

## **TERMS OF REFERENCE**

### **Procurement of Consultancy Services for Competency Modeling, Profiling and Assessment for the Office of the Solicitor General**

**APPROVED BUDGET COST: Php500,000.00**

#### **I. BACKGROUND:**

The Office of the Solicitor General is a national government agency that represents the Republic of the Philippines and its officials in their official capacity involving litigations, proceedings, investigations and other matters requiring the services of a lawyer.

Given the indispensable role that the OSG plays in the administration of justice, it is imperative that its employees, systems and procedures are at par with the current international practices and standards in public administration observed not only by the Civil Service Commission, but also of neighboring Asian countries. Institutionalization of this project is expected to promote uniformity among OSG personnel actions and to develop highly motivated employees.

#### **II. OBJECTIVES**

1. Assess and validate the first ten (10) identified positions to make sure that they meet their mandate, functions and organizational goals;
2. Identify and develop the Core, Organizational, Leadership and Functional Competencies of the first ten (10) identified positions;
3. Create a competency matrix profile of the first ten (10) identified positions and develop the competency-based job descriptions;
4. Determine whether such competencies and levels are present in other remaining positions in the OSG; and
5. Establish a Framework for a Competency-Based Human Resource System.

#### **III. SCOPE OF WORK**

The service provider/consultant shall undertake all the necessary activities particularly the following:

##### **A. Phase I**

1. Submits a detailed and approved work plan;
2. Project Launch and Orientation of the Core Group and Selected Personnel including (1) presentation of the project, objectives, concepts, methodology, schedules, work plans, forms and technology and tools to be used;
3. Pre-Test (which aims to obtain baseline data on the Core Group)
4. Four (4)-Day Training on Competency Modeling, Profiling and Assessment (25 pax as identified by HRMD);
5. Review and Validation of the current OSG Competency Framework (these include the review of OSG vision, mission

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and core values, corporate philosophy, strategic initiatives, road map as well as relevant policies and procedures, existing job descriptions and other relevant information).

## **B. Phase II**

### **B.1 Draft Competency Model/Framework**

1. Identify core, organizational, leadership, competencies which includes development of competency models and profiles of core, organizational and leadership competencies;
2. Identify functional competencies per position/job cluster where the first ten (10) identified positions belong;
3. Provide operational definition for each competency;
4. Identify behavioral indicators associated with the core, leadership and functional competencies which includes development of Competency Table (Rubrics)
5. Classify behavioral indicators into different levels showing a progression of proficiency;
6. Development of a Competency Dictionary which includes obtaining feedback and making necessary adjustments;
7. Create the Competency Matrix;
8. Framework Validation.

### **B.2 Development of Competency-Based Profile**

1. Develop Position Profiles/Create a matrix of the ten (10) identified position titles and competencies that identifies the following:
  - a. competencies required for each position;
  - b. ideal or required level of proficiency per required competency levels for the positions.
2. Validate Competency Table, Competency Matrix and Competency Dictionary which includes writing/re-writing of Competency-Based Job Descriptions;

### **B.3 Competency Assessment**

1. Competency Assessment of incumbents
2. Present the draft Competency Assessment of the incumbents for approval

### B.4 Competency-Based HRMS Application

Provide the Core Team an over-all perspective on how to apply the outputs gleaned from the project. These outputs are the Functional Competency Dictionary (FCD) and Competency-Based Job Descriptions (CBJDs).

### C. Phase III

1. Feedback Sessions (Debriefings, meetings, feedback sessions when necessary);
2. Cascading of the whole project (deliverables/accomplishments), tools and technologies);
3. Closing (Formal acceptance of final output – submission of complete reports including tools and instruments used).

### IV. DELIVERABLES AND TIMELINE

The following deliverables should be signed off between the OSG and the service provider/consultant:

ACTIVITIES	DELIVERABLE/S	TIMELINE
<p><b>PHASE I</b></p> <ol style="list-style-type: none"> <li>1. Submission of a detailed and approved work plan;</li> <li>2. Project Launch and Orientation of the Core Group and Selected Personnel including (1) presentation of the project, objectives, concepts, methodology, schedules, work plans, forms and technology and tools to be used;</li> <li>3. Pre-Test (which aims to obtain baseline data on the Core Group)</li> <li>4. Four (4)-Day Training on Competency Modeling, Profiling and Assessment;</li> <li>5. Review and Validation of the Current OSG Competency Framework (this includes the review of OSG vision, mission and core values, corporate philosophy, strategic initiatives, road map as well as relevant policies and procedures, existing job descriptions and other relevant information).</li> </ol>	<ol style="list-style-type: none"> <li>1. Approved Work Plan;</li> <li>2. Project Launching and Orientation Seminar;</li> <li>3. Baseline Data of the Core Group;</li> <li>4. Four (4)-Day Training on Competency Modeling, Profiling and Assessment;</li> <li>5. Results of the review and validation of OSG's current competency framework</li> </ol>	<p>One month from the receipt of the NTP</p>
<p><b>PHASE II</b></p> <p><b>B.1 Drafting of Competency Model/Framework</b></p>		<p>Three months from the completion of Phase 1</p>