

Republic of the Philippines
MANGALDAN WATER DISTRICT
Mangaldan, Pangasinan



Equal Opportunity Policy

Approved: _____

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EQUAL OPPORTUNITY POLICY

SECTION I. TITLE

This *Manual* shall be known as the **Mangaldan Water District Equal Opportunity Policy (MAWAD EOP)** for employees in Recruitment, Selection & Placement, Performance Management, Learning & Development and Rewards & Recognition and Personnel Management (the “Manual”).

SECTION II. PURPOSE

The MAWAD EOP’s purpose is to provide fair and equitable personnel management. It is intended to ensure uniform and fair treatment for everyone with respect and promote diversity in the workplace. And to define obligations, rights, privileges, benefits including prohibitions for all the employees of MAWAD.

SECTION III. SCOPE/COVERAGE

This Manual and its related procedures and forms shall apply to all employees of MAWAD, future employees and job candidates.

SECTION IV. DEFINITIONS

For purposes of this Manual the following definitions apply;

1. MAWAD – means Mangaldan Water District which is duly organized and existing under and by virtue of Presidential Decree No. 198.
2. Board of Directors – policy making body of MAWAD.
3. General Manager – duly appointed by a majority vote of the Board of Directors and in-charge of the overall operations of MAWAD.
4. Division Manager – employees who are directly responsible to the General Manager for the supervision of the respective division such as Administrative, Finance, Commercial & Engineering.
5. Permanent employee - employees appointed by the General Manager, for employment on a permanent basis and work 40 hours per week.
6. Temporary employee- employees hired by the General Manager in the absence of a qualified eligible actually available, that appointment shall not exceed 12 months.



7. Coterminous - employees hired by the General Manager whose entrance and continuity in the service is based on his trust and confidence.
8. Casual – employees hired by the General Manager for essential necessary services where there is not enough regular employee to meet the demands of the service.
9. Job-orders – whose employment is limited for a period of time, are paid on daily wages basis for work performed. This is “no employee-employer relationship” position.

This Manual is anchored to our Organizational Profile which covers the following:

VISION

The MANGALDAN WATER DISTRICT is geared to build partnership with consumers or concessionaires’ community and the public to value water as life-giving resource to be served with excellence and integrity.

MISSION

The MANGALDAN WATER DISTRICT is committed to provide water supply that is adequate, potable, safe and affordable to the people of Mangaldan and its environs.

CORE VALUES

- **COMMITMENT**
We are committed to provide a safe and reliable supply of water at affordable cost.
- **PUBLIC TRUST**
We will serve and perform with integrity at the highest level of competence.
- **HONESTY**
We practice fair, open and accurate communication with the District employees and the public.

- **RESPONSIBILITY**

We will ensure proper accountability of duties and the District's properties entrusted to us.

- **COURTESY**

We will provide service in a timely, courteous and effective manner.

STRATEGIC OBJECTIVES OF THE MAWAD

1. Provide a safe and reliable supply of water at reasonable cost.
2. To maintain a high level of customer service with minimize operational costs by consistently meeting or exceeding customer satisfaction.
3. Ensure the efficient management of financial resources.
4. To promote and sustain a safe, ethical and productive work environment for employees to achieve the District's goal.

V. COMPENSATION & OVERTIME

The establishment of a standard Organizational Structure and Staffing Pattern (OSSP) was based on the size of the LWD as determined largely by the amount of revenues, fixed assets and net income.

The General Manager has the authority to determine the salaries of the employees based on the Department of Budget and Management APPROVED Plantilla of Personnel and Salary Adjustment.

Pay periods for all employees will be semi-monthly, on the 15th and 30th day of the month. If payday falls on a holiday or weekend, payment will be made on the preceding work day.

Overtime pay is defined as that time spent on the job over eight (8) hours in one (1) normal work day or any time spent on the job on either holiday and rest days.

All overtime pay must be approved by the General Manager. The employee cannot urge or oblige MAWAD to let him or her to render overtime work if it is not required by circumstance or there is no extra work to be done.

The rate paid for overtime pay is the regular hourly rate times 1.5 for holiday or rest day and 1.25 in exceed of eight (8) hours in one (1) normal work day time number of hours rendered.



VI. BENEFITS

A. Leave – all government employees are entitled to leave such as vacation, sick, special leave, maternity, paternity, study, relocation, compensatory and terminal. Entitlement to leave benefits shall be governed by the Civil Service Commission's OMNIBUS RULES ON LEAVE.

B. Insurance – permanent, coterminous, temporary and casual employees of MAWAD are entitled to coverage to Government Insurance System (GSIS), Pag-IBIG and Phil Health.

C. Identification Card, Uniform and Safety Equipment

1. MAWAD will provide all field operational personnel with necessary District owned safety equipment, which will be properly cared for by the employee;
2. All employees except Job Order shall be granted a uniform allowance in the amount prescribed by the DBM;
3. Office personnel will dress in a manner consistent with good business practices;
4. Field personnel will present a clean and neat appearance wearing the prescribed uniforms at all time;
5. All personnel shall at all times wear valid Identification card issued by MAWAD.

D. Use of District Vehicles – each employee who operates MAWAD vehicles is required to have a valid Driver's License as issued by the Land Transportation Office, Philippines. All MAWAD employees must, at all times, observe and abide by all national and local traffic laws.

The General Manager or his duly authorized representative has the authority to allow employee to use the MAWAD vehicle for official business.

E. BONUS, ALLOWANCES & CASH INCENTIVES – All permanent, casual, temporary and co-terminus employees are granted bonus/es and allowance/s pursuant to Commission On Audit, Civil Service Commission and Department of Budget and Management issuances subject to availability of funds.



F. COMPUTER, INTERNET AND E-MAIL

DEFINITIONS

- E-Mail (Electronic Mail) - The transmission of information or reproductions from one computer terminal or workstation to another using surface transmission lines or satellite stations.

- Internet - A worldwide network of computer networks that provides access to electronic mail, remote login, file transfer, and other services.

- Hardware – Mangaldan Water District computers and other electronic components and equipment used in support of Mangaldan Water District information system operations including printers and copy machines.

A. Computers, computer files, hardware, software, the e-mail system, Internet system hardware, printers and copy machines are Mangaldan Water District property and intended for business use only.

B. Mangaldan Water District prohibits the illegal duplication of software and its related documentation.

C. All messages or files composed, sent, or received on Mangaldan Water District computers, Internet and e-mail system are, and remain, the property of Mangaldan Water District. They are not the private property of any employee. All E-mail messages and downloaded Internet files are considered to be Mangaldan Water District records and are not "private" or considered "confidential" to the employee in any way.

Prohibited Uses of Computers, Hardware, Internet and E-mail:

1. Use for personal gain or personal business use.
2. Use to solicit other employees for ventures.
3. Use for any illegal purpose.
5. Online dating services.
6. Expression of ill will or bias against employees, individuals, or groups.



SECTION VII. RECRUITMENT, SELECTION AND PLACEMENT (RSP)

The Mangaldan Water District shall comply with all policies of the Civil Service Commission which protect and safeguard the right and opportunity of all persons to apply, obtain and hold employment without discrimination because of race, color, religion, sex, marital or domestic partner status and differently abled persons. The MAWAD RSP and all of its courses of action shall be governed by the CSC-APPROVED Revised MAWAD Merit Selection/Promotion Plan. The MAWAD shall also ask for assistance in the evaluation of persons with disability, if there is any, with the Mangaldan Municipal Social Welfare Development Office, Mangaldan, Pangasinan.

1. Qualification Standards (QS) - Evaluation of applicants for vacant permanent positions are based on the Civil Service Commission Qualification Standards (QS). Each position has a specific minimum standard on education, experience, eligibility, and training.
2. Merit Selection and Promotion Plan (MSPP) – Revised Merit Selection Plan Installed and approved by MAWAD Board of Directors through a Resolution No. 6, 2018 dated February 28, 2018 known as *“Revised Merit Selection Plan of the Mangaldan Water District and Designating Personnel to Compose the Human Resource Merit Promotion and Selection Board and their Alternates”* pursuant to CSC MC No. 24, s. 2017 and approved by the CSC. It establishes a well and sound promotion system that is characterized by strict observance of the merit, fitness and equality principles in selecting and promoting employees to a higher position in the career service and non-career service in all levels; Includes policies and procedures in selection and promotion, functions and responsibilities of the PSB, the personnel officer, and the appointing authority.
3. System of Ranking Position (SRP) - The hierarchical arrangement of positions from highest to lowest, which shall be a guide in determining which position is next-in-rank, taking into consideration the following: - Organizational structure - Salary Grade Allocation - Classification and functional relationship of positions; In processing the final list of applicants, qualified incumbents of the next-in-rank positions are advised of the said vacancy and are given the options to either confirm their application or waive their right for promotion by not applying for the said vacancy.



SYSTEM OF RANKING POSITION

LEVEL 2 POSITIONS

POSITION TO BE FILLED	LOCATION	SALARY GRADE	POSITION NEXT-IN-RANK	LOCATION	SALARY GRADE
General Manager B	Office of the General Manager	27	Division Manager B	All Divisions	23
Executive Assistant B	do	17	Information Officer C	Office of the General Manager	11
Information Officer C	do	11	Secretary A	do	9
Division Manager B	Administrative Division	23	Administrative/General Services Officer A	Administrative Division	16
Administrative/General Services Officer A	do	16	Industrial Relations Management Officer A	do	15
Industrial Relations Management Officer A	do	15	Administration Services Assistant A	do	12
Property/Supply Officer A	do	14	Administration Services Assistant A	do	12
			Storekeeper B	do	9
Division Manager B	Finance Division	23	Head/Supervising Cashier	Finance Division	19
Head/Supervising Cashier	do	19	Senior Corporate Accountant A	do	18
			Cashier A	do	16
Senior Corporate Accountant A	do	18	Cashier A	do	16
			Corporate Budget Analyst A	do	13
Cashier A	do	16	Corporate Budget Analyst A	do	13
			Senior Accounting Processor A	do	12
Corporate Budget Analyst A	do	13	Senior Accounting Processor A	do	12
			Corporate Budget Assistant	do	8
Division Manager B	Commercial Division	23	Utilities/Customer Service Officer A	Commercial Division	16
Utilities/Customer Service Officer A	do	16	Utilities/Customer Service Assistant A	do	12
Computer Services Programmer B	do	14	Open	-	-
Division Manager B	Engineering and Construction & Production and Water Quality	23	Water/Sewerage Maintenance Head	Engineering and Construction & Production and Water Quality	16
			Water/Utilities Management/Development Officer B	do	14
Water/Utilities Management/Development Officer B	do	14	Senior Water/Sewerage Maintenance Man A	do	12
			Senior Auto Mechanic	do	10
			Senior Water Resources Facilities Operator	do	10



LEVEL 1 POSITIONS

POSITION TO BE FILLED	LOCATION	SALARY GRADE	POSITION NEXT-IN-RANK	LOCATION	SALARY GRADE
Secretary A	Office of the General Manager	9	Open	-	-
Project Planning & Development Assistant B	do	8	Open	-	-
Driver	do	4	Open	-	-
Administration Services Assistant A	Administrative Division	12	Storekeeper B	Administrative Division	9
			Clerk -Processor B	do	6
Storekeeper B	do	9	Clerk -Processor B	do	6
Clerk -Processor B	do	6	Administrative Services Aide	do	4
Housekeeping Services Assistant	do	6	Administrative Services Aide	do	4
Administrative Services Aide	do	4	Utility Worker A	do	3
Utility Worker A	do	3	Utility Worker B	do	1
Utility Worker B	do	1	Open	-	-
Senior Accounting Processor A	Finance Division	12	Corporate Budget Assistant	Finance Division	8
			Accounting Processor B	do	6
Corporate Budget Assistant	do	8	Accounting Processor B	do	6
Cashiering Assistant	do	8	Accounting Processor B	do	6
Accounting Processor B	do	6	Open	-	-
Data Encoder-Controller	Commercial Division	10	Open	-	-
Utilities/Customer Service Assistant A	do	12	Utilities/Customer Service Assistant B	Commercial Division	10
Utilities/Customer Service Assistant B	do	10	Utilities/Customer Service Assistant C	do	8
Utilities/Customer Service Assistant C	do	8	Utilities/Customer Service Assistant D	do	6
Utilities/Customer Service Assistant D	do	6	Utilities/Customer Service Assistant E	do	4
Utilities/Customer Service Assistant E	do	4	Open	-	-
Water/Sewerage Maintenance Head	Engineering and Construction & Production and Water Quality	16	Water/Sewerage Maintenance Foreman	Engineering and Construction & Production and Water Quality	14
Water/Sewerage Maintenance Foreman	do	14	Senior Water/Sewerage Maintenance Man A	do	12
Senior Plant Mechanic	do	14	Senior Auto Mechanic	do	10
Senior Water/Sewerage Maintenance Man A	do	12	Water/Sewerage Maintenance Man A	do	8
Senior Auto Mechanic	do	10	Open	-	-
Senior Water Resources Facilities Operator A	do	10	Water Resources Facilities Operator A	Engineering and Construction & Production and Water Quality	8
Water Resources Facilities Operator A	do	8	Water Resources Facilities Operator B	do	6



Water Resources Facilities Operator B	do	6	Water Resources Facilities Operator C	do	4
Water Resources Facilities Operator C	do	4	Open	-	-
Water/Sewerage Maintenance Man A	Engineering and Construction & Production and Water Quality	8	Water/Sewerage Maintenance Man B	Engineering and Construction & Production and Water Quality	6
Water/Sewerage Maintenance Man B	do	6	Water/Sewerage Maintenance Man C	do	4
Water/Sewerage Maintenance Man C	do	4	Open	-	-
Engineering Assistant B	do	8	Draftsman B	Engineering and Construction & Production and Water Quality	6
Draftsman B	do	6	Open	-	-

4. Personnel Selection Board (PSB) - The Personnel Selection Board adopts a formal screening procedure and formulates criteria for the candidates of posted permanent plantilla positions. They shall maintain fairness and impartiality in the assessment of candidates based on merit and fitness, specifically on the minimum qualification requirements. MAWAD PSB members conduct interview among applicants recommended by the requisitioning Manager and endorse to the General Manager the ordinal ranking of top five (5) applicants to fill up a particular position.

5. Succession Planning - Identification and evaluation of next-in-rank incumbents who are potential leaders to be designated as Officer-In-Charge (OICs) for vacant positions / positions to be vacated. Implementation of Job Rotation and new work assignment to come up with a pool of executives who are generalists; to develop and enhance the potentials of employees in the organization by exposing them to other work functions of the District; and to maintain and sustain the projects/works at hand in the office. Provision of training and development. Involvement to various working committees and technical working groups.



**EXCERPTS FROM THE CSC-APPROVED MAWAD REVISED MSP DATED
MAY 4, 2018**

**I. GUIDELINES AND PROCEDURES IN THE SCREENING,
EVALUATION AND ASSESSMENTS, AND PROMOTION OF
EMPLOYEES**

1. All potential candidates for evaluation, assessments and promotion in the first and second level positions including the executive/managerial positions shall pass through and be properly screened by the HRMPSBs.

2. The screening, evaluation and assessment, the potential candidates shall possess qualification standards, skills requirements and competencies for the position on the basis of:

a. EDUCATION

b. EXPERIENCE

c. TRAINING

d. ELIGIBILITY

e. PERFORMANCE

f. POTENTIAL

g. ORAL AND WRITTEN EXAMINATION (Result or score from the oral and written examination conducted by the HRMSPB.)

h. PHYSICAL CHARACTERISTIC and PERSONALITY TRAITS

**II. MAWAD HUMAN RESOURCE MERIT PROMOTION AND
SELECTION BOARD (HRMPSB) AND THEIR QUALIFICATIONS,
ROLES AND RESPONSIBILITIES**

1. A Human Resource Merit Promotion and Selection Board (HRMPSB) for first and second level positions shall be established with the following composition:

a. The General Manager or his Authorized Representative as Chairman;

b. The Division Chief where the vacancy is or his designated alternate as Member;

c. The Human Resource Management Officer or the career



service employee directly responsible for personnel management or his designated alternate as Member; and

- d. Two (2) Representatives of the Rank-and-File career employees, one from the first level and one from the second level, who shall both be chosen by the duly accredited employee association.

In case there is no accredited employee association in the agency, the representatives shall be chosen at large by the employees through a General Assembly. The candidate who garnered the second highest votes in each level shall automatically be the alternate representative. However, any other mode of selection may also be conducted for the purpose.

The first level representative or alternate shall participate during the screening of candidates in the first level, while the second level representative shall participate in the screening for vacancies in the second level. Both rank-and-file representatives shall serve for a period of two (2) years. For continuity of operation, the alternate representative of each level may take the place of the duly elected/designated representative.

- e. The Board of Directors of MAWAD shall pass a Resolution for the establishment and implementation of the MAWAD Revised Merit Selection Plan pursuant to CSC MC No. 24, s. 2017 and designating personnel who shall be the Members of the Human Resource Merit Selection Plan Board (HRMSPB) including their alternates.
2. The Agency head shall, as far as practicable, ensure equal opportunity for men and women to be represented in the HRMPSB for all levels of positions.
 3. The HRMPSB members must be duly designated and their names posted in MAWAD bulletin board. Any change in the composition of MAWAD HRMPSB should be reported to the CSC Regional or Field Office concerned.
 4. HRMPSB shall serve as the recommending body for appointment. However, the final decision on who to appoint shall be with the appointing authority.

5. HRMPSB shall be represented by at least a majority of its members during the deliberation of a candidate's selection, promotion and appointment.
6. HRMPSB shall be primarily responsible for the judicious and objective selection of candidates for appointment in accordance with the CSC approved revised MSP and shall recommend to the appointing authority the top five (5) ranking candidates deemed qualified for appointment to the vacant position.
7. The CSC-APPROVED revised MSP shall be provided to all the members of the HRMPSB for their information, guidance and compliance.
8. HRMPSB shall be fair, objective and impartial in the evaluation of candidates for appointment. It may employ the assistance of external or independent resource persons and may initiate innovative schemes in determining the best and most qualified candidate.
9. HRMPSB shall issue a certification that all appointees were properly screened and evaluated by them. As proof thereof, a certification signed by the Chairperson of the HRMPSB at the back of the appointment specifying that the majority of the HRMPSB members were present during the deliberation or alternatively, a copy of the proceedings/minutes of the HRMPSB deliberation shall be submitted together with the appointment.
10. The deliberation by the HRMPSB shall be made ten (10) calendar days after the date of publication and posting of vacant positions. An appointment issued in violation of these rules shall be disapproved/invalidated by the CSC.
11. The appointing authority shall assess the merits of the HRMPSB's recommendation for appointment and in the exercise of sound discretion, select from among the top five ranking applicants deemed most qualified for appointment to the vacant position.
13. The HRM Office/Unit shall perform the secretariat and technical support functions to the HRMPSBs for the comparative assessment and final evaluation of potential candidates. It shall also evaluate and analyses the results of structured background investigation for second level, supervisory, and executive/managerial positions.

It shall also be the primarily responsible for the preparation, filing, retrieving and safekeeping of the Minutes of the Meetings, Resolutions, records of evaluations, screening and assessments, and other reports/documents.

14. The General Manager shall designate, through an Office Order, the employees who are in-charge for the conduct of the background investigation. The designated investigator shall be trained on the proper procedures in the conduct of background investigation.

15. Alternate representatives shall only attend/participate the HRMPSB deliberation or meeting in the absence of the principal/official member. Likewise, he/she only signs the minutes of the deliberation/meeting and the recommendation during the time/period of deliberation she attended/participated

16. To ensure the integrity of the proceedings and the sanctity of documents during deliberations, members of the Human Resource Merit Promotion and Selection Board, as well as their designated alternates, shall be strictly bound by the rules on confidentiality. Violation of this rule shall be sternly dealt with administrative sanctions, in accordance with existing laws.

17. PROTEST

Any aggrieved party may file a Verified Protest with the Appointing Authority within fifteen (15) days from the time of posting of list of appointments, invoking the following grounds, among others, to wit:

1. Non-compliance with the procedure on selection process;
2. Discrimination on account of gender, civil status, age, disability, pregnancy, religion, ethnicity or political affiliation;
3. Disqualification of applicant to a career position for reason of lack of confidence of the appointing authority;
4. Other violations of the provisions of this Merit Selection Plan;
and
5. Such other grounds as may be deemed just and equitable.



The Appointing Authority shall have a period of fifteen (15) days within which to act or resolve the Protest. Any Resolution of Decision rendered by the Appointing Authority shall become final and executory after fifteen (15) days from receipt of the decision o resolution unless a Motion for Reconsideration (MR) is seasonably filed, or further appealed by the aggrieved party to the CSC.



SECTION VIII. PERFORMANCE MANAGEMENT (PM)

Moving towards client satisfaction and creating a social impact, the Mangaldan Water District's Performance Management System is a system which would meaningfully and objectively link employees' performance with that of the water district's vision, mission and strategic goals. It is an instrument which would tell us that the water district is performing its overarching role to its concessionaires of ensuring the delivery of excellent public service by its high performing, competent and credible workforce.

Awareness and understanding of MAWAD Strategic goals, regular assessments of individual performance and the company wide requirements can be helpful in defining the district's competencies and the major skill gaps which may in turn serve as a useful input for designing the training and development plans for the employees.

Coaching and counseling helps in winning the confidence of the employees and in improving their performance, besides strengthening the relationship between the superior and the subordinate.

Performance management serves as an important tool for realizing organizational goals by implementing competitive HRM strategies. It helps in aligning and integrating the objectives with the KPI's in an organization both vertically and horizontally across all job categories and the levels and thus helps in driving all the activities right from the bottom level towards one single goal.

To strengthen the equal opportunity policy on performance management, the MAWAD shall be guided and governed by the CSC-APPROVED Strategic Performance Management System (SPMS)

The Strategic Performance Management System (SPMS) Concept

Moving towards client satisfaction and creating a social impact, the Mangaldan Water District's SPMS is a system which would meaningfully and objectively link employees' performance with that of the water district's vision, mission and strategic goals. It is an instrument which would tell us that the water district is performing its overarching role to its concessionaires of ensuring the delivery of excellent public service by its high performing, competent and credible workforce.

Essentially, it is a means to professionalize the workforce of the water district and engender a meaningful sense of involvement, accountability and shared ownership.

Objectives

The core objective of the SPMS is to provide the means through which better results can be obtained from the organization, offices, and individuals by managing performance. Specifically, the objectives of the SPMS are the following:

- To concretize the linkage of water district's overall performance with its Strategic Plan and the Philippine Development Plan;
- To ensure organizational effectiveness by cascading institutional accountabilities to the various levels of the organization anchored on the establishment of scientific basis for performance targets and measures;
- To link performance management with other HR systems using one platform, that is, only one basis shall be used in performance evaluation, HR planning and interventions, rewards and incentives, discipline and personnel actions;
- To improve Office and individual performance through a systematic approach via an ongoing process of establishing strategic performance objectives, measuring performance, and collecting, analyzing, reviewing, and reporting performance data; and
- To align individual and Office performance with the water district's strategic goals/vision putting premium on performance results of the district.

BASIC ELEMENTS

a. Goal aligned to Agency mandate and Organizational priorities. Performance goals and measurement are aligned to the agency's mandate/vision/mission and strategic priorities. Standards are predetermined to ensure efficient use and management of inputs and work processes. These standards are integrated into the success indicators as organizational objectives are cascaded down to operational level.

b. Outputs/Outcomes-based. The system puts premium on major final outputs that contributes to the realization of organizational mandate, mission, vision, strategic priorities, outputs and outcomes.

c. Team-approach to performance management. Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan or commitment and rating form is linked to the office work plan or commitment and rating form to establish clear linkage between organizational performance and personnel performance.

d. User-friendly. The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance ratings.

e. Information System that supports Monitoring and Evaluation. Monitoring and Evaluation mechanism and Information System are important component of the SPMS in order to facilitate linkage between organizational and employee performance. The monitoring and evaluation and information system will ensure generation of timely, accurate, and reliable information for performance monitoring, accomplishment reporting, program improvement and policy decision-making.

f. Communication Plan. A program to orient agency officials and employees on the new and revised policies on SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the agency SPMS as a management tool for performance planning, control and improvement, and guarantee employees' understanding of their role as partners of management and co-employees in meeting organizational performance goals.

Enabling Mechanisms

- Office specific Logical Framework (LogFrame)
- A Recruitment System that identifies competencies and other attributes required for particular jobs or functional groups;
- Job Competency Standards in determining the necessary Human Resource (HR) interventions to address competency gaps;
- An adequate Rewards and Incentives System;
- Institutionalized mentoring and coaching program;
- An ICT that supports project documentation, knowledge management, monitoring and evaluation;
- Change management program; and
- Policy review and formulation

Scope

As an instrument which serves as standard for better alignment of individual and organizational objectives, this set of guidelines shall be used in determining, managing and measuring the individual and office performances with success indicators anchored in the targets and measures set.

Key Players

The success of the SPMS relies on the people who are responsible for implementing it. Although all employees of an organization are important in the realization of the organizational goals, the creation of a Performance Management Team that will oversee the implementation of the SPMS will be critical to the success of the SPMS. The key players and their specific roles are described as follows:

Player	Roles
<p>CHAMPION:</p> <p>ENGR. MARCELO M. PETONIO General Manager</p>	<ul style="list-style-type: none"> • Champions the SPMS. Accountable for the establishment and implementation of SPMS. • Sets the organization’s performance goals/objectives and performance measures. • Determines agency target setting period. • Reviews Office Performance Commitment and Review (OPCR) for the approval of the Commission. • Approves Office Performance Commitment and Ratings. • Ensures that Office Performance Measures and the Budget and the Budget are aligned with the Performance Goal and that work distribution of Office is rationalized. • Assesses performance of Offices rating.

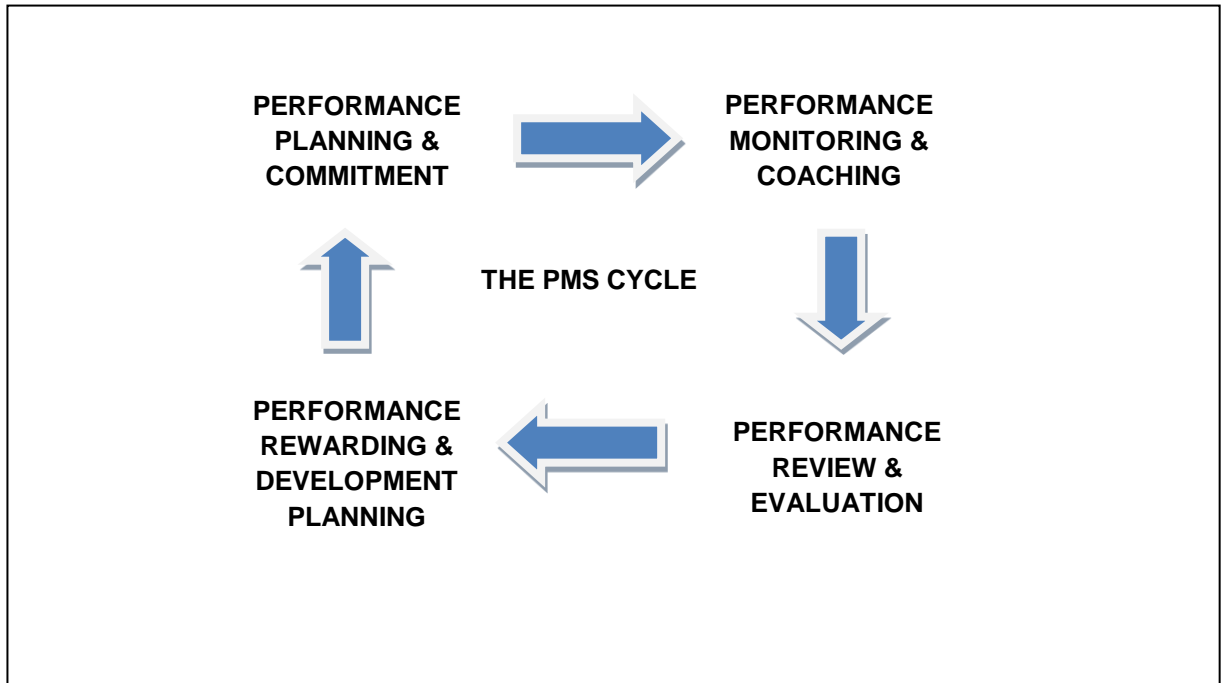


Player	Roles
<p>MEMBERS:</p> <ul style="list-style-type: none"> ▪ MARLYN C. DE GUZMAN Division Manager Administrative • VIOLETA O. GARCIA Division Manager Commercial VIOLETA B. GAYAGA Division Manager Finance JUAN B. BUAZON Water/Sewerage Maintenance Head 	<ul style="list-style-type: none"> • Reviews Individual Performance Commitment and Review (IPCR) and recommends appropriate interventions i.e. training and rewards/incentives. • Acts as secretariat to the Performance Management Team. • Reviews and ensures a strategy-driven budget. • Assumes joint responsibility with the General Manager in ensuring performance objectives.
<p>INDIVIDUAL EMPLOYEES</p>	<p>Act as partners of management and their co-employees in meeting organizational performance goals.</p>



Specific Procedures

The MAWAD SPMS follows the Four-Stage performance management cycle framework:



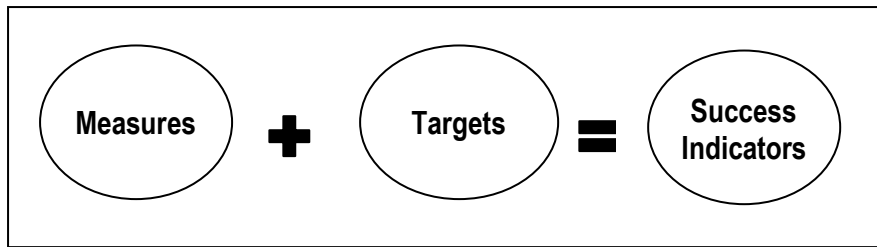
A. Performance Planning and Commitment

This is done at the start of the performance period where the General Manager meet with their supervisors and staff and agree on the outputs that should be accomplished of the Office that are derived from the goals/objectives of the Mangaldan Water District.

SUCCESS INDICATORS

Success indicators refer to the characteristics, property or attribute of achievements, accomplishments or effectiveness in the fulfillment of work plans for the year. These shall consist of performance measures and performance targets.

These shall be based on the water district's strategic plan and strategic priorities based on its vision and mission set in the Annual **Capital Expenditures (CAPEX)**.



Success indicators should be **S-M-A-R-T** which stands for:

- **Specific** – Do the indicators clearly indicate that which should be achieved? Are they easily understood?
- **Measurable** – Are the indicators quantifiable or verifiable to determine whether the Office/individual is meeting the objectives or not?
- **Achievable** – Are the indicators attainable and realistic given the Office’s resources?
- **Results-Oriented** – Do the indicators focus on outputs geared towards realization of organizational outcomes?
- **Time-bound** – Is there a time frame to achieve or complete the deliverables? Does it advance efficiency in delivering services?

PERFORMANCE MEASURES - are performance level yardsticks computed through the units of work measurements and according to their function, the process of which is as follows:

1. The MAWAD shall set the performance goals/objectives and performance measures of the water district as early as October of the current year for targets and measures for the next year. This shall serve as basis in the District’s preparation of the Office Performance Contract and Review (OPCR).
2. Commitments for the year shall be reflected in a way that semestral targets/activities are strategically reflected specifically *milestones* for projects that would be completed in six (6) months or more so that progressive outputs are identified and rated accordingly.
3. The Performance Management Team (PMT) shall review District’s OPCR for approval of the General Manager. It shall ensure that the performance targets and measures and the budget are aligned with those of the district and that work distribution of departments/work units is rationalized. Should modification be necessary in the submitted OPCR, the PMT shall inform the concerned head of division/work unit of the proposed changes.
4. Performance measures that contribute to or support the outcomes that the district aims to achieve shall be included in the OPCR, i.e., measures which

must be relevant to the MAWAD's strategic priorities. The performance measures shall be continuously refined and reviewed.

5. Performance measures shall include at least one of the following but shall not limit the office to the hereunder general categories:

Category	Definition
Effectiveness/Quality	Gives a sense of whether the department/work unit is doing the right things right based on its mandates and expectations/requirements of the clients/ stakeholders.
Efficiency	Provides a sense of whether the district is doing the things right.
Timeliness	Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders.

The OPCR prepared by the supervisors shall be the basis for the Individual Performance Commitment and Review (IPCR).

TARGET SETTING

1. Major final outputs arising from the core and support functions of the district shall be indicated as performance targets aside from the district commitments explicitly identified under each strategic priority/initiative.

Two forms are used for setting the targets: (1) Office Performance Contract and Review for the Office or the OPCR; and (2) Individual Performance Commitment and Review or the IPCR of every employee.

2. The targets shall take into account any or all of the following:
 - **Historical data.** The data shall consider past performance.
 - **Benchmarking.** This involves identifying and comparing the best department/work units within the MAWAD with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.

- **Client Demand.** This involves a bottom-up approach where the district sets targets based on the needs of its clients. The district may consult with stakeholders and review the feedback on its services.
 - **Board of Directors/General Manager instruction.** The management may set targets and vie special assignments.
 - **Future trend.** Targets may be based from the results of the comparative analysis of the actual performance of the district with its potential performance.
3. In setting work targets, the office shall observe the cut-off date of every 15th of June and every 15th of December for the 1st and 2nd semesters, respectively.
 4. Using the SPMS Table of Performance Standards/Measures (success indicators), determine the type and number of output the department/work unit is mandated to deliver. In cases where the work outputs identified do not have corresponding measures/standards, the district shall provide the specific performance measures or success indicators and targets. This will be subject to the evaluation of the PMT.
 5. The district shall compute the budget per program/project by expense account to ensure that budget allocation is strategy-driven.
 6. The Office shall also identify specific division/unit/group/individuals as primarily accountable for producing a particular target output per program/project/activity.
 7. Amendments to the OPCR may be allowed at any time to accommodate intervening tasks subject to the review of the PMT and approval of the General Manager.
 8. A meeting shall be held specifically for the purpose of reviewing the OPCR where heads of departments/work units shall present their respective OPCR.
 9. The approved OPCR shall serve as basis for individual performance targets and measures which shall be reviewed and approved by the General Manager for submission to the Administrative Division.

B. Performance Monitoring and Coaching

This is the phase where the raters (*Head of Department/ Unit Supervisors*) monitor the work activities of employees and progress of work output. The rater is expected to address factors that either help or hinder effective work performance and design tracking tools or monitoring strategies as may be needed.

Essentially, the focus is on the critical function and strategic shift of supervisors as front runner of developmental planning with emphasis on the strategic role of being an enabler/coach/mentor rather than a mere evaluator.

At this stage, supervisors should fully exercise or practice this management development intervention in enhancing the potentials of every employee under them. The supervisor shall periodically check on the progress and quality of work output of the Department/Work unit/individual employee.

1. **Monitoring.** The performance of departments and every individual shall be regularly monitored at various levels: i.e., Top Management, Head of Department/Unit supervisor and individual, on a regular basis, but shall not be limited to the following schedule:
 - 1.1 The General Manager shall review the performance of the departments at least once a year.
 - 2.2 The Administrative Division shall summarize and analyze the performance of the Offices every six months or at the end of each performance period.
 - 3.3 The Head of Department/Unit Supervisor shall monitor on a regular basis the performance of the units and employees under them. They shall meet with them to discuss performance and the progress of work. Each individual shall likewise monitor and assess his/her performance regularly.

Monitoring may be conducted through meetings, one-on-one discussions, memorandum and review of pertinent documents such as reports and communications and tracking forms to ensure timely completion and quality execution of deliverables. Monitoring is also done to avert any untoward incident or address constraints and challenges, if any.

2. **Coaching.** This is a critical function of a supervisor aimed at empowering and helping individual employees in their work assignments.

Supervisors shall adopt team coaching in the management of work within the department/unit to help the unit become focused on a shared goal to accomplish a task or complete a deliverable.

3. **FORM.** The supervisors shall maintain a journal using the Performance Monitoring and Coaching Form to record the conduct of monitoring and coaching which shall contain the date and form of monitoring/coaching, brief statement of the purpose of the monitoring/coaching, name of persons monitored/coached as well as critical incidents noted, if any.

Both the supervisor and the supervisee shall affix their signatures in the space provided and shall submit all the accomplished forms to Administrative Division after each quarter.

C. Performance Review and Evaluation

This phase aims to assess both department/work unit and individual employee's performance level based on set performance targets and measures as approved in the office and individual performance contracts (OPCR and IPCR). The rater objectively determines the gaps between the actual and desired performance.

1. Office Performance Assessment

- 1.1 The General Manager shall assess and evaluate the performance of departments/work units.
- 1.2 The General Manager shall initially assess the District's performance using the OPCR.
- 1.3 Various rating scales shall be used for specific sets of measures, as follows:

1.3.1 . Core Function

These are functions that implement and deliver the mandates of the MAWAD as identified in its vision and mission and set in the Annual **Capital Expenditures (CAPEX)**.

1.3.2. Support Function

These are functions that provide necessary resources to enable the MAWAD to effectively perform its mandate.

RATING SCALE FOR QUALITY/EFFECTIVENESS

Rating		Description
Numerical	Adjectival	
5	Outstanding	100% meeting the success indicators.
4	Very Satisfactory	90% to 99.99% of the success indicators.
3	Satisfactory	80% to 89.99% of the success indicators.
2	Unsatisfactory	70% to 79.99% of the success indicators.
1	Poor	Below 70% of the success indicators.

RATING SCALE FOR TIMELINESS

Rating		Description
Numerical	Adjectival	
5	Outstanding	Task completed on or before the target date.
4	Very Satisfactory	Task completed .01% - 10% after the target date
3	Satisfactory	Task completed 10.01% - 20% after the target date.
2	Unsatisfactory	Task completed 20.01% - 30% after the target date.
1	Poor	Task completed by more than 30% after the target date.

EFFICIENCY RATING SCALE

Rating		Description
Numerical	Adjectival	
5	Outstanding	100% of requests were acted upon
4	Very Satisfactory	90% to 99.99% of requests were acted upon
3	Satisfactory	80% to 89.99% of requests were acted upon
2	Unsatisfactory	70% to 79.99% of requests were acted upon
1	Poor	Below 70% of requests were acted upon

Efficiency Rating Formula

$$ER = \frac{\text{number of requests acted upon}}{\text{number of requests received}} \times 100\%$$

1.4. Critical factors affecting the delivery of work output shall be reflected and computed/averaged (A) in the columns provided for in the Revised OPCR Form using the standards for Quality/Effectiveness (Q), and the above rating scales for Efficiency (E), and Timeliness (T).

1.5. In computing the final rating of the office and individual performances, the following weight allocation shall be followed:

-employee with the MFOs under Strategic Priorities is as follows:

- a. Strategic Priorities 45%
- b. Core Functions 45%
- c. Support Functions 10%

-if there are no MFOs under Strategic Functions then the Core Functions' percentage weight shall be as follows:

- a. Core Functions 90%
- b. Support Functions 10%

1.6. In getting the final over-all rating of the office and individual employees to identify the level or totality of performance, the following scale shall be followed as approved by the PMT.

RATING		Description
Numerical	Adjectival	
5	Outstanding	Performance represents an extraordinary level of achievement and committed in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional job mastery in all major areas of responsibility. Employee achievement and contributions to the organization are marked excellence.



4-4.99	Very Satisfactory	Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards.
3-3.99	Satisfactory	Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.
2-2.99	Unsatisfactory	Performance failed to meet expectations, and/or one or more of the most critical goals were not met.
1-1.99	Poor	Performance was consistently below expectations, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.

COMPUTATION OF RATING

1. The Major final Outputs (MFOs) are categorized under the following functions and are assigned percentage weight

-employee with the MFOs under Strategic Priorities is as follows:

- a. Strategic Priorities 45%
- b. Core Functions 45%
- c. Support Functions 10%

2. If there are no MFOs under Strategic Functions then the Core Functions' percentage weight shall be as follows:

- a. Core Functions 90%
- b. Support Functions 10%

3. Each MFO shall be rated based on the targets (commitments) and actual accomplishments. Rating of accomplishments shall be guided by the Table of Success Indicators and Measures of MFOs as shown in the APENDICES.



4. Each MFO shall be rated along the three (3) standards which include Quality, Efficiency and Timeliness.

SAMPLE COMPUTATION

-if there are no MFOs under Strategic Functions is as follows:

90% Core Functions, and 10% Support Functions		
Category	MFO	Rating
Core Functions	4	$1+1+1+2 = 5/4 = 1.25 \times 90\% = 1.125$
Support Function	1	$4 \times 10\% = .4$
Total/Final Overall Rating		$1.125 + .4 = 1.525$
Final Average Rating		N/A
Adjectival Rating		Poor

At the end of the semester, the Heads of Department/Work Unit shall submit the accomplishments using the OPCR to the General Manager thru the Administrative Division for evaluation/validation every (refer to calendar).

- 1.7. The Administrative Division shall return to the departments/work units the validated accomplishments. A department is given three (3) days to comment on the validated accomplishments otherwise it is considered as final for submission to the General Manager.
- 1.8. To assist the General Manager evaluate performance, the Performance Management Team (PMT) shall consolidate, review, validate and evaluate the initial performance assessment of the Head of Departments/individual staff based on reported accomplishments against the success indicators, and the allotted budget against the actual expenses.
- 1.9. A performance review conference shall be conducted annually. *(please refer to the attached calendar).*

2. Performance Assessment and Evaluation for Individual Employees

2.1 The immediate supervisor shall assess individual employee performance based on the commitments made at the beginning of the rating period. The supervisor shall indicate qualitative comments, observations and recommendations in the IPCR to include behavior and critical incidentsⁱ that may be considered for other human resource development purposes such as promotion and other interventions. Said assessment shall be discussed with the concerned individual prior to the submission of the IPCR to the General Manager.

2.2 The General Manager shall make the final assessment of performance level of the individual employees in his Office. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Satisfactory, Unsatisfactory or Poor.

The General Manager may adopt appropriate mechanism to assist him distinguish performance level of individuals such as, but not limited to, peer ranking and client satisfaction.

The General Manager and the Head of Administrative Division may formulate a development plan to improve or correct the performance of employees with Satisfactory or Poor performance.

2.3 The average of all individual performance assessments shall not go higher than the collective performance assessment of the District.

2.4 The Head of the Administrative Division shall ensure that the performance assessment of the employees is submitted to the General Manager within the prescribed time.

2.5 The PMT shall serve as the appeals body and final arbiter on performance concerns. An employee who does not agree with the performance assessment received may file an appeal with the PMT through the Personnel Office within 10 days from receipt of the final approved IPCR from the General Manager. PMT shall decide on the appeals within one month from receipt of such appeal.

Note:

Non-submission or unjustifiable delay in the submission of the OPCR/IPCR shall disqualify the division/work unit and the staff for awards and incentives.

D. Performance Rewarding and Development Planning

In this process, the General Manager and supervisors shall discuss with the individual employee to assess the strengths, competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

Employees are ranked within clusters and categorized based on complexity of work and accountability. This also forms part of the discussion between the rater and the ratee where they assess competency-related performance gaps and the opportunities to address these gaps, career paths and alternatives.

The result of the performance evaluations/assessment shall serve as inputs to the:

- General Manager in identifying and providing the kinds of interventions needed, based on the developmental needs identified;
- Administrative Division (Personnel Office) in consolidating and coordinating developmental interventions that will form part of the Human Resource Plan and the basis for rewards and incentives; and
- Rewards Committee in identifying top performers of the organization who qualify for rewards and incentives.

Performance Rewarding

Recognition and rewarding is an essential part of the performance cycle. Positive recognition inspires employees and motivates them to maintain or improve on their current performance.

The benefits of recognition will be as follows:

1. It will inspire employee to achieve and improve with consistent results.
2. It can increase morale that can lead to reduced absenteeism and reduced turnover.
3. It contributes to a culture of mutual respect in the workplace and helps build better relationships between colleagues.
4. It can encourage repeat positive behavior and influences others to follow.
5. It can increase organizational commitment and retention of corporate knowledge.

6. It can encourage collaboration, sharing of resources, knowledge and information.
7. It promotes ownership, involvement and creativity.
8. It increases job satisfaction and morale.
9. It encourages positive relationships between work colleagues and a culture of mutual respect.
10. It increases motivation and performance.
11. It increases enthusiasm towards work.
12. It lets the employees know that their efforts are noticed and that they are appreciated.

Performance Development Planning

Performance Management is definitely a vital component in the department/program heads/supervisor-employee relationship which ensures open, honest and productive work environment. Through its conduct and effective implementation;

1. Employees will achieve assigned targets, and offers them a chance to take part in the performance development plan formulation and assists them in their development.
2. Employees can openly discuss issue of performance expectations and evolve a plan for meeting the organizational expectations.

A well-defined Performance Development Plan for the Mangaldan Water District will be developed and included in the Agency's HR Plan as the growth and quality of the services it delivers depends highly on how its employees perform. A performance development plan that shall highlights areas requiring improvement; assesses the current performance and analyzes its impact on the organization; shows the way to enhance the performance and identifies the potential of the employees.

The performance development plan shall consist two major parts as follows;

- Annual work Goals. In this section Department/Division Heads/Employees may identify 1 or more work goals they aim to achieve during the year in order to meet the Key Results Areas and Responsibilities identified in their Position Description.

- Career and Development Goals. In this section Employees will identify their career aspirations and development goals, including professional development and training requirements to meet their aspirations.

Through effective career development planning it will enhance workplace productivity, succession planning, job satisfaction and employees' commitment and helps the agency retain good staff. Capability development plan will also provide an ideal opportunity to discuss among employees their career development and to identify future development needs and opportunities.

Having a Professional Development Plan is an important part of career development. A development plan will lay out the employees' career objectives and the path they will take towards achieving them. It will also set up clear expectations between Head of Office and employees.

Managing Unsatisfactory Performance

Performance improvement is sometimes incorporated in the performance cycle to help employees who, for whatever reason, need support to improve their performance at work.

<i>Strategies to Check what maybe Reducing the Employees' Performance</i>
<i>Recognize the Situation</i>
➤ Is the performance situation temporary?
➤ Is it related to the employees' work tasks or behaviors?
➤ What might be stopping them from performing well?
➤ Are they clear on what level of performance or behavior is expected?
➤ Can their immediate supervisors specify what they would need to do to fulfill performance expectations?
➤ Have you discussed realistic goals?
➤ Have you given them enough direction and support?
➤ Has there been a mismatch between the employee and the job assigned to him/her?
<i>Find a Strength</i>
➤ What aspects of their job have they previously done well?
➤ What do they currently do well?
➤ Have you coached the person to build their strengths and confidence?
<i>Be Aware of Employees Values and Behaviors</i>
➤ What are they getting out of their work?
➤ Do they believe in what they are doing?
➤ Is their work challenging enough?



➤ Is their work too challenging?
<i>Acknowledge Environmental Issues</i>
➤ Do they have the necessary tools and resources to do their job?
➤ Do they have any other work related issues such as work relationships or health?
➤ Have there been any changes to the job or office assignment in recent times?
➤ If so, does it require new capabilities? If so, have you renegotiated or altered the performance plan and clarified their duties?
<i>Consider Employees Competency</i>
➤ Do the employees have the skills, knowledge and ability to do their job?
➤ What assistance do they need?

This process shall provide an opportunity for improving performance through constructive discussion, coaching and development that aims to;

1. Help the department/division head and the employees to work together in solving performance and behavioral problems.
2. Create a mutual understanding of why reduced performance is occurring.
3. Improve performance to the agreed and negotiated standards.
4. Clarify the expectations and performance standards to avoid the need for a disciplinary response.

The following are ideas of action to process any problem that may come up;

- *Provision of on-or off-the-job training and development.*
- *Consider job redesign.*
- *Change the way we communicate with each other.*
- *Ask whether they need more resources, information or supervision.*

PROVIDING FEEDBACK

The goal of providing feedback is to improve performance, open up conversation and enhance relationships. We all need feedback to know what we are doing and should keep doing, anything we should stop doing and how to do things better. We cannot improve our performance without it.

360° Feedback. It is a formal and structured method of providing feedback that is more accurate and more balanced than feedback from the perception of only the immediate head/supervisor. It takes in the views of a wide range of people.

Constructive Feedback. It draws attention to areas of performance, both positive and in need of improvement. This type of feedback is more likely to be effective if it is open, friendly and supportive.

In providing performance feedback, the following points shall be considered:

Be frequent – Provide feedback often- it will increase the likelihood of your team members feeling comfortable with the process. Ensure that you have a balance of frequent feedback about what is working well and what is not working so well.

Be specific – Be specific about the behavior, situation and consequences. Give recent examples of behavior that you actually witnessed. Try not to interpret the behavior and avoid emotional generalizations such as “irresponsible” and “unprofessional”.

Be direct – Get to the point. Both constructive and positive feedback should be given straightforwardly but tactfully.

Be timely – the best feedback is immediate. When this isn't possible, give feedback at the first possible opportunity.

Be considerate of time and place – Consider the most appropriate time and place to provide performance feedback, again depending upon the individual's needs and preferences. As a rule of thumb ‘praise in public, criticize (constructively) in private’.

SANCTIONS

Unless justified and accepted by the Performance Management Team (PMT), non-submission of Office Performance Commitment and Review (OPCR) and Individual Performance Commitment and Review (IPCR) to the Administrative Division office within the deadline of submission shall be ground for;

Employees' disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training, or scholarship grants and performance bonus.

Administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the department/division/section heads or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.

Failure on the part of the Head of Office to comply with the required notices to their subordinates for unsatisfactory or poor performance during a rating period shall be ground for an administrative offense for neglect of duty.

APPEALS

Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of an office shall be discussed and decided during the performance review and conference every 15th December of the year and thereafter.

Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation ratings.

An office or individual employee shall not be allowed to protest the performance ratings of other office or co-employees.

Appeal lodge shall be decided by the Performance Management Team within one (1) month from receipt.

Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the CSC or its regional office within fifteen (15) days from receipt of the order or notice of separation.

IX. LEARNING AND DEVELOPMENT (L&D)

The Mangaldan Water District is fully committed in ensuring that all employees regardless of position have access to learning, development and training opportunities in which everyone is able to achieve their full potential, and which will increase job satisfaction and support career development because MAWAD believes that its people are most important asset and key to its success.

Also, MAWAD is committed in ensuring that all members of staff are provided with the training they need to perform their jobs safely at all times and ensure that appropriate training is available at the required intervals. Staff training involves the acquiring and improving of job-related skills and knowledge. Staff development involves personal growth, preparation for promotion and expansion of job duties.

MAWAD shall provide a working environment where continuous learning and development take place that help staff to gain more enjoyment from their roles, increase motivation and enhance staff retention.

1. Equal Opportunities

The MAWAD is committed to ensuring equality of learning opportunity, hence no employee will be excluded from learning on the grounds of gender, age, marital status, disability, religion or belief, or employment status. All qualified employees will have equal access to learning and development opportunities appropriate to their job.

2. Personnel Development Committee Formation and Composition

MAWAD had passed Board Resolution No. 16, s. 2015 dated July 31, 2015 known as “RESOLUTION DESIGNATING THE FOLLOWING PERSONNEL TO COMPOSE THE PERSONNEL DEVELOPMENT COMMITTEE (PDC) OF THE MANGALDAN WATER DISTRICT”.

Personnel Development Committee (PDC) of the Mangaldan Water District are as follows:

Chairman	-	Engr. Marcelo M. Petonio General Manager
Vice-Chairman	-	Ms. Violeta B. Gayaga Division Manager, Finance
Secretary	-	Mrs. Marlyn C. De Guzman Division Manager, Administrative

Member (2 nd Level)	-	Mrs. Violeta O. Garcia Division Manager, Commercial
		Mr. Arnold M. Cariño Head/Supervising Cashier (<i>Alternate</i>)
Member (1 st Level)	-	Mr. Juan B. Bauzon Water/Sewerage Maintenance Head
		Mrs. Anna Liza G. Ramos Senior Accounting Processor A (<i>Alternate</i>)
Secretariat	-	Ms. Bernadeth D. Dizon Clerk Processor B

3. Responsibilities

3.1. The PDC shall perform the following functions:

1. To ensure proper screening and evaluation of qualified candidates for career development opportunities;
2. To provide support functions to management in matter pertaining to selection of agency nominees to training development, scholarship programs in accordance with existing civil service policies and standards; and,
3. To disseminate information relative to the various human resource development interventions including participation to the trainings and conferences within and outside the country.
4. The secretariat to receive applications for attendance to seminars, trainings, scholarships and study grants for review as to qualification and to submit the list for deliberation by the Committee.
5. To evaluate report of trainings/seminars/scholarships attended by the employees.

3.2. EMPLOYEES

1. To seek appropriate authorization to attend training events, usually from their immediate supervisor and the General Manager.
2. Shall make all necessary arrangement to attend training event which is appropriate for the position.



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3. To meet the training & development requirements of them, where relevant.
 4. To attend and complete the training to the level of competence required.
 5. To help ensure that accurate training records are kept (for example, by making sure you sign attendance registers at training events)
 6. Employees who attended courses, seminars and conferences are required to complete an evaluation form report on the course, seminar, or conference attended. These reports are to be submitted to the division head of the concerned employee for comment and review and passed to the General Manager for approval;

3.3. DIVISION MANAGERS

1. Division Managers are responsible for assisting staff to identify learning needs and for ensuring that they review these with staff on a regular basis during support and supervision sessions. The employee's record of accomplishments should also be discussed at these sessions.
2. Division Managers have responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development.
3. Division Managers should seek feedback on any training, including quality and cost effectiveness. Division Managers should then ensure that employees implement the skills that they have gained through training and ensure that feedback on training is shared with the other employees.

3.4 GENERAL MANAGER

1. It is the responsibility of the General manager to oversee the Learning & Development Process. They will, therefore ensure that evaluation of learning activities is undertaken annually by meeting with the Division Managers to ensure that any identified needs are addressed accordingly.
2. Approves/disapproves the recommendation of the PDC.

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3. Controls the learning and development budget. All learning & development activities are monitored in terms of suitability, effectiveness and value for money.

3.5 BOARD OF DIRECTOR

The Board of Director is responsible for approving the learning & development budget on an annual basis.

The Board attend appropriate training in order for them to perform their duties as policy making bodies.

4. MAWAD uses these methods in learning and development

A. ON-THE-JOB METHODS

MAWAD uses these methods of training in which an employee learns a job by actually doing/performing it. An employee works on a job and learns and develops expertise at the same time.

1. *Orientation for Employees*

New employees are being introduced to other employees. Informing the new employee of the office rules and regulations and work area assignment.

2. *Understudy*

The employee is trained by his or her supervisor. The trainee is attached with his or her senior and called understudy or assistant. For example, a future manager might spend few months as assistant to the present manager.

3. *Job rotation*

Shifting/movement of an employee from one job to another on regular intervals.

4. *Experience*

This is one of the oldest methods of on-the-job training. Although this is very effective method, but it is also very time-consuming.

B. OFF-THE-JOB METHODS

These require employees to leave their workplace and concentrate their entire time towards the training objectives.

1. External training, seminars and conferences

The most traditional way of developing MAWAD employees. Special courses and lectures are designed by the Civil Service Commission, Local Water Utilities Administration, Commission On Audit, Department of Budget and Management and Bureau of Internal Revenue.

The employees are required to pool their thoughts, ideas, viewpoints, suggestions and recommendations.

2. Self-directed study

The employee uses books, manuals, and online information.

5. Recording, Monitoring & Evaluating Learning

MAWAD ensures that database learning accomplishments of all employees are kept by the Administrative Division.

MAWAD monitors employees with seminars/training attendance. Likewise, with no seminar/training yet.

MAWAD ensures that employees implement the skills that they have gained through training and ensure that feedback on training is shared with the other employees.

X. REWARDS AND RECOGNITION (R&R)

MAWAD believes that the achievements and improvement of performance of employee is an important part of performance management. MAWAD see to it that recognition must be timely and be perceived as valuable so that the MAWAD AGENCY PRAISE and all its courses of action with rewards and recognition shall be governed by the CSC-APPROVED MAWAD AGENCY PRAISE.

EXCERPTS FROM THE CSC-APPROVED MAWAD AGENCY PRAISE DATED AUGUST 30, 2016.

I. BASIC POLICIES

- 1.1 Every department or agency shall establish its own employee suggestions and incentive awards system.
- 1.2 The System shall be designed to encourage creativity, innovativeness, efficiency, integrity and productivity in the public service by recognizing and rewarding officials and employees, individually or in groups for their suggestions, inventions, superior accomplishments and other personal efforts which contribute to the efficiency, economy, or other improvements in government operations, or for other extraordinary acts and services in the public interest.
- 1.3 The PRAISE shall adhere to the principle of providing incentives and awards based on performance, innovative ideas and exemplary behavior.
- 1.4 The PRAISE shall give emphasis on the timeliness of giving award or recognition. Aside from conferment of awards during the traditional or planned awarding ceremonies, the spirit of on-the-spot grant of recognition shall be institutionalized.
- 1.5 The PRAISE shall provide both monetary and non-monetary awards and incentives to recognize, acknowledge and reward productive, creative, innovative and ethical behavior of employees through formal and informal mode. For this purpose, the system shall encourage the grant of non-monetary awards. Monetary awards shall be granted when the suggestions, inventions, superior accomplishments and other personal efforts result in monetary savings which shall not exceed 20% of the savings generated.

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- 1.6 At least 5% of the HRD Funds shall be allocated for the PRAISE and incorporated in the Agency's annual Work and Financial Plan and budget.
 - 1.7 The PRAISE shall be institutionalized through the creation of a PRAISE Committee in all agencies of the government.
 - 1.8 The PRAISE Committee shall preferably have the following composition:
 - * Head of agency or authorized representative who will act as chairperson;
 - * Head of the financial unit or equivalent;
 - * Head of the planning unit or equivalent;
 - * Highest ranking employee in-charge of human resource management or the career service employee directly responsible for personnel management; and
 - * Two (2) representatives from the career rank-and-file who shall serve for a period of two years and chosen a general assembly or any other mode of selection to be conducted for the purpose or designated by the registered union in the absence of an accredited union (one from the first and from the second level).
 - 1.9 The head of agency or authorized representative shall be responsible in overseeing the System's operation and the Human Resource Management Unit shall serve as the System's Secretariat.
 - 1.10 The PRAISE Committee shall insure the productivity, innovative ideas, suggestions and exemplary behavior can be identified, considered, managed and implemented on a continuing basis to cover employees at all levels.
 - 1.11 The PRAISE Committee shall be responsible for the development, administration, monitoring and evaluation of the awards and incentives system of the agency. The agency may, however, employ an external or independent body to assist the PRAISE Committee to judiciously and objectively implement the system of incentives and awards.
 - 1.12 The PRAISE Committee shall establish its own internal procedures and strategies. Membership in the Committee shall be considered part of the members' regular duties and functions.

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- 1.13 All government agencies shall submit their Program on Awards and Incentives for Service Excellence (PRAISE) and its subsequent amendments to the Civil Service Commission Regional Office. The Civil Service Commission Regional or Field Office concerned shall provide technical assistance, if deemed necessary, to ensure proper implementation.
 - 1.14 Establishment of a CSC-approved PRAISE shall be the basis of the grant of the Productivity Incentive Bonus (PIB), other awards and incentives. The Annual PRAISE Report shall be submitted by the agency to the Civil Service Commission Regional Office concerned on or before the thirtieth day of January to enable their employees to qualify for nomination to the CSC sponsored national awards.
 - 1.15 Issues relative to awards and incentives shall be brought before the PRAISE Committee which shall address the same within fifteen (15) days from the date of submission.

II. OBJECTIVES

2.1 Generals

To encourage, recognize and reward employees, individually and in groups, for their suggestions, innovative ideas, inventions, discoveries, superior accomplishments, heroic deeds, exemplary behavior, extraordinary acts and services in the public interest and other personal efforts which contribute to the efficiency, economy and improvement in government operations, which lead to organizational productivity.

2.2 Specific

- 2.1.1 To establish a mechanism for identifying, selecting, rewarding and providing incentives to deserving employees at the start of each year;
- 2.1.2 To identify outstanding accomplishments, best practices of employees on a continuing basis;

2.1.3 To recognize and reward accomplishments and innovations periodically or as the need arises;

2.1.4 To provides incentives and interventions to motivate employees who have contributed ideas, suggestions, inventions, discoveries, superior accomplishments and other personal efforts.

III. SCOPE

The System shall apply to all employees in the career and non-carter service of the Mangaldan Water District.

IV. DEFINITION OF TERMS

- * AGENCY – refers to departments, agencies, bureaus of the national government, government-owned-and-controlled corporations with original charters, state universities and college and local government units.
- * AWARD – recognition which may be monetary or non-monetary conferred on individual or group of individuals for ideas, suggestions, inventions, discoveries, superior accomplishments, exemplary behavior, heroic deeds, extraordinary acts or service in the public interest which contribute to the efficiency, economy, improvement in government operations which lead to organizational productivity.
- * CAREER – positions in the civil service characterized by (1) entrance based on merit and fitness to be determined as far as practicable by competitive examination, or based on highly technical qualifications; (2) opportunity for advancement to higher career positions; and (3) security of tenure.
- * CONTRIBUTION – any input which can be in the form of an idea or performance (See also Idea type and Performance type contribution).
- * DISCOVERY – is the uncovering of something previously existing but found or learned for the first time which will improve working conditions.

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- * **IDEA TYPE CONTRIBUTION** – refers to an idea, suggestion or an invention or discovery for improvement to effect economy in operation, to increase production and improve working conditions.
 - * **INCENTIVE** – monetary or non-monetary motivation or privilege given to an official or employee for contributions, suggestions, inventions, ideas, satisfactory accomplishment or demonstration of exemplary behavior based on agreed performance standards and norms of behavior.
 - * **INVENTION** – the creation of something previously non-existent which will benefit the government.
 - * **NON-CAREER** – positions expressly declared by law to be in the non-career service; or those whose entrance in the service is characterized by (1) entrance on basis other than those of the usual test of merit and fitness utilized for the career service and (2) tenure which is limited to the duration of a particular project for which purpose employment was made.
 - * **PERFORMANCE TYPE CONTRIBUTION** – refers to performance of an extraordinary act or service in the public interest in connection with, or related to one’s official employment; or outstanding community service or heroic acts in the public interests; or sustained work performance for a minimum period of one year which is over and above the normal position requirement of the individual or group.
 - * **SUGGESTIONS** – idea or proposal which improves work performance, systems and procedures and economy in operations that will benefit the government.
 - * **SYSTEMS** – the agency awards and incentives program for employees.



V. TYPES OF AWARDS

5.1 NATIONAL AWARDS

The agency shall participate in the search for deserving employees who may be included in the screening of candidates for awards given by other government agencies, private entities, NGO's and other award giving bodies such as the:

- 5.1.1 **Presidential or Lingkod Bayan Award** – conferred on an individual for consistent, dedicated performance exemplifying the best in any profession or occupation resulting in the successful implementation of an idea or performance, which is of significant effect to the public or principally affects national interest, security and patrimony.
- 5.1.2 **Outstanding Public Official/Employee or Dangal ng Bayan Award** – granted to any public official or employee in government who has demonstrated outstanding teamwork and cooperation, which resulted in the successful achievement of its goal or has greatly improved public service delivery, economy operation, improved working conditions or otherwise benefited in many other ways.
- 5.1.3 **Civil Service Commission or the PAGASA Award** – conferred on a group of individuals or team who has demonstrated outstanding teamwork and cooperation, which resulted in the successful achievement of its goal or has greatly improved public service delivery, economy in operation, improved working conditions or otherwise benefited the government in many other ways.
- 5.1.4 **Other Awards** – given by either government agencies, private institutions or NGOs to an individual or team for contributions of an idea or performance that directly benefited the government.

5.2 MANGALDAN WATER DISTRICT AGENCY LEVEL AWARDS

The agency shall develop and initiate the search for deserving employees who may be included in the screening of candidates for awards to be given such as:

5.2.1 “DAKILANG EMPLEYADO” AWARD

Given in recognition of an extra-ordinary achievement, i.e. successfully implemented an idea that contributed to the efficiency and economy of individual, department or institute’s productivity, or improvement in operations or in the welfare of co-employees.

a. *QUALIFICATIONS:*

1. Any MAWAD Official and rank and file employee.
2. Must have rendered at least one (1) year service in MAWAD prior to nomination.
3. Have been rated at least Very Satisfactory for the two (2) consecutive rating periods of the year prior to their nomination.
4. Have no pending administrative or criminal case at the time of the nomination and have not been found guilty of any administrative or criminal offense involving moral turpitude.
5. He/she must not be a member of the MAWAD PRAISE Committee.

b. *NOMINATION PROCEDURE:*

Nominations are open each year wherein any employee and supervisors can submit nominations to the MAWAD PRAISE Committee with the justification detailing why his/her nominee is deserving of the award. Deadline for submission of the nominations is on September 15 of each year.

c. *CRITERIA:*

1. Overall Performance (50%)

The extent to which the employee has demonstrated his/her ability and competence in accomplishing all assigned functions and tasks that exceptionally contributed to the

attainment of the individual's and Division/Field Office's work targets.

2. Reliability and Effectiveness (15%)

The extent to which the bright ideas have effectively and efficiently addressed a pressing need and improved service delivery;

3. Economy on Operations (15%)

The extent to which minimum amount of resources (i.e. people, time, etc.) has been used to achieve the result or output.

4. Conduct and ethical Behavior (10%)

The extent to which the employee has demonstrated Courtesy, Professionalism, Public and Human Relations and Initiative.

5. Adherence to Office Policies (10%)

The employee is wearing ID, wearing of Uniform, attendance to Flag Ceremony and Exercise Activity.

d. SELECTION PROCEDURE:

The MAWAD PRAISE Committee shall assess the qualifications of the nominee/s based on the criteria set for the particular award.

e. PERIOD OF REFERENCE:

The award shall be given during the MAWAD EMPLOYEE RECOGNITION AND AWARDS RITE in December following the calendar year. Thus, the period covered shall be from January to December of the preceding year.

f. DOCUMENTS REQUIRED:

Nomination letter with detailed explanation addressed to the MAWAD PRAISE Committee.

Concrete proof such as clippings, pictures and other documents must be submitted to support the nomination such as;

- Performance Rating
- Summary of Attendance/Tardiness/Undertime

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- Narrative Report of Accomplishments
 - Personal Data Sheet of the nominee with passport size (1 ½" x 1 ½") photo with name tag (no computer print-out nor photocopy) taken within the last six (6) months.
 - Certification that the nominee has no pending administrative case against him/her at the time of nomination.
 - Latest Statement of Assets, Liabilities and Networth (SALN).

g. AWARDS/NUMBER OF AWARDEES:

A plaque of recognition and cash amount of P2,000.00 will be given to each awardee (1 female & 1 male) during the aforesaid celebration.

5.2.2 BEST IN ATTENDANCE AWARD

It shall be awarded to officials and employees who have not incurred any tardiness/under time (except undertime is due to sickness) and have incurred the least number of leave for the period January - December of the preceding year.

a. CRITERIA:

The nominee must have the least number of leave incurred for the whole calendar year. He/she must not incur any tardiness and undertime (excluding sick) during the reference year. Sick leave, however, should not be more than 3 days.

b. QUALIFICATIONS:

A nominated employee must meet the following qualifications:

1. Must have rendered at least one (1) year service in MAWAD prior to nomination.
2. Must have been rated at least Very Satisfactory for the two (2) consecutive rating periods of the year prior to their nomination.
3. Must have not received any form of written warning and official reprimand for non-compliance of office rules and regulations.

4. Must have no pending administrative or criminal case at the time of the nomination and have not been found guilty of any administrative or criminal offense involving moral turpitude.

An employee who is out on official business shall be considered to have rendered a full day's work, as long as it is authorized by his/her immediate supervisor and/or the General Manager supported by a properly accomplished report and Certificate of Appearance.

c. NOMINATION PROCEDURE:

The Administrative Division shall prepare list of nominees at the end of the calendar year for submission to the MAWAD PRAISE Committee.

d. SELECTION PROCEDURE:

The MAWAD PRAISE Committee shall assess the qualifications of the nominee/s based on the criteria set for the particular award.

e. PERIOD OF REFERENCE:

The award shall be given during the MAWAD EMPLOYEE RECOGNITION AND AWARDS RITE celebration in December following the calendar year. Thus, the period covered shall be from January to December of the preceding year.

f. DOCUMENTS REQUIRED:

Summary of time record and attendance. Other supporting records must be ready for verification such as time cards, leave ledger and approved Travel Order and Certificate of Appearance.

g. AWARDS/NUMBER OF AWARDEES:

A maximum of five (5) awardees. Highest two (2) (female & male employee) shall be given Certificate of Recognition and cash amount of P2,000.00 each while top 3 to 5 shall only be given Certificate of Recognition during the aforesaid celebration.

5.2.3 “ANG MASINOP” AWARD

This award shall be given to an employee or employees whose physical areas of responsibility are well maintained and follow good office keeping **practices as defined by the principles of “5S” such as Sort, Set in Order, Shine, Standardize and Sustain.**

a. *QUALIFICATIONS AND CRITERIA:*

1. This award is open to all employees of MAWAD who have exhibited the following criteria most consistently:

Sort - Follow an organized filing system, remove what is not needed and keep what is needed

Set in Order – Arrange essential items for easy access

Shine - Maintain the cleanliness of their physical area of responsibility

Standardize – Establish standards and guidelines to maintain clean and order workplace; practice responsible use of supplies and equipment (including government vehicle); practice recycling of office wastes

Sustain – 5S is a habit and is continually improved

2. Must have no pending administrative or criminal case at the time of the nomination and have not been found guilty of any administrative or criminal offense involving moral turpitude.

3. He/she must not a member of the PRAISE Committee.

b. *NOMINATION PROCEDURE:*

Nominations are open each year wherein any MAWAD employee can submit nominations to the MAWAD PRAISE Committee with the justification detailing why his/her nominee is deserving of the award. Deadline for the submission of nominations is on September 15 of each year.

c. *SELECTION PROCEDURE:*

The MAWAD PRAISE Committee shall assess the qualifications of the nominee/s based on the criteria set for the particular award.

d. *PERIOD OF REFERENCE:*

The award shall be given during the MAWAD EMPLOYEE RECOGNITION AND AWARDS RITE celebration in the December following the calendar year. Thus, the period covered shall be from January to December of the preceding year.

e. *DOCUMENTS REQUIRED:*

Nomination letter with detailed explanation addressed to the MAWAD PRAISE Committee with concrete proof such as clippings, pictures and other documents to support the nomination.

f. *AWARDS/NUMBER OF AWARDEES:*

A certificate of recognition and cash amount of P2,000.00 each awardee (1 male and 1 female) will be conferred during the aforesaid celebration.

5.2.4 BEST DIVISION/OFFICE AWARD

Granted to the top, division or office for extra- ordinary performance of core competencies or service or continuous demonstration of capacity in work execution.

a. *QUALIFICATIONS:*

1. Every member of the organizational unit must have obtained at least Very Satisfactory performance for the two (2) consecutive rating periods of the year prior to their nomination.
2. Every member of the organizational unit must have no pending administrative case and must not have been found

guilty of any administrative offense or convicted of any crime or violation of any law, decree, ordinance or regulation by any court of tribunal within one (1) year preceding the awarding rites.

3. Every member of the organizational unit must have been observed to be adhering to office rules and policies.

b. CRITERIA:

1. Overall Performance of the Division (50%)

Exceeded the division's performance targets
(Average rating of all members of the Division)

2. Quality and Consistency of Performance (20%)

Exceeded the division's performance targets in the last two (2) years

3. Adherence to Office Policies (20%)

The employee is wearing ID, wearing of Uniform, attendance to Flag Ceremony and Exercise Activity including attendance to MAWAD and municipal activities.

4. Timeliness of Reports and Accomplishments (10%)

The extent to which performance was achieved through teamwork, shared responsibility, commitment and dynamic leader.

c. SELECTION PROCEDURE:

The members of the Board of Directors of MAWAD shall assess the qualifications of the nominee/s based on the criteria set for the particular award.

d. PERIOD OF REFERENCE:

The award shall be given during the MAWAD EMPLOYEE RECOGNITION AND AWARDS RITE celebration in December following the calendar year.

The evaluation shall cover the performance targets and accomplishments of the preceding year.

e. *AWARDS:*

A plaque and a minimum cash award of P5,000.00 to a maximum of P8,000.00 will be conferred during the MAWAD EMPLOYEE RECOGNITION AND AWARDS RITE.

5.2.5 COST ECONOMY MEASURE AWARD

The Cost Economy Measure Award is granted to an employee or team whose contributions such as ideas, suggestions, inventions, discoveries or performance of functions result in savings in terms of man hours and cost. The monetary award shall not exceed 20% of the monetary savings generated from the contributions.

a. *CRITERIA:*

The results must be concrete and the activities undertaken must have been observed. The initiative efforts must have been demonstrated. The savings generated from the particular activity/ies must be quantified and approximated into mathematical values.

b. *QUALIFICATIONS:*

A nominated employee or team must meet the following qualifications:

- a. Have rendered at least one (1) year service in the CSCRO1 prior to nomination.
- b. Have been rated at least Very Satisfactory for the two (2) consecutive rating periods of the year prior to their nomination.
- c. Have no pending administrative or criminal case at the time of the nomination and have not been found guilty of any administrative or criminal offense involving moral turpitude.
- d. Activities undertaken must not perform during office/business hour. Likewise, no charges of overtime pay.
- e. He/she must not a member of the MAWAD PRAISE Committee.

c. SELECTION PROCEDURE:

The MAWAD PRAISE Committee shall assess the qualifications of the nominee/s based on the criteria set for the particular award.

d. PERIOD OF REFERENCE:

The award shall be given during the MAWAD EMPLOYEE RECOGNITION AND AWARDS RITE in December following the calendar year. Thus, the period covered shall be from January to December of the preceding year.

e. DOCUMENTS REQUIRED:

- Nomination letter with detailed explanation addressed to the MAWAD PRAISE Committee, e.g. Narrative Report of Accomplishments
- Personal Data Sheet of the nominee with passport size (1 ½" x 1 ½") photo with name tag (no computer print-out nor photocopy) taken within the last six (6) months.
- Certification that the nominee has no pending administrative case against him/her at the time of nomination.
- Latest Statement of Assets, Liabilities and Net worth (SALN)

f. AWARDS:

A plaque of recognition and cash equivalent to 20% of the monetary savings generated from the contributions and shall be awarded during the aforesaid celebration.

5.2.6 SERVICE AWARD – conferred on retirees whether under optional or compulsory retirement schemes held during a fitting ceremony on or before the date of their retirement. Plaque of Appreciation, send-off party and cash award to be determined by the Board and Management.

5.2.7 HALL OF FAME AWARD

Conferred to an individual or unit who was conferred a particular award for the three (3) consecutive years and who has sustained the same exceptional level of performance during the current year. Amount of which is to be determined by the BOD and management.

5.2.8 MAWAD INTERNAL AWARD:

5.2.8.a **Cash Award** – granted to an outstanding field bill collector, that such cash award shall be of not less than .5% of P 1.2 million minimum collected by the bill collector involved in a given year. Besides cash award, a plaque of recognition shall also be given. (MAWAD Board Res. No. 10, S. 2001 dated April 6, 2001);

5.2.8.b **Special Cash Award** – granted to all officers and employees whose performance of functions resulted in the successful achievement of the district's goal as recognized by the Local Water Utilities Administration (LWUA) and/or Philippine Associations of Water Districts (PAWD) award giving bodies. Such amount maybe determined by the MAWAD Board of Directors and the General Manager. (MAWAD Board Res. No. 16, S-98);

5.2.8.c **Special Cash Incentive** – granted to all officers and employees whose performance of functions resulted in the successful achievement of the district's goal as recognized by the National Government Agencies such as Civil Service Commission, Provincial and Local Government Unit, Pan-Ilocos Water District Association (PIWADA), and other award giving bodies. Such amount maybe determined by the MAWAD Board of Directors and the General Manager.

VI. TYPES OF INCENTIVES

The agency shall continuously search, screen and reward deserving employees to motivate them to improve the quality of their performance and instill excellence in public service. As such the following types of incentives shall be regularly awarded.

6.1 Loyalty Incentives – granted to an employee who has served continuously and satisfactorily the agency for at least ten (10) years. The recipient shall be entitled to a cash award of not less than Php 500.00 but not more than Php 1,000.00 per year during the first ten years. Succeeding awards shall be given every five years thereafter. Besides cash award, a lapel emblem/loyalty pin shall be given:

10 and 15 years	-	Bronze
20 and 25 years	-	Silver
30, 35 & 40 years	-	Gold

6.1.a Loyalty Incentives – granted to Mangaldan Water District Board of Directors who has served continuously and satisfactorily the agency for at least five (5) years. Same cash award of Php 1,000.00 per year and plaque of recognition as to regular employees.

6.2 Length of Service Incentive – given to an employee who has rendered at least three (3) years of continuous satisfactory service in the same position. The cash award shall be incorporated in the salary adjustments following the Joint CSC-DBM Circular No. 1, s. 1990.

6.3 Productivity Incentive – given to all employees who have performed at least satisfactory for the year covered in accordance with the agency’s CSC-approved PES. This incentive shall follow relevant existing guidelines.

6.4 Career and Self-Development Incentive – granted in recognition of an individual who has satisfactorily completed a course or degree within or outside the country at one’s own expense. A plaque of recognition may be given to qualified individuals during the agency’s anniversary celebration.

6.5 Other incentives – which the agency’s PRAISE Committee may recommend on the basis of special achievements, innovative approaches to assignments, exemplary service to the public and recognition by an outside group of a particular achievement.

VII. FORMS OF AWARDS AND INCENTIVES

7.1 **Compensatory Time-Off** – granted to an employee who has worked beyond his regular office hours on a project without overtime pay.

7.2 **Flexiplace** – work arrangement allowed for qualified employee/s who has demonstrated responsibility, initiative, and capacity to produce output/result and accomplishment outside of the workplace subject to established guidelines.

7.3 **“Salu-salo” Together** – meal hosted by superiors or supervisors for employees who have made significant contributions.

7.4 **Personal Growth Opportunities** – incentives which maybe in the form of attendance in conferences on official business, membership in professional organizations, books, journals, tapes, travel packages and other learning opportunities.

7.5 **Trophies, Plaques and Certificates**

7.6 **Monetary Award**

7.7 **Travel Packages**

7.8 **Other incentives** – incentives in kind which maybe in the form of merchandise, computers, pagers, cellular phones, reserved parking space, recognition posted at the Wall of Fame, feature in agency publication, and others.

VIII. PRAISE Committee

The PRAISE Committee at the central, regional and provincial office shall have the following specific responsibilities and composition. It shall be responsible for the development, administration, monitoring and evaluation of the awards and incentives system of the agency. As such, the Committee shall meet periodically to perform the following tasks:

- * Establish a system of incentives and awards to recognize and motivate employees for their performance and conduct;
- * Formulate, adopt and amend internal rules, policies and procedures to govern the conduct of its activities which shall include the guidelines in evaluating the nominees and the mechanism for recognizing the awardees;
- * Determine the forms of awards and incentives to be granted;

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- * Monitor implementation of approved suggestions and ideas through feedback and reports;
 - * Prepare plans, identify resources and propose budget for the purpose budget for the system on an annual basis;
 - * Develop procedure, distribute a System policy manual and orient the employees on the same;
 - * Document best practices, innovative ideas and success stories which will serve as promotional materials to sustain interest and enthusiasm;
 - * Submit an annual report on the awards and incentives system to the CSC on or before the thirtieth day of January;
 - * Monitor and evaluate the System's implementation every year and essential improvements to ensure its suitability to the agency; and
 - * Address issues relative to awards and incentives within fifteen (15) days from the date of submission.

To implement the System effectively, the PRAISE Committee members are expected to possess positive attitude; be capable of implementing submitted ideas; open-minded; decisive; have high tolerance for stress or pressure; and actively participate in all committee meetings.

The head of agency or authorized representative shall be responsible in overseeing the System's operation and the Human Resource Management Unit shall serve as the System's Secretariat.

The agency may, however, employ an external or independent body to assist the AGENCYPRAISE Committee to judiciously and objectively implement the system of incentive and awards.

Central Office

- * Agency Head or authorized representative (Undersecretary or Equivalent Positions);
- * Head of the Financial Unit or Equivalent;
- * Head of Planning Office or Unit or Equivalent;
- * Highest ranking employee in charge of human resource management or the career service employee directly responsible for personnel management; and
- * Two (2) representatives from the career rank-and-file employees who shall serve for a period of two years and

chosen through a general assembly or any other mode of selection to be conducted for the purpose or designated by the registered union in the absence of an accredited union (one first level and one from the second level).

Regional Office

A regional PRAISE Committee may be composed to screen and recommend eligible candidates for national and agency awards. The Regional PRAISE Committee may likewise grant informal awards based on the CSC-approved AGENCY PRAISE.

- * Regional Director or his authorized representative;
- * Head of the Financial Unit or Equivalent;
- * Division Chief-in-Charge of Training;
- * Highest HRMO; and
- * Two (2) representatives from the career rank-and-file employees who shall serve for a period of two years and chosen through a general assembly or any other mode of selection to be conducted for the purpose or designated by the registered union in the absence of an accredited union (one from the first level and one from the second level).

Municipal, City or Provincial Level

- * Governor/Mayor or authorized representative;
- * Highest ranking employee in charge of human resource management or the career service employee directly responsible for personnel management;
- * The Planning Officer;
- * Budget Officer/Treasurer; and
- * 2 representative of the career rank-and-file employee who shall serve for a period of two years and chosen through a general assembly or any other mode of selection to be conducted for the purpose or designated by the accredited union (one from the first level and one from the second level).

State Universities and Colleges (SUCs)

- * President/Vice-President or designated representative;
- * Head of Financial Division or Unit or Equivalent;
- * Head of Planning Division or Unit or Equivalent;

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- * Highest HRMO or the career rank-and-file employees from the academic staff who shall serve for a period of two years and chosen through a general assembly or any other mode of selection to be conducted for the purpose or designated by the registered union (one from the first level and one from the second level).

Government-Owned or Controlled Corporations (GOCCs)

- * Agency head or authorized representative;
- * Head of Administrative/Financial Division or Unit or Equivalent;
- * Head of Planning Division or Unit or Equivalent;
- * Highest HRMO or any officer/employee in-charge of personnel; and
- * Two (2) representatives of the career rank-and-file employees who serve for a period of two years and chosen through a general assembly or any other mode of selection to be conducted for the purpose or designated by the registered union in the absence of an accredited union (one from the first level and one from the second level).

The MANGALDAN WATER DISTRICT PRAISE COMMITTEE shall be composed of the following:

ENGR. MARCELO M. PETONIO	-	Chairman
VIOLETA B. GAYAGA	-	Member
VIOLETA O. GARCIA	-	Member
MARLYN C. DE GUZMAN	-	Member
ARNOLD M. CARIÑO	-	Member
LEA V. MAGALONG	-	Member

IX. FUNDING

The agency shall allocate at least 5% of the HRD funds for the PRAISE and incorporate the same in its annual Work and Financial Plan and budget.



XI. GRIEVANCE PROCEDURE

The Board of Directors, General Manager and supervisors are responsible to enforce equal opportunity practices. When someone discriminates, they will be subject to disciplinary action depending on the severity of their actions. Everyone should comply with the District's policy by treating others with respect. Grievance shall be governed by the CSC-Approved MAWAD Grievance Machinery.

EXCERPTS FROM THE CSC-APPROVED MAWAD GRIEVANCE MACHINERY DATED JULY 2, 2001.

In line with the Revised Policies on the Settlement of Grievance in the Public Sector contained in CSC Resolution No. 010113, dated January 10, 2001 and implemented through CSC Memorandum Circular No. 02, s. 2001; the District hereby adopts the herein Grievance Machinery.

I. BASIC POLICIES

1. A grievance shall be resolved expeditiously at all times at the lowest level possible in the agency. However, if not settled at the lowest level possible, an aggrieved party shall present his or her grievance step by step following the hierarchy of positions.
2. The district shall establish a grievance machinery that is the best way to address grievance between or among the government officials and employees.
3. The aggrieved party shall be assured freedom from coercion, discrimination, reprisal and biased action on the grievance.
4. Grievance proceedings shall not be bound by legal rules and technicalities. Even verbal grievance must be acted upon expeditiously. The services of a legal counsel shall not be allowed.
5. A grievance shall be presented verbally or in writing in the first instance by the aggrieved party to his or her immediate supervisor. The latter shall, within three (3) working days from the date of presentation, inform verbally the aggrieved party of the corresponding action. If the party being complained of is the immediate supervisor, the grievance shall be presented to the next higher supervisor.
6. Grievance refers to work related issues giving rise to employee dissatisfaction. The following cases shall be acted upon through the grievance machinery:



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- a. Non-implementation of policies, practices and procedures on economic and financial issues and other terms and conditions of employment fixed by law including salaries, incentives, working hours, leave benefits, and other related terms and conditions;
 - b. Non-implementation of policies, practices and procedures which affect employees from recruitment to promotion, detail, transfer, retirement, termination, lay-offs, and other related issues that affect them;
 - c. Physical working conditions;
 - d. Interpersonal relationships and linkages;
 - e. protest on appointments; and
 - f. All other matters giving rise to employee dissatisfaction and discontentment outside of those cases enumerated in Item No. 6.

7. The following cases shall not be acted upon through the grievance machinery:

- a. Disciplinary cases which shall be resolved pursuant to the Uniform Rules on Administrative Cases;
- b. Sexual harassment cases as provided for in RA 7877; and
- c. Union-related issues and concerns.

8. Only permanent officials and employees, whenever applicable, shall be appointed or elected as members of the grievance committee.

In the appointment or election of the committee members, their integrity, probity, sincerity and credibility shall be considered.

9. The District shall establish grievance committee officers. The composition is as follows:

Violeta O. Garcia	-	Chairman
Violeta B. Gayaga	-	Member
Marlyn C. De Guzman	-	Member
Arnold M. Carino	-	Member
Lea V. Magalong	-	Member

10. The Mangaldan Water District head shall ensure equal opportunity for men and women to be represented in the grievance committee.

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11. The Mangaldan Water District grievance committee shall develop and implement pro-active measures that would prevent grievance, such as employee assembly which shall be conducted at least once every quarter, “talakayan”, counseling, HRD interventions and other similar activities.
 12. The personnel unit, in collaboration with the Mangaldan Water District grievance committee, shall conduct a continuing information drive on grievance machinery among its officials and employees.
 13. The grievance committee may conduct an investigation and hearing within ten (10) working days from receipt of the grievance and render a decision within five (5) working days after the investigation. Provided, however, that where the object of the grievance is the grievance committee, the aggrieved party may submit the grievance to top management.
 14. A grievance may be elevated to the Civil Service Commission Regional Office concerned only upon submission of a Certification on the Final Action on the Grievance (CFAG) issued by the grievance committee. The CFAG shall contain, among other things, the following information: history and final action taken by the agency on the grievance.
 15. The personnel unit of the agency shall extend secretariat services to the grievance committee.
 16. The grievance committee shall establish its own internal procedures and strategies. Membership in the grievance committee shall be considered part of the members’ regular duties.
 17. The grievance committee shall submit a quarterly report of its accomplishments and status of unresolved grievances to the Civil Service Commission Regional Office.
 18. Supervisors or officials who refuse to take action on a grievance brought to their attention shall be liable for neglect of duty in accordance with existing civil service law, rules and regulations.
 19. The Mangaldan Water District grievance machinery shall be submitted to the Civil Service Commission Regional Office concerned for approval. Subsequent amendments shall be subject to CSC approval and shall take effect immediately.



II. OBJECTIVES

1. General

Create a work atmosphere conducive to good supervisor-employee relations and improved employee morale.

2. Specific

2.1 Activate and strengthen agency's existing grievance machinery;

2.2 Settle grievances at the lowest possible level in the organization;

2.3 Serve as a catalyst for the development of capabilities of personnel on dispute settlement, especially among supervisors in District;

2.4 To establish an orderly method for handling disputes;

2.5 To settle disputes at the lowest possible level of organization;

2.6 To prevent discontentment and disenchantment among and between employees and officials.

III. SCOPE

The Grievance Machinery applies to all levels of officials and employees in the Water District. It may also apply to non-career employees whenever applicable.

IV. DEFINITION OF TERMS

Accredited or Recognized Employee Union - an employee union accredited pursuant to Executive Order No. 180 and its implementing rules and regulations.

Bilis Aksyon Partner – is the counterpart Action Officer of the Civil Service Commission under the Mamamayan Muna Program in every agency pursuant to CSC MC No. 3, s. 1994.

Grievance – a work-related discontentment or dissatisfaction which had been expressed verbally or in writing and which, in the aggrieved employee's opinion, has been ignored or dropped without due consideration.

Grievance Machinery – a system or method of determining and finding the best way to address the specific cause or causes of a grievance.

Public Sector Labor-Management Council (PSLMC) – the Council responsible for the promulgation, implementation and administration of the guidelines for

the exercise of the right of government employees to organize pursuant to Executive Order No. 180.

V. APPLICATION OF GRIEVANCE MACHINERY

The following instances shall be acted upon through the grievance machinery:

- a. Non-implementation of policies, practices and procedures on economic and financial issues and other terms and conditions of employment fixed by law, including salaries, incentives, working hours, leave benefits such as delay in the processing of overtime pay, unreasonable withholding of salaries and inaction on application for leave;
- b. Non-implementation of policies, practices and procedures which affect employees from recruitment to promotion, detail, transfer, retirement, termination, lay-offs, and other related issues that affect them such as failure to observe selection process in appointment, and undue delay in the processing of retirement papers;
- c. Inadequate physical working conditions such as lack of proper ventilation in the workplace, and insufficient facilities and equipment necessary for the safety and protection of employees whose nature and place of work are classified as high risk or hazardous;
- d. Poor interpersonal relationships and linkages such as unreasonable refusal to give official information by one employee to another;
- e. Protest on appointments; and
- f. All other matters giving rise to employee dissatisfaction and discontentment outside of those cases enumerated above.

The following cases shall not be acted upon through the grievance machinery:

- a. Disciplinary cases which shall be resolved pursuant to the Uniform Rules on Administrative Cases;
- b. Sexual harassment cases as provided for in RA 7877; and
- c. Union-related issues and concerns.



V. GRIEVANCE PROCEDURES

The procedures for seeking redress of grievances shall be as follows:

1. Discussion with Immediate Supervisor.

At the first instance, a grievance shall be presented verbally or in writing by the aggrieved party to his or her immediate supervisor.

The supervisor shall inform the aggrieved party of the corresponding action within three (3) working days from the date of presentation.

Provided, however, that where the object of the grievance is the immediate supervisor, the aggrieved party may bring the grievance to the next higher supervisor.

2. Appeal to the Higher Supervisor.

If the aggrieved party is not satisfied with the verbal decision, he or she may submit the grievance in writing, within five (5) days to the next higher supervisor who shall render his or her decision within five (5) working days from receipt of the grievance.

3. Appeal to the Grievance Committee.

The decision of the next higher supervisor may be elevated to the grievance committee within five (5) working days from receipt of the decision of the next higher supervisor.

The grievance committee may conduct an investigation and hearing within ten (10) working days from receipt of the grievance and render a decision within five (5) working days after the investigation. Provided, however, that where the object of the grievance is a member of the grievance committee, the aggrieved party may submit the grievance to top management.

4. Appeal to Top Management.

If the aggrieved party is not satisfied with the decision of the grievance committee, he or she may elevate his or her grievance within five (5) working days from receipt of the decision through the committee to top management who shall make the decision within ten (10) working days after the receipt of the grievance. Provided, however, that where the object of the grievance is the top management, the aggrieved party may bring his or her grievance directly to the Civil Service Commission Regional Office.

5. Appeal to the Civil Service Commission Regional Office.

If the aggrieved party is not satisfied with the decision of the top management, he or she may appeal or elevate his or her grievance to the Civil Service Commission Regional Office concerned within fifteen (15) working days from the receipt of such decision. Together with the appeal, the aggrieved party shall submit a Certification on the Final Action on the Grievance (CFAG). The

Civil Service Commission Regional Office shall rule on the appeal in accordance with existing law, rules and regulations.

In case the elected regular member seating at the committee is the subject of the grievance, he shall be replaced by a REPRESENTATIVE, who was also selected by election, until such time the said deliberations have been completed and terminated.

VII. GRIEVANCE COMMITTEE

Agencies with regional offices shall establish separate grievance committee in their head and regional offices. The composition and responsibilities are as follows:

Composition

Only permanent officials and employees, whenever applicable, shall be appointed or elected as members of the grievance committee.

In the appointment or election of the committee members, their integrity, probity, sincerity and credibility shall be considered.

The agency head shall ensure equal opportunity for men and women to be represented in the grievance committee.

- a. In the central office, the highest official responsible for Human Resource Management (HRM) shall act as chairperson. In the regional offices, the chairperson shall be the Chief or Head of the Administrative Division;
- b. Two (2) Division chiefs or their equivalent positions chosen from among themselves;
- c. Two (2) members from the rank-and-file who shall serve for a term of two (2) years and chosen through a general assembly or any other mode of selection to be conducted for the purpose; one from the first level and another from the second level. In offices where there are accredited or recognized employee unions. The first level representative shall participate in the resolution of the grievance of first level employees while the second level representative shall participate in the resolution of grievance of second level employees; and
- d. The Bilis Aksyon Partner (BAP) duly designated.

In the case of Local Government Units, the Local Chief Executive or his duly designated representative shall be appointed as member of the grievance committee.

The personnel unit of the agency shall extend secretariat services to the grievance committee.

Responsibilities

In addition to finding the best way to address a specific grievance, the committee shall have the following responsibilities:

1. Establish its own internal procedures and strategies. Membership in the grievance committee shall be considered part of the members' regular duties;
2. Develop and implement pro-active measures or activities to prevent grievance such as employee assembly which shall be conducted at least once every quarter, "talakayan", counseling and other HRD interventions. Minutes of the proceedings of these activities shall be documented for audit purposes;
3. Conduct continuing information drive on Grievance Machinery among officials and employees in collaboration with the personnel unit;
4. Conduct dialogue between and among the parties involved;
5. Conduct an investigation and hearing within ten (10) working days from receipt of the grievance and render a decision within five (5) working days after the investigation. Provided, however, that where the object of the grievance is the grievance committee, the aggrieved party may submit the grievance to top management;
6. Direct the documentation of the grievance including the preparation and signing of written agreements reached by the parties involved;
7. Issue certification on the Final Action on the Grievance (CFAG) which shall contain, among other things, the following information: history and final action taken by the agency on the grievance; and
8. Submit a quarterly report of its accomplishments and status of unresolved grievances to the Civil Service Commission Regional Office concerned.

VII. GRIEVANCE FORMS

Grievance Form, Grievance Agreement Form and Certificate of Final Action on the Grievance found in the MAWAD CSC-Approved Grievance Machinery shall be used.

XII. ADMINISTRATIVE DISCIPLINARY RULES ON SEXUAL HARASSMENT

All employees, customers of the Mangaldan Water District, and members of the public are to be treated with respect and dignity. MAWAD is committed to providing an atmosphere free of all harassment.

Harassment is against the law. It is the policy of MAWAD that harassment of any co-employee or member of the public, by an employee, supervisor or customer of MAWAD is absolutely prohibited and will not be tolerated. Failure to abide by the policy will result in disciplinary action, up to and including termination.

In adopting the afore-stated policy, MAWAD assures its employees that every reasonable step will be taken to prevent harassment from occurring. Hence, MAWAD shall be governed by the MAWAD Administrative Rules on Sexual Harassment Cases duly approved by the Civil Service Commission.

EXCERPTS FROM THE MAWAD CSC-APPROVED ADMINISTRATIVE DISCIPLINARY RULES ON SEXUAL HARASSMENT DATED MARCH 18, 2003.

RULE I. TITLE

SECTION 1. These rules shall be known as the Administrative Disciplinary Rules on Sexual Harassment Cases.

RULE II. COVERAGE

SECTION 2. These rules shall apply to all officials and employees in the government, whether in the Career or Non-career service and holding any level of position, including Presidential appointees and elective officials regardless of status, in the national or local government, state colleges and universities, including government-owned or controlled corporations, with original charters.

RULE III. DEFINITION

SECTION 3. For the purpose of these rules, the administrative offense of sexual harassment is an act, or a series of acts, involving any un-welcome sexual advance, request or demand for sexual favor, or other verbal or physical behavior of a sexual nature, committed by a government employee or official in a work-related, training or education related environment of the person _____ complained _____ of.

a. Work- related sexual harassment is committed under the following circumstances:



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1. Submission to or rejection of the act or series of acts is used as a basis for any employment decision (including, but not limited to, matters related to hiring, promotion, raise in salary, job security, benefits and any other personnel action) affecting the applicant/ employee; or
 2. The act or series of acts which have the purpose or effect of interfering with the complainant's work performance, or creating an intimidating, hostile or offensive work environment; or
 3. The act or series of acts which might reasonably be expected to cause discrimination, insecurity, discomfort, offense or humiliation to complainant who may be a co-employee, applicant, customer, or ward of the person complained of.

b. Education or training-related sexual harassment is committed against one who is under the actual or constructive care, custody or supervision of the offender, or against one whose education, training, apprenticeship, internship or tutorship is directly or constructively entrusted to, or is provided by, the offender, when:

1. submission to or rejection of the act or series of acts is used as a basis for any decision affecting the complainant, including, but not limited to, the giving of grade, the granting of honors or a scholarship, the payment of a stipend or allowance, or the giving of any benefit, privilege or consideration.
2. the act or series of acts have the purpose or effect of interfering with the performance, or creating an intimidating, hostile or offensive academic environment of the complainant; or
3. the act or series of act might reasonably be expected to cause discrimination, insecurity, discomfort, offense or humiliation to a complainant who may be a trainee, apprentice, intern, tutee or ward of the person complained of.

SECTION 4. Where sexual harassment may take place:

Work- related sexual harassment is committed under the following circumstances:

1. In the premises of the workplace or office;
2. In any place where the parties were found as a result of work;
3. At work/ training related social functions;
4. While on official business outside the office or during work- related travel;
5. At official conferences, for a, symposia or training sessions; or



6. By telephone, cellular phone, fax machine or electronic mail.

RULE IV. FORMS OF SEXUAL HARASSMENT

SECTION 5. The following are illustrative forms of sexual harassment:

A. Physical

1. Malicious touching
2. Overt sexual advances
3. Gestures with lewd insinuation

B. Verbal, such as but not limited to, request or demands for sexual favors, and lurid remarks

C. Use of objects, pictures or graphics, letters or written notes with sexual underpinnings

D. Other forms analogous to the foregoing.

RULE V. PERSON LIABLE FOR SEXUAL HARASSMENT

SECTION 6. Any government official or employee, regardless of sex, is liable for sexual harassment when he/ she:

- a. Directly participates in the execution of any act of sexual harassment as defined by these rules;
- b. Induces or directs another or others to commit sexual harassment as defined by these rules;
- c. Cooperates in the commission of sexual harassment by another through an act without which the sexual harassment would not have been accomplished;
- d. Cooperates in the commission of sexual harassment by another through previous or simultaneous acts.



RULE VI. COMMITTEE ON DECORUM AND INVESTIGATION (CODI) OF SEXUAL HARASSMENT CASES

SECTION 7. A Committee on Decorum and Investigation (CODI) shall be created in in all national or local agencies of the government, state colleges and universities, including government-owned controlled corporations with original charter. The Committee shall perform the following functions:

- a. Receives complaints of sexual harassment;
- b. Investigate sexual harassment complaints in accordance with the prescribed procedure;
- c. Submit a report of its findings with the corresponding recommendation to the disciplining authority for decision;
- d. Lead the conduct of discussions about sexual harassment within the agency to increase understanding and prevent incidents of sexual harassment;

When the member of the Committee is the complainant or the person complained of in a sexual harassment case, he/she shall be replaced by a representative who shall be selected through election, until such time the said deliberation have been completed and terminated.

SECTION 8. Composition.

In a work-related environment, a Committee on Decorum and Investigation shall be composed of at least one (1) representative each from the management, the accredited union, if any, the second level employees and from the first level employees, duly selected by the unit concerned.

Composition of Committee on Decorum and Investigation (CODI). The Mangaldan Water District Committee on Decorum and Investigation is composed of the following:

- a. The Chairman of the Board of Directors which shall act the Chairman;
- b. The General Manager, which shall act as the Vice-Chairman;
- c. Three (3) members from the rank-and-file who shall serve for a term of two (2) years and chosen through a general assembly or any other mode of selection to be conducted for the purpose; one (1) from the first level and two (2) from the second level (1 regular member and 1 alternate). The first level representative shall participate in the resolution of the grievance of first level employees while the second level representative shall participate in the resolution of grievance of second level employees



SECTION 9. The agency may formulate its own rules governing the term of office of its members which should not be more than two years, and other matters pertaining to the functions of the Committee not otherwise provided in these Rules.

RULE VII. PRE-FILING STANDARD OPERATING PROCEDURES IN ATTENDING TO VICTIMS OF SEXUAL HARASSMENT

SECTION 10. The Pre-Filing Stage. The agency may adopt mechanisms to provide assistance to an alleged victim of sexual harassment which may include counseling, referral to an agency offering professional help, and advice on options available before the filing of the complaint.

RULE VIII. STANDARD PROCEDURAL REQUIREMENTS

SECTION 11. The procedural rules provided hereunder are the standard requirements in handling a sexual harassment case.

SECTION 12. Complaint

a. The complaint may be filed at any time with the disciplining authority or with the District Committee on Decorum and Investigation. Upon receipt of the complaint by the disciplining authority of the agency, the same shall be transmitted to the Committee on Decorum and Investigation, if there is any. In the absence of a CODI, the head of office or agency shall immediately cause the creation of a committee on Decorum and Investigation in accordance with the law and rules, and transmit the complaint to the committee.

b. The complaint must be in writing, signed and sworn to by the complainant. It shall contain the following:

1. The full name and address of the complainant;
2. The full name, address and position of the respondent;
3. A brief statement of the relevant facts;
4. Evidence in support of the complaint if any;
5. A certification of non-forum shopping.

In absence of any aforementioned requirements, the complaint shall be dismissed without prejudice to its re-filing.

Where the complaint is not under oath, the complainant shall be summoned by the committee to swear to the truth of the allegations in the complaint.

c. Complaint sent by the telegram, radiogram, electronic mail or similar means of communication shall be considered non-filed unless the complainant shall comply with the above requirements within ten (10) days from receipt of the



notice for compliance.

d. Withdrawal of the complaint at any stage of the proceedings shall not preclude the Committee from proceeding with the investigation where there is obvious truth or merit to the allegations in the complaint or where there is documentary or direct evidence that can prove the guilt of the person complained of.

SECTION 13. Action on the Complaint. Upon receipt of a complaint that is sufficient in form and substance, the District Committee on Decorum and Investigation shall require the person complained of to submit a counter affidavit/ comment under oath within three (3) days from receipt of the notice, furnishing a copy thereof to the complainant, otherwise the Counter- Affidavit/ Comment shall be considered as not filed.

SECTION 14. Preliminary Investigation. A preliminary investigation shall be conducted by the District Committee on Decorum and Investigation. The investigation involves the *ex parte* examination of documents submitted by the complainant and the person complained of, as well as documents readily available from other government offices.

During the preliminary investigation, the parties may submit affidavits and counter-affidavits.

Upon receipt of the counter-affidavit or comment under oath, the District Committee on Decorum and Investigation may now recommend whether a prima facie case exists to warrant the issuance of a formal charge.

During the preliminary investigation, proceedings before the District Committee on Decorum and Investigation shall be held under strict confidentiality.

SECTION 15. Duration of the Investigation. A preliminary investigation shall commence not later than five (5) days from receipt of the complaint by the Committee on Decorum and Investigation and shall be terminated within fifteen (15) working days thereafter.

SECTION 16. Investigation Report. Within five (5) days from the termination of the preliminary investigation, the District Committee on Decorum and Investigation shall submit the investigation report and the complete records of the case to the disciplining authority.

SECTION 17. Decision or Resolution after Preliminary Investigation. If a prima facie case is established during the investigation, a formal charge shall be issued by the disciplining authority within three (3) working days from receipt of the investigation report.

In the absence of a prima facie case, the complaint shall be dismissed within the same period.

SECTION 18. Formal Charge. After finding a prima facie case, the disciplining authority shall formally charge the person complained of. The formal charge shall contain a specification of the charge(s), a brief statement of material or relevant facts, accompanied by certified true copies of the documentary evidence, if any, sworn statements covering the testimony of witnesses, a directive to answer the charge(s) in writing under oath in not less than seventy- two hours from receipt thereof, an evidence for the respondent to indicate in his/ her answer whether or not he/she elects a formal investigation of the charge(s), and a notice that he/she is entitled to be assisted by a counsel of his/ her choice.

If a respondent has submitted his/ her comment and counter affidavits during the preliminary investigation, he/she shall be given the opportunity to submit additional evidence.

The District Committee on Decorum and Investigation shall not entertain requests for clarification, bills of particulars or motion to dismiss which are obviously designed to delay the administrative proceeding. If any of these pleadings is filed by the respondent, the same shall be considered as part of his/ her answer, which he/she may file within the remaining period for filing the answer.

SECTION 19. Answer. The answer, which must be in writing and under oath, shall be specific and shall contain material facts and applicable laws, if any, including documentary evidence, sworn statements covering testimonies of witnesses, if there be any, in support of respondent's case. It shall also include a statement indicating whether he/she elects a formal investigation.

SECTION 20. Failure to File Answer. If the respondent fails or refuses to file his/ her answer to the formal charge within seventy-two (72) hours from receipt thereof, without justifiable cause, he/shall be considered to have waived his right thereto and formal investigation may commence.

SECTION 21. Preventive Suspension. Upon petition of the complaint or *motu proprio* upon the recommendation of the District Committee on Decorum and Investigation, at any time after the service of the formal charge to the respondent, the proper disciplining authority may order the preventive suspension of the respondent during the formal investigation, if there are reasons to believe that he/she is probably guilty of the charges which would warrant his/her removal from the service.

An order of preventive suspension may be used to temporarily remove the respondent from the scene of his/her misfeasance or malfeasance and to preclude the possibility of his/her exerting undue influence or pressure on the witnesses against him/her or tampering of documentary evidence on file with this office.

SECTION 22. Duration of Preventive Suspension. When the administrative case against the respondent under preventive suspension is not finally decided by the disciplining authority within the period of ninety (90) days after the date of his/her preventive suspension, unless otherwise provided by special law, he/she shall be automatically reinstated into the service; provided that when the delay in the disposition of the case is due to the fault, negligence or petition of the respondent, the period of delay should not be included in the counting of the ninety (90) calendar days period of preventive suspension. Provided further that should the respondent be on paternity/ maternity leave, said preventive suspension shall be deferred or interrupted until such time that said leave has been fully enjoyed.

SECTION 23. Remedies from the Order of Prevention Suspension. The respondent may file motion for reconsideration with the District Head or may elevate the same to Civil Service Commission by way of appeal within fifteen (15) days from receipt thereof.

SECTION 24. Conduct of Formal Investigation. Although the respondent does not request a formal investigation, one shall nevertheless be conducted by the CODI if it deems such investigation necessary to decide the case judiciously.

The investigation shall be held not earlier than five (5) days or not later than ten (10) days from receipt of the respondent's answer. Said investigation shall be finished within thirty (30) days from the issuance of the formal charge or the receipt of the answer unless the period is extended by the disciplining authority in meritorious cases.

SECTION 25. Pre-hearing Conference. At the commencement of the formal investigation, the District Committee on Decorum and Investigation may conduct a pre-hearing conference for the parties to appear, consider and agree on any of the following:

- a. Stipulation of facts;
- b. Simplification of issues;
- c. Identification and marking of evidence of the parties;
- d. Waiver of objections to admissibility of evidence;
- e. Limiting the number of witnesses, and their names;
- f. Dates of subsequent hearings; and
- g. Such other matters as may aid in the prompt and just resolution of the case

The parties may submit position papers/ memoranda and submit the case for resolution based on the result of the pre-hearing conference without any need



for further hearing.

SECTION 26. Continuous Hearing until Terminated; Postponement. Hearings shall be conducted on the hearing dates set by the District Committee on Decorum and Investigation or as agreed upon during a pre-hearing conference.

Where no pre-hearing conference is conducted, the parties, their counsel and witnesses, if any, shall be given a notice of at least five (5) days before the first scheduled hearing specifying the time, date and place of the said hearing and subsequent hearings. Thereafter the schedule of hearings previously set shall be strictly followed without further notice. A party shall be granted only three (3) postponements upon oral or written requests. A further postponement may only be granted upon written request and subject to the discretion of the Committee on Decorum and Investigation.

If the respondent fails to appear during the scheduled hearings despite due notice, the investigation shall proceed ex parte and the respondent is deemed to have waived his right to be present and to submit evidence in his favor during those hearings.

SECTION 27. Preliminary Matters. At the start of the hearing, the Committee on Decorum and Investigation shall note the appearances of the parties and shall proceed with the reception of evidence for the complainant.

If the respondent appears without the aid of the counsel, he/she shall be deemed to have waived his/her right to counsel.

Before taking the testimony of a witness, the District Committee on Decorum and Investigation shall place him/her under oath and then take his/her name, address, civil status, age, and place of employment.

SECTION 28. Appearance of Parties. Any person representing any of the parties before any hearing or investigation shall manifest orally or in writing his/her appearance for either the respondent or the complainant, stating his/her full name and exact address where he/she can be served with notices and other documents. Any pleading or appearance made without complying with the above stated requirements shall not be recognized.

SECTION 29. Order of Hearing. Unless the Committee on Decorum and Investigation directs otherwise, the order of hearing shall be as follows:

- a. The complainant shall present evidence in support of the charge;
- b. The respondent shall then offer evidence in support of his/her defense;
- c. The complainant may then offer rebuttal evidence, and the respondent, sur-rebuttal evidence.



Every witness may be examined in the following order:

- a. Direct examination by the proponent;
- b. Cross-examination by the opponent;
- c. Re-direct examination by the proponent;
- d. Re-cross examination by the opponent.

A sworn statement of a witness, properly identified and affirmed by the witness before the Committee on Decorum and Investigation shall constitute his/her direct testimony.

When the presentation of evidence has been concluded, the parties shall formally offer their evidence either orally or in writing and thereafter objections thereto may also be made either orally or in writing. Thereafter, both parties may be given time to submit their respective memorandum which in no case shall be beyond five (5) days after the termination of the investigation. Failure to submit the memorandum within the given period shall be considered a waiver thereof.

SECTION 30. Objections. All objections raised during the hearing shall be resolved by the Committee on Decorum and Investigation. However, objections that cannot be ruled upon by the Committee shall be noted with the information that the same shall be included in the memorandum of the concerned party to be ruled upon by the proper disciplining authority.

The Committee on Decorum and Investigation shall accept all evidence deemed material and relevant to the case. In case of doubt, the Committee on Decorum and Investigation shall allow the admission of evidence subject to objection interposed against its admission.

SECTION 31. Markings. All documentary evidence or exhibits shall be properly marked by letters (A, B, C, etc.) if presented by the complainant and by numbers (1,2,3, etc.) if presented by the respondent. These shall form part of the complete records of the case.

SECTION 32. Request for Subpoena. If a party desires the attendance of a witness or the production of documents or things, he/she shall make a request for the issuance of the necessary subpoena, at least three (3) days before the scheduled hearing.

SECTION 33. Issuance of Subpoena. The Committee on Decorum and Investigation may issue subpoena ad testificandum to compel the attendance of witnesses and subpoena ducestecum for the production of documents or objects.



SECTION 34. Records of Proceedings. The proceedings of the formal investigation must be recorded either through shorthand or stenotype or by other method.

SECTION 35. Effect of the Pendency of an Administrative Case. The pendency of any administrative case shall not disqualify the respondent for promotion or from claiming maternity/ paternity benefits. For this purpose, an administrative case shall be construed as pending when the disciplining authority has issued a formal charge.

SECTION 36. Formal Investigation Report. Within fifteen (15) days after the conclusion of the formal investigation, a report containing a narration of material facts established during the investigation, the findings and the evidence supporting said findings, as well as the recommendations, shall be submitted by the Committee on Decorum and Investigation to the disciplining authority. The complete records of the case shall be attached to the report of investigation.

The complete records shall be systematically and chronologically arranged, paged and securely bound to prevent loss. A table of contents shall be prepared. Whoever is in-charge of the transmittal of the complete records shall be held responsible for any loss or suspension of pages thereof.

SECTION 37. When Case is Decided. The disciplining authority shall render his decision on the case within thirty (30) days from receipt of the report of investigation.

SECTION 38. Finality of Decisions. A decision rendered by head of agencies where a penalty of suspension for not more than thirty (30) days or a fine in an amount not exceeding thirty (30) days salary imposed, shall be final and executory. However, if the penalty imposed is suspension exceeding thirty (30) days or a fine exceeding thirty (30) days salary, the same shall be final and executory after the lapse of the reglementary period for filing a motion for reconsideration or an appeal and no such pleading has been filed.

RULE IX. REMEDIES AFTER A DECISION

SECTION 39. Filing of Motion for Reconsideration. The party adversely affected by the decision may file a motion for reconsideration with the disciplining authority who rendered the decision within fifteen (15) days from receipt thereof.

SECTION 40. When Deemed Filed. A motion for reconsideration shall be deemed filed on the date stamped on the official copy by the proper receiving authority, and in case it was sent by mail, on the date shown by the post mark on the envelop which shall be attached to the records of the case.

SECTION 41. Grounds for Motion for Reconsideration. The motion for reconsideration shall be based on any of the following:



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- a. New evidence has been discovered which materially affects the decision rendered; or
 - b. The decision is not supported by the evidence on record; or
 - c. Errors of law or irregularities have been committed prejudicial to the interest of movant.

SECTION 42. Limitation. Only one motion for reconsideration shall be entertained.

SECTION 43. Effect of Filing. The filing of a motion for reconsideration within the reglementary period of fifteen (15) days shall stay the execution of the decision sought to be reconsidered.

SECTION 44. Filing of Appeals. Decision of heads, agencies, provinces, cites, municipalities and other instrumentalities imposing a penalty exceeding thirty (30) days suspension of fine in an amount exceeding thirty (30) days salary, may be appealed to the Commission proper within a period of fifteen (15) days from receipt thereof.

In case the decision rendered by a bureau or head is appealable to the Commission, the same may be initially appealed to the department head and finally to the Commission proper. Pending appeal, the same shall be executory except where the penalty is removal, in which case same shall be executory only after confirmation by the Secretary concerned.

A notice of appeal including the appeal memorandum shall be filed with the appellate authority, copy furnished the disciplining office. The latter shall submit the records of the case, which shall be systematically and chronologically arranged, paged and securely bound to prevent loss with its comment, within fifteen (15) days, to the appellate authority.

SECTION 45. When Deemed Filed. An appeal sent by mail shall be deemed filed on the date shown by the postmark on the envelope which shall be attached to the records of the case and in case of personal delivery, the date stamped thereon by the proper office.

SECTION 46. Appeal Fee. The appellant shall pay an appeal fee of Three Hundred Pesos (P300.00) and a copy of receipt shall be attached to the appeal.

SECTION 47. Perfection of an Appeal. To perfect an appeal, the appellant shall within fifteen (15) days from receipt of the decision submit the following:

- a. Notice of appeal which shall specifically state the date of the decision appealed from and the date of receipt thereof;
- b. Three (3) copies of appeal memorandum containing the grounds relied

upon for the appeal, together with the certified true copy of the decision, resolution or order appealed from, and certified copies of the documents or evidence;

- c. Proof of service of a copy of the appeal memorandum to the District Head;
- d. Proof of payment of the appeal fee; and
- e. A statement or certification of a non-forum-shopping.

Failure to comply with any of the above requirements within the reglementary period shall be construed as failure to perfect an appeal and shall cause its dismissal.

SECTION 48. Effect of Filing. An appeal shall not stop the decision from being executory, and in case the penalty is suspension or removal, the respondent shall be considered as having been under preventive suspension during the pendency of the appeal, in the event he wins the appeal.

SECTION 49. When Case is Remanded for Violation of Respondent's Right to Due Process. If the case on appeal with the Commission Proper is remanded to the proper disciplining authority for further investigation, the said disciplining authority through the Committee on Decorum and Investigation shall finish the investigation within three (3) calendar months from the date of receipt of the records from the Commission, unless the investigation is delayed due to the fault, negligence or petition of the person complained of, or an extension is granted by the Commission Proper in meritorious cases. The period of delay shall not be included in the computation of the prescribed period.

Within fifteen (15) days from the submission of the investigation report to the disciplining authority, the latter shall render its decision. If, at the end of the said period, the disciplining authority failed to decide on the case, the Commission proper shall vacate and set aside the appealed decision and declare the person complained of exonerated of the charge. If the person complained of is under preventive suspension, he shall be immediately re-instated.

The Civil Service Regional Office or the Office of the Legal Affairs of the Civil Service Commission shall evaluate requests for the extension of formal investigations and grant the same on meritorious grounds. In disposing the requests, said office shall be guided by the principles of justice and fair play, provided, that the extension shall not be more than twenty (20) days.

For this purpose, the Regional Director shall monitor the implementation of the CSC Resolution remanding the case to the proper disciplining authority for further investigation and submit a report to the Commission Proper.



SECTION 50. Petition for Review. A complainant may elevate the decision of the disciplining authority dismissing a complaint for lack of prima facie case before the Commission Proper through a petition for review within fifteen (15) days from the receipt of said decision.

SECTION 51. Petition for Review with the Court of Appeals. A party may elevate a decision of the Commission before the Court of Appeals by way of petition for review under Rule 43 of the 1997 Revised Rules of Court.

SECTION 52. Petition for Certiorari. When the disciplining authority has acted without or in excess of jurisdiction or with grave abuse of discretion amounting to lack or excess of jurisdiction and there is no appeal, nor any plain, speedy and adequate remedy in the ordinary course of law, a person aggrieved thereby may file a verified petition for certiorari in the proper court under Rule 65 of the Rules of Court.

RULE X. CLASSIFICATION OF ACTS OF SEXUAL HARASSMENT

SECTION 53. Sexual harassment is classified as grave, less grave and light offenses.

a. Grave Offenses shall include but are not limited to:

1. Unwanted touching of private parts of the body (genitalia, buttocks, breast);
2. Sexual assault;
3. Malicious touching;
4. Requesting for sexual favor in exchange for employment, promotion, local or foreign travels, favorable working conditions or assignments, the granting of scholarship or the grant of benefits; and
5. Other analogous cases.

b. Less Grave Offenses shall include but are not limited to:

1. Unwanted touching or brushing against a victim's body;
2. Pinching not falling under grave offenses;
3. Derogatory or degrading remarks or innuendoes directed toward the members of one's sex or one's sexual orientation or used to describe person;
4. Verbal abuse or threats with sexual overtones; and
5. Other analogous cases.



c. The following shall be considered Light Offenses:

1. Surreptitiously looking or stealing a look at a person's private part or worn undergarments;
2. Telling sexist/ smutty jokes or sending these through text, electronic mail or other similar means, causing embarrassment or offense and carried out after the offender has been advised that they are offensive or embarrassing or, even without such advise, when they are by their nature clearly embarrassing, offensive or vulgar;
3. Malicious leering or ogling;
4. The display of sexually offensive pictures, materials or graffiti;
5. Unwelcome inquiries or comments about a person's sex life;
6. Unwelcome sexual flirtation; advances, propositions;
7. Making offensive hand or body gestures at an employee;
8. Persistent unwanted attention with sexual overtones;
9. Unwelcome phone calls with sexual overtones causing discomfort, embarrassment, offense or insult to the receiver; and
10. Other analogous cases.

RULE XI. ADMINISTRATIVE LIABILITIES

SECTION 54. The Head of Office who fails to act within fifteen (15) days from receipt of any complaint for sexual harassment properly filed against any employee in that office shall be charged with neglect of duty.

SECTION 55. Any person who is found guilty of sexual harassment shall, after the investigation, be meted the penalty corresponding to the gravity and seriousness of the offense.

SECTION 56. Penalties for light, less grave and grave offenses are as follows:

a. For light offenses:

1st offense- Reprimand

2nd offense- Fine or suspension not exceeding thirty (30) days

3rd offense- Dismissal



b. For less grave offenses:

1st offense- Fine or suspension not less than thirty (30) days
and not exceeding six (6) months

2nd offense- Dismissal

c. For grave offenses:

1st offense- Dismissal

SECTION 57. If the respondent is found guilty of two or more charges or counts, the penalty to be imposed should be that corresponding to the most serious charge or count and the rest shall be considered as aggravating circumstances.

RULE XII. DUTY OF THE MANGALDAN WATER DISTRICT

SECTION 58. All national and local government agencies, state colleges and universities, including government-owned and controlled corporations with original charter, shall promulgate or modify its own rules and regulations in conformity with these Rules, in consultation with their employees, within six (6) months from the effectivity of this Resolution.

SECTION 59. All agencies of the government, shall submit an authenticated copy of its rules and regulations on sexual harassment to the Commission for approval within one (1) month from the date of their promulgation. It shall likewise submit to the Commission a list of the members of its Committee on Decorum and Investigation immediately after its composition.

SECTION 60. All agencies of the government, shall develop an education and training program for its officers and employees and the members of its Committee on Decorum and Investigation to increase understanding about sexual harassment, prevent its occurrence, and ensure proper investigation, prosecution of sexual harassment cases.

SECTION 61. The Head of Office who after six (6) months from the effectivity of this Resolution, fails to cause the promulgation or modification of the agency's rules and regulations on sexual harassment in conformity with these rules, shall be charged with neglect of duty.

RULE XIII. DUTY OF THE COMMISSION

SECTION 62. The Commission, through its Field Offices, shall monitor the implementation of the directive to all government agencies to promulgate or modify, as the case may be, their rules and regulations on sexual harassment, as well as the conduct of training programs as provided in Section 59 and 60.

SECTION 63. In case a complaint alleging acts constituting sexual harassment as defined herein is filed with the Commission, the same shall be remanded to the agency where the alleged offender is employed for appropriate action in accordance with their own rules and regulations on sexual harassment.

SECTION 64. The Civil Service Commission shall render technical assistance to agencies in the formulation of their rules and regulations on sexual harassment and the development and implementation of an intervention and prevention program on sexual harassment.

RULE XIV. CASES DURING THE INTERVENING PERIOD

SECTION 65. During the period when the agency is still in the process of promulgating or modifying its own rules and regulations on sexual harassment, a complaint alleging acts constituting sexual harassment shall be administratively prosecuted, resolved and adjudicated based on these Rules.

RULE XIV. FORUM SHOPPING

SECTION 66. Under the same set of ultimate facts, the filing of a complaint based on the agency's rules and regulations on sexual harassment shall preclude the filing of another administrative complaint under any other law.



XIII. IMPLEMENTATION

This policy is fully supported by Mangaldan Water District Board Resolution No. __ s., ____ with a commitment to ensure an adequate resource are made available to fulfil the objectives of the policy and was adopted on _____.

We expect all employees to abide by the policy and help to create the equality environment which is its objective.

In order to implement this policy we shall:

- Communicate the policy to employees by issuing the APPROVED copy of the same by Division.
- The Mangaldan Water District will conduct staff meeting to ensure that all employees have read and understood the policy.



XIV. MONITORING AND REVIEW

The effectiveness of the Mangaldan Water District Equal Opportunities Policy will be reviewed regularly (at least annually) and appropriate action will be taken as necessary. Any amendment thereof shall be subject to the approval of the Board and Management.

BOARD OF DIRECTORS:

TITO B. SARZABA, JR.
Chairman

DR. TERESITA G. CERA
Vice-Chairman

ENGR. FRANCISCO M. EVANGELISTA, JR.
Secretary

ENGR. CESAR C. DIZON
Treasurer

MRS. LINDA S. ANG
Member

ENGR. MARCELO M. PETONIO
General Manager

