



DEPARTMENT OF FOREIGN AFFAIRS
KAGAWARAN NG UGNAYANG PANLABAS

DEPARTMENT ORDER NO. 2021 008

Subject: Competency Framework of the Department of Foreign Affairs

Section 1. Legal Bases and Justifications

The legal bases and justifications for this Department Order are:

1. Sections 30-33 of the Revised Administrative Code of 1987 of the Civil Service Commission (CSC) ensures that the development and retention of a competent and efficient workforce in the public service is a primary concern of the government. Towards this end, it shall be the policy of the government for a continuing program of career and personnel development, merit promotion plans and performance evaluation system to be established for all government employees at all levels.
2. CSC Memorandum Circular 03-2012 entitled "Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM)" requires all government agencies to shift from transactional HRM to strategic HRM.
3. Organizational Development Strategic Goal 1 (Ensure that by 2022, all the Department's Management Systems and Operational Procedures Support and are Aligned with Foreign Policy Goals and Objectives) of the DFA Strategic Plan 2017-2022 stipulates that by 2022 all the Department's management systems and operational procedures support and are aligned with foreign policy goals and objectives of the Strategic Plan. In compliance with this, the Department set as one of its objectives the establishment of an integrated Competency-Based Human Resource Management (CBHRM).

To establish an integrated CBHRM System, the Strategic Plan outlines the following actions to be undertaken by the Department through HRMO:

- Conduct an inventory of all designations and positions in the Department and their corresponding job descriptions and competency profiles
- Conduct a Department-wide training needs analysis (TNA)
- Revise and implement training modules to address competency gaps of personnel
- Embed competency requirements in the recruitment process
- Institutionalize competency requirements in the placement/rotation of personnel to appropriate positions; and
- Institutionalize competency requirements as one of the factors for promotion of personnel to the next rank.

4. Department Order No. 19-2015 entitled "Implementation of Phase I of the Institutional Strengthening and Productivity Improvement Program (ISPI)"

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Page 1 of 6

APR 12 2021
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reorganized the Office of Personnel and Administrative Services and renamed it to the Human Resources Management Office (HRMO) focusing on the Department's human capital. People management is an important task shared by HRMO with all delivery units as it is primordial to the strengthening of an organization.

5. Department Order No. 19-2019 entitled "Organization and Functions of the Human Resources Management Office" was issued to improve efficiency and streamline processes by dividing HRMO into four divisions: (1) Recruitment, Selection and Placement Division; (2) Performance and Records Management; (3) Benefits and Welfare Division; and (4) Honorary Consuls and Service Attaches Division.

Section 2. Objective

The objective of this Department Order is to institutionalize the Department's shift towards an Integrated CBHRM System to: (1) better align individual goals to organizational goals; (2) foster a more performance-driven culture; (3) maximize limited resources; (4) provide an integrative and strategic human resource framework, (5) build an organizational culture based on empowering personnel, ensuring consistency, enhancing resiliency and delivering results; and (6) achieve office targets in the most efficient manner.

Section 3. Scope

This Department Order shall apply to the Home Office, Consular Offices, and Foreign Service Posts. It shall cover all personnel, including Home-based, Contractual, Casual, and Contract of Service employees.

Section 4. DFA Competency Framework

The DFA Competency Framework is hereby established and contained in Annex I of this Order. The Framework prescribes the core, technical and leadership competencies required for specific job roles in the Department. With the Framework, personnel have a common reference regarding the organization's values, acceptable behaviors, and performance expectations leading to the achievement of personal and professional growth and the effective fulfillment of their duties and responsibilities. The Framework may be revised whenever circumstances require to reflect changes in the competencies, organizational values, acceptable behavior or performance expectations.

To fulfill the commitments embodied in the DFA Strategic Plan 2017-2022, HRMO pursued CBHRM as a strategic goal as early as 2017. In partnership with the Ateneo Center for Organization Research and Development, the initial phases of the shift to CBHRM were implemented: 1) Development of the Competency Dictionary; 2) Job Profiling; and 3) Training Needs Analysis. These phases were implemented through a series of consultations with senior officials and workshops attended by incumbent

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APR 12 2021

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personnel on their respective lines of work in the Home Office and the Foreign Service Posts. The outputs of these are now in a single document, the Competency Framework.

Section 5. Integration of the Framework in the Employee Life Cycle

The Competency Framework shall primarily govern the policies and procedures on: (1) Recruitment, (2) Learning and Development and Scholarships, (3) Performance Management, (4) Rewards and Recognition, (5) Placement, (6) Selection, (7) Career Development and (8) Planning.

Existing regulations and procedures for the abovementioned functions shall be reviewed and appropriate changes thereon shall be undertaken.

Related costs in the implementation of the Framework shall be covered through the HRMO Funds.

Section. 6. Communicating the Framework and Its Relevance to Personnel's Career Development

The Department, through HRMO and the Office of Public and Cultural Diplomacy (OPCD), shall carry out an agency-wide information dissemination on competencies to fully inform personnel of the relevance of the Competency Framework to their professional growth and career development.

In conducting information dissemination activities, HRMO and OPCD shall use all communication channels which may include, but will not be limited to, face-to-face and virtual meetings, bulletin boards, official social media accounts, employees' portal, Knowledge Management System, and the Learning Management System (LMS). An Onboarding Course for newly hired personnel and/or regular employees shall also be conducted upon entry or assumption of duty. A module of the said course will discuss the Framework. To complement this, all personnel will be required to take the online course on competencies which will be embedded in the LMS.

DFA personnel for their part shall familiarize themselves with the Framework as it specifically relates to the: 1) alignment of their individual commitments with the priorities and strategic goals of the Department, 2) improvement of individual competencies; and 3) proactive management of their career track in the Philippine foreign service.

Section 7. Creation of the Executive Committee on Competency-based Human Resource Management

A CBHRM Executive Committee is hereby established, which shall be responsible for all matters relating to the implementation of the Competency Framework. The Executive Committee shall handle the periodic review of the Framework and the updating of the Competency Dictionary.

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APR 12 2021

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The Executive Committee shall be composed of the following:

Chairperson : Undersecretary for Administration
Vice-Chairperson : Undersecretary for Bilateral Relations and ASEAN Affairs

Members :

- Undersecretary for Multilateral Affairs and International Economic Relations
- Undersecretary for Migrant Workers Affairs
- Undersecretary for Civilian Security and Consular Affairs
- Undersecretary for Strategic Communications and Research
- Chief of Staff, Office of the Secretary
- All Assistant Secretaries
- Director General, Foreign Service Institute

The Executive Committee shall be assisted by a Technical Working Group (TWG) in the identification of the scope and coverage of the periodic review. The TWG shall, likewise, collaborate with offices, including Consular Offices and Foreign Service Posts, in ensuring that personnel are able to understand and apply the Framework in their career development. The TWG shall be composed of:

Chairperson : Executive Director, HRMO

Members : Special Assistants of OSEC, UA, UBRAA, UMAIER, UMWA, UCSCA and USCR
: All Executive Directors


Secretariat :

- Director, HRMO- Performance and Records Management Division
- Director, HRMO- Recruitment, Selection and Placement Division
- Section Heads of Learning and Development, Performance Management, PRAISE, Placement, Recruitment and Selection
- Administrative Officers, All Offices

Section 8. General Rules on the Review and Approval of DFA Competency Framework

The Competency Framework shall be reviewed in FY 2022 and every three years thereafter. The periodic review of the Framework shall coincide with the coverage of the DFA Strategic Plan. This is to ensure its alignment with the Department's thrusts and priorities.

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APR 12 2021

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The TWG shall take the lead in the review of the Framework and meet semi-annually or as needed. The recommendations of the TWG shall be presented to the Executive Committee for deliberation and approval.

The TWG shall likewise identify the scope and coverage of the review which may include, but not be limited to, the following:

- Amendment of the descriptions and/or definitions of the competencies
- Identification of new competencies
- Amendment of job descriptions
- Inclusion of new job descriptions
- Removal of old/obsolete job descriptions and position

Section 9. Repealing Clause

This Department Order supersedes all Department Orders, Department Circulars, and all other internal Collective Instructions issued which are inconsistent with the present guidelines.

Section 10. Separability Clause

If any section or part of this Department Order is declared contrary to law or unconstitutional by competent authority, the remaining sections or parts hereof shall remain in full force and effect.

Section 11. Effectivity

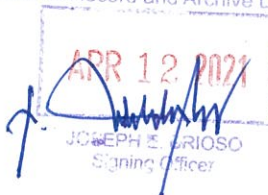
This order shall take effect fifteen (15) days from the date of filing with the Office of National Administrative Registrar (ONAR) of the UP Law Center.


TEODORO L. LOCSIN JR.
Secretary of Foreign Affairs

Pasay City,

APR 12 2021

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APR 12 2021
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Annex I: DFA Competency Framework

- Part I: Introduction
- Part II: Competency Dictionary
- Part III: Job Descriptions
- Part IV: Job Fit Form and Process
- Part V: FAQs

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Kagawaran ng Mga Negosyo Pangkalapitan

Department of Foreign Affairs

MANILA

DEPARTMENT ORDER NO. 16-91

✓ Subject: Revised Promotion System for
Foreign Service Officers

Section I. Definition of Terms.

a. Officer. "Officer" shall refer to any Foreign Service Officer, from Foreign Service Officer, Class IV to Chief of Mission, Class II.

b. Promotion period. "Promotion period" shall refer to the period after the last promotion (or initial appointment, if not yet promoted) of a Foreign Service Officer.

Sec. 2. Minimum qualifications (norms). The following are the minimum qualifications or norms for any Officer to be considered for promotion:

a. The Officer should have served the required number of years in his/her particular class pursuant to the applicable provisions of law, rules and regulations.

b. The Officer should have passed the appropriate career Foreign Service Officer training course necessary for the next higher rank.

c. The Officer should not have been found guilty by appropriate authorities of violating existing law, rules and regulations during the promotion period, nor be responsible for behavior not expected of a diplomat, or which is not in keeping with the best traditions of the Philippine Foreign Service.

d. The Officer should generally create a positive impression on fellow-workers and should not be a problem employee during the promotion period.

Sec. 3. Promotion factors. The following factors shall be considered in the promotion of a Foreign Service Officer:

a. Performance.

1) Productivity. This refers to the quality and quantity of work accomplished. This shall be based on the ratings for the past two years of the Officer by the Head of Office or Post and by one to three subordinate staff personnel.

b. Behavior. Maximum of 30 points.

1) Work Attitude. Maximum of 10 points.

2) Potential. Maximum of 10 points.

3) Deportment. Maximum of 10 points.

c. Incentive Points. Maximum of 30 points.

1) Published studies and other publications. Maximum of 5 points.

2) Foreign language and other skills. Maximum of 10 points.

3) Continuing education and training. Maximum of 5 points. For every degree obtained, 5 points shall be given. For every training course of five days or more, 2 points and for less than five days, 1 point.

4) Government examinations passed. Maximum of 5 points. For every government examination passed, 2 points. For successful FSD examinees, 3 points.

5) Awards or recognition. Maximum of 5 points. For every award or recognition, 1 point.

d. Demerit Points. An Officer shall be given five (5) demerit points for each quarter of a year of extended assignment abroad beyond the regular tour of duty as established by law or regulation.

The Officer must obtain at least eighty (80) points to be eligible for promotion.

Sec. 5. Procedures.

The Personnel Management Division shall determine the Officers who have all the minimum qualifications based on the updated personnel file. The Officer concerned shall have the responsibility of submitting all the documents, e.g. diploma, certificate, to support his/her promotion. The Personnel Management Division shall see to it that all personnel files of officers are updated.

The Promotion Committees for Officers shall do the computation of the promotion factors. The results of the computation may be made available to the Officer concerned by the Personnel Management Division.


The Promotion Committee shall submit the results to the Selection Board for decision.

Sec. 6. Repealing Clause.

All Department rules and regulations inconsistent with this Order are amended or modified accordingly.

Sec. 7. Effectivity.

This Order shall take effect upon its approval.


RAUL S. MANG LAPUS
Secretary of Foreign Affairs

Manila, 16 June 1991