOCAL GOVERNMENT		6. BUREAU OR OFFICE			
Department of Energy		Power Sector Assets and Liabilities Management Corporation			
7. DEPARTMENT / BRANCH / DIVISION		8. WORKSTATION / PLACE OF WORK			
		24th Floor Vertis North Corporate Center 1, Astra corner Luz Drives, North Avenue, 1105 Quezon City			
9. PRESENT APPROP ACT	10. PREVIOUS APPROP ACT	11. SALARY AUTHORIZED	12. OTHER COMPENSATION		
		Php _____ per month	Php 2,000.00 per month		
13. POSITION TITLE OF IMMEDIATE SUPERVISOR		14. POSITION TITLE OF NEXT HIGHER SUPERVISOR			
15. POSITION TITLE, AND ITEM OF THOSE DIRECTLY SUPERVISED					
<i>(If more than seven (7) list only by their item numbers and titles)</i>					
POSITION TITLE		ITEM NUMBER			
16. MACHINE, EQUIPMENT, TOOLS, ETC., USED REGULARLY IN PERFORMANCE OF WORK					
Computer, Printer, Scanner, Telephone, Fax Machine, Calculator, etc.					
17. CONTACTS / CLIENTS / STAKEHOLDERS					
17a. Internal		Occasional	Frequent	17b. External	
				Occasional	Frequent
Executive / Managerial Supervisors		<input type="checkbox"/>	<input type="checkbox"/>	General Public	
Non-Supervisors		<input type="checkbox"/>	<input type="checkbox"/>	Other Agencies	
Staff		<input type="checkbox"/>	<input type="checkbox"/>	Others (Please Specify): _____	
18. WORKING CONDITION					
Office Work		<input type="checkbox"/>	<input type="checkbox"/>	Others (Please Specify)	
Field Work		<input type="checkbox"/>	<input type="checkbox"/>		
19. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE UNIT OR SECTION					

20. BRIEF DESCRIPTION OF THE GENERAL FUNCTION OF THE POSITION (Job Summary)			
21. QUALIFICATION STANDARDS			
21a. Education	21b. Experience	21c. Training	21d. Eligibility
21e. Core Competencies			Competency Level
N/A			N/A
21f. Leadership Competencies			Competency Level
N/A			N/A
22. STATEMENT OF DUTIES AND RESPONSIBILITIES (Technical Competencies)			Competency Level
Percentage of Working Time	(State the duties and responsibilities here.)		N/A
10% 100%	5. Performs other duties that may be assigned from time to time. TOTAL		
23. ACKNOWLEDGMENT AND ACCEPTANCE:			
<p>I have received a copy of this position description. It has been discussed with me and I have freely chosen to comply with the performance and behavior/conduct expectations contained herein.</p>			
<hr/> Employee's Name, Date and Signature		<hr/> Supervisor's Name, Date and Signature	



PSALM SIMPLIFIED COMPETENCIES (2017)

PSALM COMPETENCY FRAMEWORK

I. Core Competencies	II. Organization Competencies	III. Leadership Competencies	IV. Technical Competencies
A set of exceptional capabilities expected from PSALM employees. These gives a corporation competitive advantages, in creating and delivering value to its customers in its chosen field. (p. 4)	Knowledge and skills required to achieve the Corporation's mandate. (p. 7)	Required skills and knowledge used in managing, dealing and leading projects and programs with people. (p. 13)	Work-related knowledge and skills expected from the incumbents to help them achieve their assigned task. (p. 18)
<p>A. Displaying Corporate Values page 5</p> <ol style="list-style-type: none"> 1. Professionalism 2. Respect 3. Excellence 4. Teamwork 5. Transparency 6. Integrity 	<p>A. Analyzing and Validating of Collected Raw Data page 8</p> <p>B. Communicating Effectively 9</p> <ol style="list-style-type: none"> 1. Negotiation Skills 2. Oral Communication Skills 3. Public Relations 4. Written Communication Skills <p>C. Compliance to Regulations 10</p> <p>D. Contracts Administration 11</p> <p>E. Numerical Skills 12</p>	<p>A. Leading Change page 14</p> <p>B. Managing Performance 15</p> <p>C. Planning and Organizing 16</p> <p>D. Thinking Strategically 17</p>	<p>A. Asset Management page 19</p> <ol style="list-style-type: none"> 1. Asset Operations and Maintenance Monitoring 2. Asset Privatization and Disposal <p>B. Electricity Trading 20</p> <p>C. Corporate Finance Management 21</p> <ol style="list-style-type: none"> 1. Accounting 2. Auditing 3. Budgeting 4. Financial Planning and Forecasting 5. Financial Valuation 6. Insurance 7. Tariff Rate Design and Calculation 8. Tax Administration 9. Treasury <p>D. Legal Management 24</p> <ol style="list-style-type: none"> 1. Land Titling 2. Legal Advocacy and Contracts Review 3. Legal Research and Writing 4. Legal Support Services 5. Litigation <p>E. Resource Management 26</p> <ol style="list-style-type: none"> 1. General Services 2. Human Resource Management and Development 3. Information Systems and Technology 4. Property Management

COMPETENCY SCALE OF DESCRIPTIVE BEHAVIORS

The scale below is the descriptive behavior and/or mastery of skills that will serve as guide in assessing competencies:

Rating	Behavioral Description
1	BASIC (Comprehension, Beginning Application, Some Experience) <ul style="list-style-type: none"> • Performs tasks but with supervision • Applies concepts within own working environment • Recognizes and communicates potential issues/risks
2	INTERMEDIATE (Unsupervised Application, Researched on Theoretical Models, Beginning Analysis) <ul style="list-style-type: none"> • Performs tasks with no supervision required • Presents key concepts to others and answers questions related to the topic to resolve the issue • Assists others with the task or reviews the work of others who are performing the task
3	ADVANCED (Analysis, Planning and Coordination, Recommendation) <ul style="list-style-type: none"> • Breaks down topic into component parts to examine possible implications, limitations and relations • Plans and coordinates efforts of other team members in performing task • Examines, issues and makes informed recommendations related to the topic/task
4	SUPERIOR (Synthesis, Evaluation, Strategic Action) <ul style="list-style-type: none"> • Speaks on complex issues and trends related to the topic • Monitors the progress and conducts evaluation during and after the task • Sets strategic direction for organization in relation to topic
N/A	NOT APPLICABLE <ul style="list-style-type: none"> • The item does not apply to the position or performance of the assigned tasks and responsibilities

PSALM COMPETENCY FRAMEWORK

I. Core Competencies

A set of exceptional capabilities expected from PSALM employees. These gives a corporation competitive advantages, in creating and delivering value to its customers in its chosen field.

A. Displaying Corporate Values

1. Professionalism
2. Respect
3. Excellence
4. Teamwork
5. Transparency
6. Integrity

COMPETENCY LIBRARY

CORE	DISPLAYING CORPORATE VALUES
Definition	The ability to abide by PSALM's operating philosophies and principles that guide internal conduct, as well as its relationship with its stakeholders and the government.

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Professionalism The ability to deliver services at the highest standards of work ethics, committed in a timely qualitative manner.	Seeks ways to meet the needs of customers, and compete the work to meet deadlines and/or commitments	Accomplishes assigned task making use of time allotted for each task, and ensuring nothing is left undone regardless of circumstances	Gives constructive feedbacks to co-employees to improve their work	Stimulates subordinates' potentials and initiatives to pursue ones' goals
Respect The ability to foster harmony and order, courtesy and consideration starting from the personal to the corporate levels.	Displays cordiality in understanding diverse opinions, works with PSALM personnel and its stakeholders from various backgrounds by not discriminating against any individual or group	Creates collaboration with a pleasant environment by encouraging others to contribute	Expresses feedbacks/feelings/ insights constructively to co-employees	Listens actively, considers the concerns and issues of PSALM employees and stakeholders, and adjusts own behavior that will redound to benefit both PSALM and the individual concerned
Excellence The ability to deliver more than what is expected and abide by the set quality standards at par with global models.	Demonstrates an enthusiastic and 'can do attitude' to all requests and continuously improves services to stakeholders	Delivers proactive services/responses	Thinks 'out-of-the-box', but within the bounds of law, on projects that are achievable, cost effective and efficient	Builds the confidence of everyone involved and partners with other external parties in order to represent PSALM as an organization committed to meet the needs and expectations of its stakeholders
Teamwork The ability to work in synergy and dynamics of cooperation while positively work together to achieve individual and collective goals.	Shares the responsibility to achieve PSALM's corporate and departmental goals, and works with colleagues in a friendly and cooperative atmosphere	Assumes additional responsibilities to facilitate the achievement of PSALM's corporate and departmental goals	Solicits, values and considers the idea of others, their inputs and expertise, shares credit for team accomplishments, and accepts joint responsibility for the functional group's shortcomings	Supports and acts in accordance with the final group decision, even when such decisions may not entirely reflect own position, and facilitates the discussion and resolution of conflicts or disagreements

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
<p>Transparency</p> <p>The ability to work aboveboard free from any doubts or irregularities.</p>	Does not abuse one's position, upholds as well as promotes the necessary standards of conduct, and acts without consideration of personal gain thru 'no hidden agenda/condition/s attitude'	Maintains PSALM's practice of impartiality	Takes accountability for the delivery of PSALM's commitments	Embraces and encourages the principle of transparency, and balances this with the government's need for discretion and confidentiality, as deemed appropriate
<p>Integrity</p> <p>Raising the caliber of PSALM's business processes to internationally-recognized standards, and strengthens PSALM's commitment to ensure the probity of its mandates, project and programs.</p>	Abides by PSALM's business processes developed	Stands up for PSALM against any kind of information on an activity that is deemed illegal and/or unethical for a government servant	Projects PSALM as an organization with high caliber business processes	Applies local and international standards, in a consistent, non-biased manner, and examines own judgments and behaviors to avoid stereotypical responses

PSALM COMPETENCY FRAMEWORK

II. Organization Competencies

Knowledge and skills required to achieve the Corporation's mandate.

- A. Analyzing and Validating of Collected Raw Data for Problem Solving
- B. Communicating Effectively
 - 1. Negotiation Skills
 - 2. Oral Communication Skills
 - 3. Public Relations
 - 4. Written Communication Skills
- C. Compliance to Regulations
- D. Contracts Administration
- E. Numerical Skills

ORGANIZATIONAL	ANALYZING AND VALIDATING OF COLLECTED RAW DATA FOR PROBLEM SOLVING
Definition	The ability to collect, analyze and validate data needed to find a solution to simple and complex problems.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Gathers the appropriate data needed by using simple tools in analyzing and validating said data	Explores other option/s in gathering data by using different tools in analyzing and validating these	Distinguishes the best and most appropriate way in gathering data, and prescribes the most appropriate approach	Provides guidance on the correct usage of tools or analytical approaches to come up with the best solution

ORGANIZATIONAL	COMMUNICATING EFFECTIVELY
Definition	The ability to articulate information to others in a manner that is accurate, concise and easy to understand to reach goals and objectives.

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Negotiation Skills The ability to discuss and reach a mutually satisfactory agreement.	Seeks different ideas to improve systems, programs, policies or services	Offers new and different option/s to solves issues, problems or dilemmas in order to meet the need of the Corporation and/or its stakeholders	Takes on complex and controversial conflicts, issues and concerns within and/or outside of PSALM, and derives at creative solution/s to satisfy all parties involved without damaging relationships	Mediates prolonged, complex and difficult disputes by crafting solutions with maximum value for all parties involved that results to compromise
Oral Communication Skills The ability to actively listen, understand and respond appropriately when interacting with individuals and groups.	Expresses and speaks clearly and politely when communicating to others with the use of simple terms or words, and at the same time listens attentively in order to understand verbal message of others	Clarifies issues, policies, procedures and other pertinent information to co-workers and stakeholders using basic grammar and syntax	Distinguishes ideas and concerns of others with the use of verbal and non-verbal communication to address their needs	Responds calmly with confidence to the ideas and concerns of others with the use of verbal and non-verbal communication to address their needs
Public Relations The ability to establish and maintain mutually beneficial relationship between the organization and external parties.	Keeps co-workers and stakeholders informed of the progress or setbacks in the project	Builds rapport with all its stakeholders in order to create mutually benefitting relationships	Establishes and maintains productive partnerships with the private sector and/or civil society in order to build mutually healthy relationships	Establishes and maintains mutually productive partnerships with domestic and international/ global community, whichever is applicable, in order to build a mutually healthy relationship
Written Communication Skills The ability to express ideas, thoughts, concepts clearly in appropriate grammar, organization and structure.	Writes thoughts and ideas, and uses basic communication tools to come up with own written work in an acceptable manner, whether English or Filipino	Drafts simple communication such as transmittal letters, memos and other written correspondences that conveys clearly and concisely in a variety of writing formats and styles, following the principles of basic grammar	Distinguishes correct use of grammar, spelling and punctuation, improves the contents of all written documents, and produces written communication clearly and concisely without the need for revisions	Produces written communications for the Corporation that conveys clear message with a certain level of assertiveness, self-assured and confident without being aggressive

ORGANIZATIONAL	COMPLIANCE TO REGULATIONS
Definition	The ability to ensure observance of existing government laws, rules and regulations governing the Corporation's various transactions.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Adheres to internal policies, procedures and processes based on existing policies and guidelines	Abides to applicable government policies, procedures and processes based on existing policies and guidelines/government rules and regulations	Complies with applicable international policies, procedures and processes based on existing guidelines (e.g., ISO, IFRS, etc.)	Keeps updated with existing internal, government and international policies, procedures and processes, and recommends

ORGANIZATIONAL	CONTRACTS ADMINISTRATION
Definition	The ability to administer contract requirements, manage program and contractor relationships, and monitor contract performance for the effective delivery of goods, services and/or various agreements.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Understands contractual/legal terminologies of documents, its legal implications as well as the contracting governance and approval processes in PSALM and/or maintains contractual records and documentation	Monitors performance and compliance of contractual terms and conditions, can draft contract specifications and requirements, and/or establishes the form of contract including the establishment of pre-qualification, qualification and tendering procedures	Recommends/Evaluates various contract strategies and contract management plans, ensures timely review, recommends approval/reconciliation of variations, and ensures that signed contracts are communicated to all relevant parties to provide contract visibility and awareness, interpretation to support implementation	Plans, directs, coordinates and manages the various contracting functions, including administering modifying, closing out and terminating contracts

ORGANIZATIONAL	NUMERICAL SKILLS
Definition	Numeric skills are used to understand and solve mathematical problems. These set of skills are used to reason out and apply numerical concepts to problems.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Performs fundamental arithmetic to accomplish one's daily routine work	Applies different mathematical concepts to solve complex numerical problems encountered	Formulates customized solutions to numerical work-related problems	Provides detailed analysis and approach to solve work-related numerical problems, and recommends the best possible solution

PSALM COMPETENCY FRAMEWORK

III. Leadership Competencies

Required skills and knowledge used in managing, dealing and leading projects and programs with people.

- A. Leading Change
- B. Managing Performance
- C. Planning and Organizing
- D. Thinking Strategically

LEADERSHIP	LEADING CHANGE
Definition	The ability to benchmark and set up new systems, processes and procedures.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Benchmarks systems, processes and procedures of the power industry to create own organization	Adapts new systems, processes and procedures of the power industry	Identifies opportunity to adapt new initiatives that may cause fundamental shift in PSALM's operations	Leads and sets an example for desired behavior and performance

LEADERSHIP	MANAGING PERFORMANCE
Definition	The ability of setting standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the objectives and statutory obligations.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Develops and monitors own personal development plan ensuring clarity of objectives, and good understanding of expectations by taking methodical and reliable approach to completing assigned tasks and uses constructive feedback in supporting the delivery of work	Provides co-employees/subordinates with realistic, achievable and clear direction and objectives, ensuring that these are understood, and that they are given autonomy and confidence to perform well	Motivates and inspires others to perform at their best, recognizing and valuing their work, and encouraging team culture that lets them learn and reflect	Sets clear organizational objectives and strategic level of performance indicators, cascades challenging yet achievable deliverables to employees/subordinates, and encourages them to perform at their best

LEADERSHIP	PLANNING AND ORGANIZING
Definition	The ability of thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and at high standard.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Identifies priority policies/programs/activities, allots appropriate amount of time and resources, and adjusts priorities as required	Prioritizes work, paying close attention to details, in line with key policies/programs/activities and/or deliverables, monitors, and adjusts planned actions, as necessary, with the use of project management instruments or tools such as Gantt Chart, timetable, etc., and makes contingency plan to account for changing work priorities, deadlines, commitments and milestones	Monitors resource allocation in anticipation of changing work requirements that impact the delivery of services by implementing performance measuring tools and ensure output is of high standard, and metric systems and processes are in place to measure project benefits	Develops clear strategies in the achievement of PSALM's corporate goals by ensuring tools and techniques are in place and in accordance with government and/or international standards

LEADERSHIP	THINKING STRATEGICALLY
Definition	The ability of using an understanding of the bigger picture to uncover potential challenges and opportunities for long term and turning these into compelling vision for action.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Understands PSALM's corporate goals vis-à-vis the requirements of the individual roles and the various contributions, and its impact to its achievement by defining realistic strategies and personal/individual action plans	Ensures activities, tasks and/or programs/projects/activities are aligned to the corporate goals of PSALM by innovating PSALM's organizational strategy vis-à-vis balancing corporate goals with own division/department's goals	Contributes to PSALM's strategies, long-term and short-term goals, and anticipates impact by informing employees/stakeholders of strategic developments by identifying gaps in current delivery of services	Carries out resource planning, considering long-term and short-term implications, and aligns this with the overall strategy of PSALM and involves PSALM's partners in strategic thinking by incorporating their views into the overall plan

PSALM COMPETENCY FRAMEWORK

IV. Technical Competencies

Work-related knowledge and skills expected from the incumbents to help them achieve their assigned task.

<p>A. Asset Management</p> <ol style="list-style-type: none"> 1. Asset Operations and Maintenance Monitoring 2. Asset Privatization and Disposal <p>B. Electricity Trading</p> <p>C. Corporate Finance Management</p> <ol style="list-style-type: none"> 1. Accounting 2. Auditing 3. Budgeting 4. Financial Planning and Forecasting 5. Financial Valuation 6. Insurance 7. Tariff Rate Design and Calculation 8. Tax Administration 9. Treasury 	<p>D. Legal Management</p> <ol style="list-style-type: none"> 1. Land Titling 2. Legal Advocacy and Contracts Review 3. Legal Research and Writing 4. Legal Support Services 5. Litigation <p>E. Resource Management</p> <ol style="list-style-type: none"> 1. General Services 2. Human Resource Management and Development 3. Information Systems and Technology 4. Property Management
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TECHNICAL	ASSET MANAGEMENT
Definition	The ability to implement systematic and coordinated activities to optimally and sustainably manage assets and asset systems, their associated performance, risks and expenditures.

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Asset Operations and Maintenance Monitoring Involves power plant operations, maintenance and compliance monitoring.	Applies generally acceptable engineering principles, practices, tools, techniques and reporting guidelines	Understands how industrial machineries operate, and if applicable, monitors supplies needed (e.g., fuel, etc)	Understands how power plants operate, and if applicable, maintains wide pool of sources in order to have ample supplies (e.g., fuel, etc.)	Understands how power plants operate and are kept/maintained
Asset Privatization and Disposal Involves privatization and disposal of assigned portfolio of NPC generation assets, real estate, and other disposable assets.	Understands the basic principles of privatization and disposal process	Able to perform due diligence in valuating power plants to determine its estimated cost	Leads in the packaging of power plants to be privatized	Directs PSALM as to its privatization efforts

TECHNICAL	ELECTRICITY TRADING
Definition	The ability to trade into the wholesale electricity market the contracted energy from the NPC-PSALM owned generation and IPP facilities with the objective of optimizing revenue in order to reduce costs associated with stranded debts and contract costs.

	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Behavioral Indicators	Understands the basic operations of the electricity trading, the bidding/offering of prices for the PSALM portfolio of power plants and assists in the performance of trading-related activities	Undertakes routinary electricity trading activities and optimizes revenue to reduce costs associated with stranded debts and contract costs	Manages portfolio of power plants by providing input/s in resolving issue/s and concerns of power customers, minimizes the inherent risks in the trading of energy and facilitates renewal of power supply contracts	Oversees the spot market trading operations

TECHNICAL	CORPORATE FINANCE MANAGEMENT
Definition	The ability to apply general financial management principles to PSALM's resources.

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
<p>Accounting</p> <p>A conduct of providing financial information to instigate judgment and decision to users of information such as general accounting, financial accounting, management accounting, property accounting, etc.</p>	Applies generally acceptable accounting principles, practices, tools, techniques and reporting guidelines	Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, financial statements and/or accounting systems for accuracy, completeness, and conformance	Applies in-depth knowledge of complex accounting theories and principles	Examines and analyzes complex financial statements and recommends actions to be taken by management when accounting data discloses unfavorable trends or deviations or financial mismanagement
<p>Auditing</p> <p>Responsible for examining and analyzing financial functions, program operations and results, and/or systems to determine compliance with tax, financial or programmatic procedures and regulations.</p>	Applies generally acceptable auditing principles, practices, tools, techniques and reporting guidelines	Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, and/or auditing systems for accuracy, completeness, and conformance	Applies in-depth knowledge of complex auditing theories and principles	Recommends solutions, or justifies and defends audit findings for unprecedented and controversial cases
<p>Budgeting</p> <p>A conduct of ensuring optimum funds availability and utilization.</p>	Applies generally acceptable budget forecasting and planning principles, practices, tools, techniques and reporting guidelines to develop cost forecasts with cost drivers identified and explained	Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, financial statements and/or budgeting systems for accuracy, completeness, and conformance	Identifies additional or alternative financial resources and opportunities for funding organization-wide projects, programs, portfolio and/or services, etc.	Makes sound financial decisions after having analyzed their impact on the organization, operates within the scope of fiscal responsibilities and ensures partner organizations, agencies or external parties understand the organization's complex fiscal issues

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
<p>Financial Planning and Forecasting</p> <p>The ability to estimate values in order to provide an aid in decision-making and planning in the future.</p>	Applies generally accepted financial planning and forecasting principles, practices, tools, techniques and reporting guidelines	Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, financial statements and/or financial planning and forecasting systems for accuracy, completeness, and conformance	Displays solid knowledge in financial planning and forecasting	Exhibits experience and advanced analytical ability to strategically financial plan and forecast
<p>Financial Valuation</p> <p>The application of knowledge on applicable measurement of fair values in the mark-to-market and mark-to-model context and implementation of general financial valuation requirement.</p>	Applies generally acceptable financial valuation principles, practices, tools, techniques and reporting guidelines	Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, financial statements and/or financial valuation systems for accuracy, completeness, and conformance	Displays solid knowledge in financial valuation analysis and interpretation	Exhibits experience and advanced analytical ability to strategically determine effectiveness and appropriateness of financial valuation decisions
<p>Insurance</p> <p>The knowledge of the different insurance policies and guidelines.</p>	Can identify generally acceptable insurance principles, practices, tools, techniques and reporting guidelines	Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, financial statements and/or insurance systems for accuracy, completeness, and conformance	Knows and searches for other options	Exhibits experience and advanced analytical ability to strategically determine effectiveness and appropriateness of insurance-related decisions

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
<p>Tariff Rate Design and Calculation</p> <p>The process of calculating basic generation charges on the Universal Standard Contract Cost (UC SCC), Universal Charge Standard Debt (UC SD) and other rate adjustments such as GRAM, ICERA, etc. for recommendation to the PSALM Board and the filing of corresponding rate petitions to the Energy Regulatory Commission.</p>	<p>Applies generally acceptable tariff rate design principles, practices, tools, techniques and reporting guidelines</p>	<p>Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, financial statements and/or tariff systems for accuracy, completeness, and conformance</p>	<p>Displays solid knowledge in tariff rate design and calculation analysis and interpretation</p>	<p>Exhibits experience and advanced analytical ability to strategically determine effectiveness and appropriateness of the tariff rate design and principles</p>
<p>Tax Administration</p> <p>The ability to determine the appropriate tax policies and guidelines.</p>	<p>Applies generally acceptable taxation principles, practices, tools, techniques and reporting guidelines</p>	<p>Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, financial statements and/tax administration systems for accuracy, completeness, and conformance</p>	<p>Displays solid knowledge in taxation calculation, analysis and interpretation</p>	<p>Exhibits experience and advanced analytical ability to strategically determine effectiveness and appropriateness of the insurance claim</p>
<p>Treasury</p> <p>The process of determining how to balance the organization's cash needs. It aims to optimize cash balances, while managing customers, suppliers, investors, creditors and lenders need to determine the optimal financing of working capital such as fund management, accounts management, billing and settlement, etc.</p>	<p>Applies generally acceptable treasury principles, practices, tools, techniques and reporting guidelines</p>	<p>Compiles, monitors, examines, analyzes risks, internal controls, various reports, records, financial statements and/or treasury systems for accuracy, completeness, and conformance</p>	<p>Displays solid knowledge in treasury analysis and interpretation</p>	<p>Exhibits experience and advanced analytical ability to strategically determine effectiveness and appropriateness of the tariff rate design and principles</p>

TECHNICAL	LEGAL MANAGEMENT
Definition	The ability to ensure the effective and efficient management of the legal department, provision of legal advisory services and ensure the effective management of legal and contractual risks.

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
Land Titling Represents PSALM and provides legal support for all aspects related to land titling.	Understands the basic law on land titling	Handles and represents PSALM in initiating and filing of land registration cases before the courts transfer of title of corporate assets including the documentation of unregistered lands as well as the administered lands of the public domain before the appropriate government agencies	Handles PSALM petition/application/action before the appropriate judicial, quasi-judicial administrative and regulatory agencies of the Government, e.g., Energy Regulatory Commission (ERC), National Water Regulatory Board (NWRB), etc. as well as represents PSALM in all hearing and conferences in connection with said petition/application/action	Implements and supervises the acquisition of land/land rights, and land titles
Legal Advocacy and Contracts Review The ability to interpret and apply existing government laws and policies relative to the transaction/s of the Corporation.	Identifies policy concerns and issues	Clarifies and replies to queries which require interpretation of the law, rules and regulations	Can work with different policy stakeholders in reconciling similar, overlapping or contradicting policies, can determine inconsistencies and incoherence, and recommend enhancements	Presents and clarifies to stakeholders the appropriate interpretation of policies and guidelines
Legal Research and Writing The ability to find, connect, organize and package relevant facts/data/information from sources.	Draws out good answers to elicit relevant information	Summarizes, analyzes and packages the gathered information in an easy-to-understand report	Recalls the details well, sifts and analyzes the gathered information to make a good conclusion	Analyzes, concludes and writes reports and research works

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
<p>Legal Support Services (for Non-Lawyers)</p> <p>The ability to interpret and evaluate the results to be able to formulate a report and/or presentation as reference for decision-making.</p>	<p>Identifies legal issues, problems or opportunities, and determines if action is needed</p>	<p>Seeks additional legal resources when gaps or inconsistencies or variances in data are found</p>	<p>Establishes and organizes a reliable data bank</p>	<p>Submits comprehensive reports that summarize the study, conclusions, data analysis and techniques used to reach conclusions</p>
<p>Litigation</p> <p>Represents PSALM for all aspects requiring litigation support.</p>	<p>Understands the basic law on litigation</p>	<p>Provides support to PSALM's litigation efforts by preparing documentary requirements, pleadings, strategies and theories to support a legal action and assists in the preparation of documents and/or exhibits for trial</p>	<p>Reviews ongoing cases and advice management accordingly including progress of outstanding litigation and liaise with, and manage external lawyers</p>	<p>Prepares and defends PSALM's petition/application/action before the appropriate judicial/administrative/regulatory agency as well as represent PSALM in all hearings and conferences in connection with said petition/application/action upon the direction and control of the General Counsel and/or Corporate Legal Counsel</p>

TECHNICAL	RESOURCE MANAGEMENT
Definition	The ability to manage the Corporation's resources and provide support services to employees of PSALM in order to maximize their productivity.

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
<p>General Services</p> <p>The ability to support employees through the facilitation of requests for supplies, transportation, and/or other support services in order to maximize productivity particularly in the areas of fleet management, security management, utility services, etc.</p>	Applies generally acceptable logistics or resource management principles, practices, tools, techniques and reporting guidelines	Compiles, monitors, examines, analyzes risks, internal controls, various reports, records and/or general service systems for accuracy, completeness, and conformance	Displays solid knowledge in logistics or resource management analysis and interpretation	Exhibits experience and advanced analytical ability to strategically determine effectiveness and appropriateness of logistics or resource management decisions
<p>Human Resource Management and Development</p> <p>The ability to manage and capacitate employees through various programs, career planning and organizational development in order to maximize productivity and develop competent human resources particularly in the areas of recruitment and selection, compensation and benefits, learning and development, performance management, and employee relations.</p>	Applies generally acceptable human resource management and development principles, practices, tools, techniques and reporting guidelines	Compiles, monitors, examines, analyzes risks, internal controls, various reports, records and/or human resource and development systems for accuracy, completeness, and conformance	Displays solid knowledge in human resource management and development analysis and interpretation	Exhibits experience and advanced analytical ability to strategically determine effectiveness and appropriateness of human resource management and development decisions

Behavioral Indicators	Level 1 - Basic	Level 2 - Intermediate	Level 3 - Advanced	Level 4 - Superior
<p>Information Systems and Technology</p> <p>The ability to apply expertise in the development, implementation, monitoring and maintenance of an integrated organization-wide software applications and systems that will support critical administrative functions of PSALM.</p>	<p>Applies generally acceptable information system/technology principles, practices, tools, techniques and reporting guidelines</p>	<p>Conceives, designs and tests logical structures for solving problems by computer and monitors software configuration changes to anticipate and address the impact of data reliability and customer satisfaction issues, or adheres to hardware preventive maintenance schedule, is able to accurately diagnose problems in computer hardware and makes recommendations for problem resolutions</p>	<p>Evaluates software systems quality and applicability thru testing in/implements architecture and structure of PSALM computing environment</p>	<p>Recommends software system quality and applicability/ architecture and structure in PSALM</p>
<p>Property Management</p> <p>The ability to manage properties as part of the overall procurement process which covers the receipt and custody of items procured, ensuring just-in time distribution including disposal of unnecessary stocks, its logistical needs and warehouse management.</p>	<p>Maintains the levels of stocks, reports adverse indications, makes corrections, records appropriate electronic and physical accounts, and monitors shelf-life of stocks to minimize stocks</p>	<p>Adopts appropriate system, minimizes pilfering and other losses, informs end users of stock availability, shortages, requisitioning requirements and other difficulties, as deemed necessary, and periodically inspects the physical condition of stocks</p>	<p>Ensures that the value of the stocks and inventories held are kept to minimize losses, and develops and implements strategic supply and logistical methodologies seeking to optimize stock holding costs while providing appropriate levels of availability of goods</p>	<p>Sets the policy framework to stock holding and inventory control</p>

FM-HR-SS-06-A Rev.0

COMPETENCY-BASED HUMAN RESOURCE (CBHR) PROJECT TEAM

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Source: Y: HR_Staff_Files/Joy/2017 CBHRF/2017 Rubrik's Table (Template) 2017.12.06