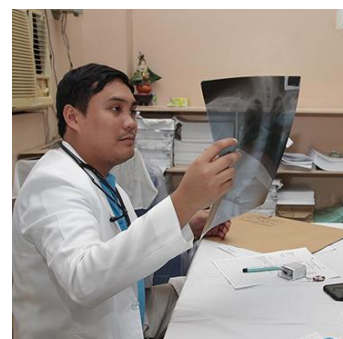
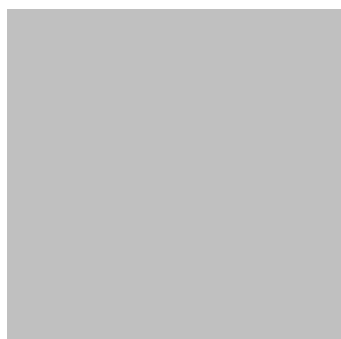
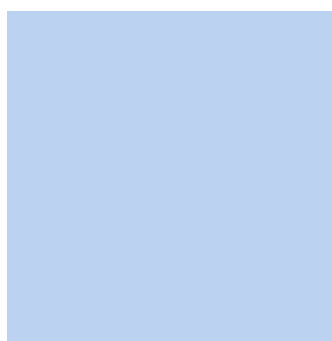




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HRH2030
HUMAN RESOURCES FOR HEALTH IN 2030



FINAL | NOVEMBER 2019

Application of Organizational Design and WISN on the DOH - Human Health Resource Development Bureau

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Cover photo: Dr. Redentor Rabino, one of the first doctors to the barrios in Bongao, Tawi-tawi, conducts the Snellen's test to one of his patients. (Credit: Blue Motus, Chemonics International)

DISCLAIMER

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Abbreviations

AO	Administrative Officer	SG	Salary Grade
BEM	Behavioral Engineering Model	TB	Tuberculosis
CAS	Category Allowance Standard	UHC	Universal Health Care
DBM	Department of Budget and Management	USAID	United States Agency for International Development
DOH	Department of Health	WHO	World Health Organization
DSWD	Department of Social Welfare and Development		
DTTB	Doctors to the Barrios		
FP	Family Planning		
GIDA	Geographically Isolated and Disadvantaged Areas		
HR	Human Resources		
HRH	Human Resources for Health		
HRMD	Human Resource Management and Development		
HRMO	Human Resource Management Officer		
IAS	Individual Allowance Standard		
IPCR	Individual Performance Contract Review		
IRR	Implementing Rules and Regulations		
IT	Information Technology		
L&D	Learning and Development		
M&E	Monitoring and Evaluation		
MO	Medical Officer		
MOH	Ministry of Health		
NOH	National Objectives for Health		
OD	Organization Development		
OPCR	Organizational Performance Contract Review		
PAD	Personnel Administration Division		
PIR	Program Implementation Review		
QMS	Quality Management System		
R&R	Reward and Recognition		
RSA	Return Service Agreement		
SAP	Sustainability Action Plan		

Executive Summary

USAID's HRH2030/Philippines performed an organizational design process and workload review to propose updated mandate, structure, functions, and staffing of the Department of Health (DOH) Health Human Resource Development Bureau (HHRDB) that is responsive to the Universal Health Care (UHC) Law.

The United States Agency for International Development (USAID) Human Resources for Health in 2030 Philippines Activity (HRH2030/Philippines) conducted an Organizational Design and Workload Indicators of Staffing Need (WISN) process, which resulted in the formulation of the new Health Human Resources Development Bureau (HHRDB) mandate that emphasizes the function and responsibility of the bureau to provide the complete Human Resource Management and Development (HRMD) policies, systems, and services to the DOH organization and the human resources in the health sector. This is based on the analysis and consideration of the UHC Law and its Implementing Rules and Regulations (IRR), the National Objectives for Health (NOH) 2017-2022, the DOH Fourmula One Plus, Ambisyon Natin 2040, and other strategy documents and the expectations set by the DOH leadership and key stakeholders obtained through individual interviews.

Stemming from this mandate, the HHRDB functions were revisited and now include value chain elements of Data, Knowledge Management, and Research, Policy, Planning and Standards, Advocacy and Partnerships, Human Resource Management, Learning and Development, Career Development, and Organization Development. Subsequently, a review of bureau process documents, interviews by job holders, and benchmarking with HRMD practices of similar local and international organizations contributed to the production of a comprehensive list of function-specific outputs, activities, workload components, and performance

statistics that details the scope of the new HHRDB structure to support UHC implementation.

USAID's HRH2030/Philippines incorporated this substantial data into the WISN tool of the World Health Organization (WHO) to project required staffing numbers. The WISN tool calculated a minimum HHRDB staffing requirement of 135 employees (up from the current 94 DOH central level HRH staff), incorporating the government-prescribed Director IV and Director III positions for a bureau with five divisions, and the associated number of Division Chiefs and Unit Team Leaders. This staffing figure assumes that the proposed HHRDB structure is to be installed in the next three years to enable DOH implementation of the UHC-IRR and that staff are competent and highly motivated to deliver against the new bureau mandate and HRMD function. It also subsumes the functions currently performed by the Personnel Administration Division (PAD). An increase in the proposed staffing number may be considered with additional workload input into the WISN tool.

It is recommended that the proposed organizational structure of HHRDB, designed through the Organizational Design and WISN process, be adopted by DOH in the mid-term and the transition managed towards sustainability. In parallel, current team members may be evaluated through a talent review to determine fit relative to the updated job descriptions of the proposed positions, and the competency gaps addressed through learning and development interventions. The regional offices may mirror the central office functions in structure, staffing and competence. A Sustainability Action Plan (SAP) may, likewise, be prepared and carried out to manage the institutional change. The new HHRDB mandate, functions, staffing and structure may finally be reviewed and validated for its capacity to support UHC implementation and achieve identified bureau outcomes after a certain period of time from its installation.

Introduction

USAID's HRH2030/Philippines activity is part of a global initiative that helps low- and middle-income countries develop the health workforce needed to prevent maternal and child deaths, support the goals of Family Planning 2020, and protect communities from infectious diseases, including tuberculosis (TB). HRH2030/Philippines contributes to USAID's goal of "Family Health Improved" by strengthening the health workforce for improved family planning (FP) and TB outcomes. Likewise, the activity contributes to the DOH's goal of "Adequate number of health human resources at all levels with competence to deliver UHC through the continuum of preventive, promotive, curative, and rehabilitative health interventions." To further these goals, USAID's HRH2030/Philippines performed an Organizational Design and Workload Indicators for Staffing Needs (WISN) to propose updated mandate, structure, functions, and staffing of the DOH-HHRDB, the main government agency tasked with overseeing the health workforce in the Philippines, that is responsive to the UHC Law and its Implementing Rules and Regulations (IRR).

Organizational Design and WISN Process Overview

Process and Output

Table I offers an overview of the Organizational Design and WISN process USAID's HRH2030/Philippines undertook. The first phase formulates the proposed mandate of HHRDB through the review of strategy documents such as the National Objectives for Health (NOH) 2017-2022, the Philippine Development Plan, and the Universal Health Care Law and its Implementing Rules and Regulations (UHC-IRR). These are complemented by insights on bureau directions and expectations provided by key internal and external stakeholders obtained through individual interviews. The second phase expounds on the proposed mandate to project core functions of HHRDB based on the developed value chain. In the third phase, the core and support workload components, aligned to the functions, are listed in detail into specific activities and workload statistics for every cadre. This data is input into the WISN¹ tool to calculate the staffing requirements by cadre or career band and then by functional unit. At this point, a complete proposed structure for HHRDB is presented. Benchmark information from similar local and international organizations enhance the findings of the Organizational Design and WISN process at every phase. The remaining phases of validation and sustainability action planning form part of the recommended next steps.

¹ The WISN methodology is a facility-based human resource management and planning tool which considers differences in the services and complexity of care being provided by different health workers in different health facilities. The WISN methodology incorporates a mixture of professional judgement and activity measurement to determine workload pressure and staffing norms. WISN results can influence decisions such as:

- Determining how best to improve current staffing situations
- Determining the best way to allocate new functions and/or transfer existing functions to different health worker categories
- Improving current professional standards for particular work performance
- Future staffing of health facilities
- Examining the impact of different conditions of employment on staff requirements

(https://www.who.int/hrh/resources/WISN_Eng_UsersManual.pdf)

Table I. Organizational Design and WISN Phases, Processes, and Output

Phase	Process	Output
I. Review and Alignment of Mandate to Strategic Directions and Outcomes	<ul style="list-style-type: none"> ▪ Review of strategy documents <ul style="list-style-type: none"> ○ Identification of organizational outcomes and scope ▪ Conduct of interviews with the organizational leadership, internal and external stakeholders 	Proposed Mandate
II. Functional Analysis	<ul style="list-style-type: none"> ▪ Value chain analysis and development ▪ Core and support workload components identification ▪ Benchmark functions with similar local and international organizations 	Proposed Functions
III. Workforce Assessment and Job Analysis	<ul style="list-style-type: none"> ▪ WISN tool calculation <ul style="list-style-type: none"> ○ Projection of functional staff requirement ▪ Job analysis <ul style="list-style-type: none"> ○ Levelling of positions by career bands ○ Projection of required positions by functional area ▪ Benchmark staffing with similar local and international organizations 	Proposed Staffing
IV. Structural Analysis	<ul style="list-style-type: none"> ▪ Departmentalization by core functions 	Proposed Structure
V. Validation	<ul style="list-style-type: none"> ▪ Validation of proposed mandate and functions ▪ Vetting of workload components and staffing figures 	Validation Report
VI. Sustainability Action Planning	<ul style="list-style-type: none"> ▪ Formulation and implementation of a Sustainability Action Plan 	Sustainability Action Plan

Assumptions

The proposed mandate, functions, staffing, and structure of HHRDB are based on the following assumptions:

- The **target installation** of the proposed structure of HHRDB is in the **mid-term or within a three-year period**.
- The proposed functions, associated workload components, activities and statistics **assume that in the mid-term, HHRDB has established or developed fundamental HR policies, processes and systems and are operational**.
- The **individuals occupying the positions in the proposed structure of HHRDB are highly competent and motivated**.
- The proposed HHRDB mandate, functions, structure, and staffing levels assume that the **responsibilities carried out currently by PAD are fully integrated into HHRDB**.

Limitations

The limitations of this process are:

- The **identified HHRDB functions are based on information about similar benchmark local and international organizations that are accessible to USAID's HRH2030/Philippines** at the time of the Organizational Design and WISN process.
- The **projected headcount using the WISN tool will require further validation of workload components** as each are to be performed with the actual implementation of the proposed structure.

- The **proposed structure will also need to undergo steps to validate the way HHRDB units are departmentalized** and their inter-operability during the period when the proposed structure is fully installed.
- The **projected number of staff is the *minimum number required*** to maintain a functioning bureau, and additional staff may be needed to compensate for a lack of policies, processes, and systems and/or as more workload is placed upon HHRDB.
- The proposed structure and staffing are **limited to the HHRDB central office organization** and does not cover regional offices, local government unit personnel, and health facilities employees associated with HHRDB.

HHRDB Mandate

The proposed mandate of HHRDB is the following:

Lead human resources for health and human resource management and development related policies, programs, systems and standards to ensure adequate, competent, committed, and effective human resources for the organization and the sector in collaboration with stakeholders, partners and other sectors, to advance universal health care for all Filipinos.

Alignment to UHC-IRR

Given this proposed mandate, the UHC Law lines up four sector outcomes related to HRH that HHRDB is responsible for, namely:

- **HRH Masterplan** – requires the undertaking of a strategic plan for developing and managing health human resources.
- **National Health Workforce Support System** – seeks to safeguard the right number of health workers for every barangay, municipality, city, and province — especially for geographically isolated and disadvantaged areas (GIDAs). Under UHC, there will be one barangay health unit for every 3,000 to 4,000 patients and one city or rural health unit for every 20,000 patients since only 50 percent of barangays have functional barangay health units today.
- **Scholarship and Training Programs** – expands available scholarships for health professionals, establishes a national health worker registry, and realigns education and professional certification to primary care competencies.
- **Return Service Agreement** – provides for Return Service Agreement (RSA) which mandates all graduates of health and allied health-related courses who are recipients of government-funded programs shall be required to serve in priority areas in the public sector for three full years, with compensation. HRH who graduated from state colleges and universities, which now offer free tuition, will be covered by this provision. Moreover, with the shortage of health workers, recruitment will be fundamental to effective service delivery.

Table 2 provides details of the responsibility of DOH and the areas covered by HHRDB as stipulated in the UHC-IRR:

Table 2. DOH HHRDB Human Resources for Health Scope in the UHC-IRR

Section	DOH Responsibility	HHRDB Covered Areas
National Health Human Resource Master Plan	<ul style="list-style-type: none"> Lead and institutionalization of a multi-stakeholder HRH Network Formulate and oversee the sustainable implementation, monitoring and periodic evaluation and reformulation of the National HRH Master Plan 	<ul style="list-style-type: none"> Standards for HRH, in both public and private sector, on staffing requirements, appropriate generation, recruitment, retraining, regulation, retention, productivity mechanisms, and reassessment of the health workforce Sustainable production, appropriate skill mix retention in the health sector, equitable distribution and practice-ready training and education for HRH HRH Network Management Comprehensive health labor market study
National Health Workforce Support System	<ul style="list-style-type: none"> Secure positions to hire health professionals and health workers for deployment under the National Health Workforce Support System 	<ul style="list-style-type: none"> Human resource management and development systems; salaries, benefits, and incentives; occupational health and safety of deployed health care professionals or health care workers to support equity in local public health systems
Scholarship and Training Program	<ul style="list-style-type: none"> Expansion of Degree and Non-Degree Programs Expansion of Scholarships for Health Registry of Health Professionals and Workers Inclusion of Primary Care Competencies in Health Professional and Health Worker Curricula 	<ul style="list-style-type: none"> Allied and health-related degree and training programs based on health needs Assistance in the establishment of accredited programs for medical residency, and sub-specialty training and specialized tracks for allied health professionals Number and distribution of the health workforce to support the coordinated and balanced production of health professionals and health workers Government-funded scholarship programs that would support the production of needed cadre of health care professionals, health care workers, and health managers to improve local retention Registry of medical and allied health professionals with relevant health care professional and health care worker data from relevant agencies, including national government, private sector, and facilities Reoriented health care professional and health care worker curriculum towards primary health care Recommended areas of study in public health to be incorporated in the curriculum of all health science education Guidelines for the eligibility requirements, standard competencies, training mechanisms, and post-graduate certification process for primary care workers
Return Service Agreement	<ul style="list-style-type: none"> Oversee and manage the Return Service Agreement of the recipients of government-funded scholarship programs 	<ul style="list-style-type: none"> Guidelines that specify the conditions for admission of scholarship recipients into post-graduate degree programs or specialty training courses under the RSA Monitoring system to track scholarship recipients and graduates and monitor compliance to return service and assess the effectivity of the RSA Mechanisms to encourage their graduates to serve in priority areas and field of practice in the public sector Guidelines for noncompliance and mechanisms to define obligations for recipients of scholarship grants who fail to render return service

Societal Goals, Sectoral and Organizational Scopes

The recently published National Objectives for Health 2017-2022 lists three societal goals under the specific Objective 6 - Equitable Distribution of HRH Guaranteed. These form the intended impact on HHRDB and referenced below:

- **“Adequate Production of Quality HRH** – Other government agencies such as the Commission on Higher Education (CHED), the Technical Education and Skills Development Authority (TESDA), the Professional Regulation Commission (PRC), and professional societies will be engaged to: (1) ensure adequate production of quality HRH especially in health professions with insufficient supply, and (2) attain a high level of competency and ethical standards in the practice of health professions. The DOH will work together with concerned institutions in establishing quality assurance mechanisms in medical and allied health sciences schools and in postgraduate education. It will likewise strengthen the deployment of permanent health personnel and continuously develop training programs to keep them abreast of developments and innovations in the health professions.”
- **“Alignment of HRH Requirements with Population Needs and Health Facilities** – HRH requirements of health facilities will be identified and aligned to their service capacity as well as to the needs of the population they serve. Staffing pattern and structure of expanded health facilities will be reviewed to determine the type and number of doctors, nurses and other health personnel to be deployed. The DOH will assist Local Government Units (LGUs) in coordinating with the Department of Budget and Management (DBM) on the creation of needed regular plantilla positions in health facilities, especially those serving priority population groups such as the poor and the marginalized.”
- **“Equitable Distribution of HRH** – The DOH will respond to the problem of inequitable access to health care owing to rural-urban disparities in the distribution of HRH by commissioning labor market studies to understand the dynamics of health professional choice on where they seek employment and its impact on the provision of health services, especially primary care. It will also develop competitive remuneration and benefit packages, and facilitate good working conditions to entice health providers, especially doctors, nurses, midwives and dentists, to consider working in GIDAs. This will entail regular inventory of HRH in regions and provinces as well as systematic matching and deployment of health professionals in health facilities nationwide. The DOH will also support the establishment of medical and health sciences schools in other regions where HRH is inadequate.”²

Given these societal goals, the proposed mandate of HHRDB indicates a clear sectoral scope also supported by the DOH Fourmula One Plus³, Ambisyon Natin 2040⁴, the WHO Global Workforce Strategy 2030⁵, and the WHO study through the High-Level Commission on Health Employment and Economic Growth, Working for Health & Growth: Investing in the health workforce⁶.

² From the National Objectives for Health 2017-2022, pg. 69-70, available online at <https://www.doh.gov.ph/sites/default/files/publications/NOH-2017-2022-030619-I.pdf>

³ Pillars of the FOURmula One Plus for Health:

Health Service Delivery

Ensure the accessibility of essential quality health products and services at appropriate levels of care.

1. Increase access to quality essential health products and services.

2. Ensure equitable access to quality health facilities.

3. Ensure Equitable Distribution of human resources for health.

4. Engage Service Delivery Networks to delivery comprehensive package of health services.

⁴ <http://2040.neda.gov.ph/>

⁵ https://www.who.int/hrh/resources/pub_globstrathrh-2030/en/

HHRDB also has an organizational scope along with its sectoral coverage identified in detail by members of the Executive Committee interviewed by USAID's HRH2030/Philippines in the conduct of the Behavioral Engineering Model (BEM)⁷ assessment and job documentation exercise (Table 3). This table, as shown below, points out the Human Resource Management and Development (HRMD) functions of HHRDB for personnel in the sector and within the DOH organization such as training, succession management, retention, staffing, and others.

Table 3. Summary of the DOH Executive Committee Comments on the HHRDB Short and Mid-Term Objectives

Scope	Short-Term Objectives (1-Year)	Mid-Term Objectives (3-Year)
Sectoral	<ul style="list-style-type: none"> Map-out needs for HRH Right distribution of HRH Succession planning enhancement of deployment program Strategic directions defined HHRDB to be more responsive to the UHC Law 	<ul style="list-style-type: none"> Fill positions based on HRH competencies Transition mindset from being reactive to proactive Go beyond the deployment program by thinking long-term strategies Succession planning Better and innovative training programs for HRH Systems in place to educate local government leaders on the importance of HRH Create scholarships for new cadres Establish and strengthen the RSA Institutionalization of the HRH Network Work on the incentive packages for HRH workers
Organizational	<ul style="list-style-type: none"> Organize HR units in the regions and pattern after HHRDB Revisit the HHRDB structure and staffing Strategic directions defined Standardize staffing pattern Integration of the virtual DOH Academy Rationalize trainings to avoid overlap Succession planning Develop strong and pro-active leaders 	<ul style="list-style-type: none"> Training services for support staff Remove non-performing personnel Training programs to be held in-house DOH Academy using e-learning Set-up career paths for planned growth Succession planning

⁶ <https://apps.who.int/iris/bitstream/handle/10665/250047/9789241511308-eng.pdf;jsessionid=CCAC9B726F5B237198F79D98BB80ECB9?sequence=1>

⁷ <https://www.usaid.gov/sites/default/files/documents/1865/253saj.pdf>

HHRDB Functions

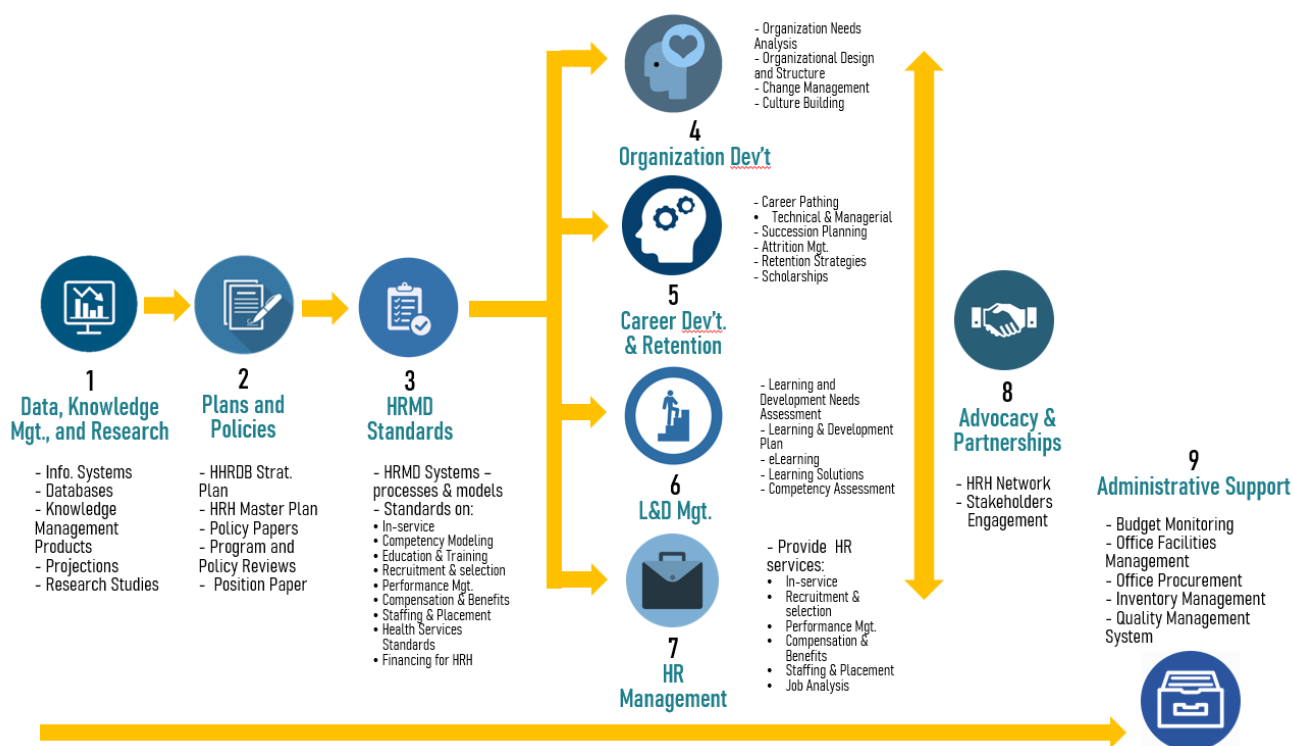
Value Chain

The HHRDB Value Chain was framed using information from various activities and resources. Process owners and leaders of HHRDB mapped out core processes that surfaced an initial set of elements in the value chain. The UHC-IRR and BEM Analysis interviews with the Executive Committee emphasized the organizational and sectoral responsibilities of HHRDB and further indicated the broad set of HRMD functions the bureau covers. The HRMD functions of a national government agency that suited HHRDB were identified referencing the HR Framework (Annex 1) employed by USAID's HRH2030/Philippines and by benchmarking against the comparable units of these local and international organizations:

- Social Welfare Institutional Development Bureau and Human Resource Management and Development Services of the Department of Social Welfare and Development (DSWD) (Annex 2)
- Bureau of Human Resource and Organizational Development of the Department of Education⁸ (DepEd)
- Ministry of Health (MOH) of Malaysia (Annex 3)

As a result, this is the Proposed Value Chain of HHRDB (Figure 1):

Figure 1. Proposed HHRDB Value Chain



⁸ <https://www.deped.gov.ph/about-deped/central-office/governance-and-operations-functions/>

HHRDB starts its value chain with data, knowledge management, and research, assuring the right data and information are obtained to provide a clear and complete view of organizational and sector HR needs and challenges. From this, plans and policies are developed to create an enabling environment, and subsequently related HRMD standards are formulated. Subsequently, four functions of HRMD, namely, organization development, career development and retention, learning and development management, and human resource management, capture and transform the value created by the previous functions into activities of design and delivery of the whole range of HRMD services that impact organizational and sectoral HRH. To ensure these HRMD services are supported by the internal and external stakeholders in its implementation, strong advocacy and partnerships are undertaken by each functional unit with all relevant stakeholders such as the DOH partner bureaus and the HRH Network. Finally, administrative support such as procurement, budget management, inventory management, and others are provided to the whole bureau and its units.

Core Workload and Output

The elements of the proposed HHRDB Value Chain comprise the central functions of the bureau, including subsuming functions currently performed by the PAD under the bureau. In line with each element and bureau function are core workload components⁹ and outputs with related workload statistics,¹⁰ drawn from individual interviews with HHRDB team members, DOH leadership, and external stakeholders, from DOH strategy and process documents of the UHC-IRR, NOH 2017-2022, HHRDB ISO Manual, the USAID's HRH2030/Philippines HR Framework (Annex I), and from previously cited benchmark references of similar HRMD units of local and international organizations.¹¹

Table 4 presents the Core Workload Components and Outputs of most of the HHRDB Value Chain Elements and the HHRDB Functions:

Table 4. HHRDB Value Chain Elements, Workload Components, Output, and Functions

Value Chain Element	Core Workload Component	Output	Function
Data, Knowledge Management, and Research	HRH Country Profile (NHWA) Preparation	HRH Country Profile	Human Resource Information System and Research
	Data Collection, Consolidation and Analysis	Workforce Registry Report and other Information System Reports	
	Data Collection, Consolidation and Analysis	Updated Database System	
	Website Development and Maintenance	HHRDB Website and/or HRH Network Website	
	HRH Research Agenda Formulation	Research Agenda	
	Research Management	HRH Studies and HR Research Studies including monitoring and Evaluation reports	

⁹ Workload Component: One of the main work activities that take up most of a health worker's daily working time. (https://www.who.int/hrh/resources/WISN_Eng_UsersManual.pdf)

¹⁰ https://www.who.int/hrh/resources/WISN_Eng_UsersManual.pdf

¹¹ Social Welfare Institutional Development Bureau and Human Resource Management and Development Services of the Department of Social Welfare and Development (Annex 2), Bureau of Human Resource and Organizational Development of the Department of Education, Ministry of Health of Malaysia (Annex 3)

Value Chain Element	Core Workload Component	Output	Function
Policy, Planning and Standards	Legislative and Policy Agenda Formulation	Legislative / Policy Agenda	Policy
	Policy Development	Policy Issuances (Administrative Order, Department Order, Memorandum Circular, Department Circular)	
	Position Paper Preparation	Position Papers (Legislative Document)	
	Policy Review	Policy Review Documents	
	Policy Research Management	Policy Paper (Academic)	
	Policy Brief/Note Development	Policy Brief / Notes	
	HRH Network Support	HRH Network Reports	
	HRH Network Coordination	HRH Network Meetings	
	PRIME-HRM Assessment Administration	PRIME-HRM Assessment Report	Job Standards
	Competency Model Development	Competency Models	
	Employment Rules and Regulations Documentation	Employee Rules and Regulations	
	Health Services Standards Setting	Health Services Standards	
	Stakeholders Mapping and Analysis	Stakeholders Map	Planning
	HRH Master Plan Development	HRH Master Plan	
	Strategic Plan Development	HRH 5-Year Strategic Plan	
	Operational Plan Development and Monitoring	HHRDB Operational Plan, (Work and Financial Plan) and Physical Accomplishment Reports	
	Monitoring and Evaluation	M&E Report	
Human Resource Management	Job Analysis	Job Descriptions developed	Strategic HR
	Performance Plan Development	Office and Individual Performance Plans/Contracts	
	Performance Review and Feedback	Performance Review and Coaching Report	
	Rewards and Recognition (R&R) Plan Development	R&R Plan	
	Rewards and Recognition Administration	R&R Report	
	Manpower Recruitment and Placement	Manpower Report (No. of People Recruited vs. Plan)	HR Operations
	Payroll Management and Administration	Payroll reports	
	HR Records Management and Monitoring	Updated Employee Record	
	Employee Benefits & Welfare Program Development	Employee Benefits and Welfare Program	
	Employee Benefits Administration	Employee Benefits Administered	
Learning and Development	Learning and Development Needs Assessment	Learning and Development Needs Assessment Report and Learning and Development Plan	Learning Design and Development

Value Chain Element	Core Workload Component	Output	Function
	Learning Effectiveness Evaluation	Learning Effectiveness (Evaluation) Report	
	Course Development	Courses / Training	
	CPD Accreditation of Learning Programs	Accredited Learning Programs	
	e-learning course administration	e-learning Courses delivered	Learning Delivery
	e-learning platform management	e-learning Platform monitored and maintained	
	Communication Plan Development	Communication Plan for L&D	
	Learning and Development Program Administration	Learning Programs administered	
Career Development	Career Pathing Development	Career Maps	Career Planning
	Succession Plan Management	Succession Plan	
	Talent Review	Talent Review Sessions	
	Promotion Management	Promotion Proposals and Report	
	Deployment Program Management	Deployment Monitoring Report Database (count)	Career Management
	Doctors to the Barrios (DTTB) Program Management	DTTB Program Report	
	Scholarships Management	Scholarship	
	Return Service Agreement Management	RSA implemented	
Organization Development	Organizational Design and Review	OD Needs Analysis Report WISN Evaluation Report Organizational Structure Analysis Report	Organization Development
	Change Management Support	Change Management Plan	
	Culture Building	Culture Building Program and Report	

There are also Core Workload Components, based on the HHRDB Value Chain, that are administrative by nature in support of all the HHRDB functions and are a primary part of the bureau including activities such as portfolio management, budgeting, logistics and procurement, and quality management whose workload and output are as listed (Table 5):

Table 5. HHRDB Outputs of Workload Components of the Administrative Function

Core Workload Component	Output	Function
Budget Monitoring	Budget Utilization Reports	Administrative
Office Facilities Management	Office Management Report	
Office Procurement	Office Procurement Report	
Inventory Management	Inventory Report	
Quality Management System	QMS Reports	

The HHRDB Value Chain Element of **Advocacy and Partnership** and its workload components, activities, and output are **built into each of the abovementioned HHRDB Functions** because each activity requires effort in internal and external stakeholder engagement to perform the various activities and achieve each output of the four HRMD service delivery Value Chain Elements of organization development, career development and retention, learning and development management, and human resource management.

The comprehensive list of Core Workload Components, Activities, and Outputs applicable to the Workload Component 1 of the WISN tool is in Annex 4.

Support Activities and Statistics

In addition to the core workload of the HHRDB set of functions are support activities. Support activities or activities performed by all members are also included in the total workload of HHRDB (Table 6) and forms the input under Workload Component 2 of the WISN Tool. These Category Allowance Standards (CAS)¹² data were triangulated with similar activities listed in the USAID's HRH2030/Philippines WISN SDN¹³ data, the information gathered from individual interviews with HHRDB team members, and international references from Namibia¹⁴ and South Africa.¹⁵

Table 6. Sample HHRDB Category Allowance Standard (CAS)¹⁶ Activities and Statistics

Number	Workload components	Category Allowance Factor
1	Attend stakeholders' meetings	336 hrs/yr
2	Staff & outsourced services supervision	30 min/day
3	Administrative HR activities	5 hrs/yr
4	Program Implementation Review (PIR)	24 hrs/yr
5	Team building activity	8 hrs/yr
6	General administrative activities	2 hrs/day
7	Attend internal meetings	28 hrs/month
8	Records management	4 hrs/week
9	Correspondence	192 hrs/yr
10	Attend feedback meetings	32 hrs/yr
11	Monitor conduct of researches	960 hrs/yr

¹² Category allowance standards (CAS) are determined for support activities that all members of a staff category perform. (https://www.who.int/hrh/resources/WISN_Eng_UsersManual.pdf)

¹³ Service Delivery Network –(SDN) - the network of health facilities and providers within the province- or city-wide health system, offering core packages of health care services in an integrated and coordinated manner (<https://www.doh.gov.ph/sites/default/files/publications/Guidelines%20EstablishingSDN.pdf>)

¹⁴ <https://www.capacityplus.org/files/resources/rapid-retention-study-Namibia.pdf>

¹⁵ <http://www.mrc.ac.za/sites/default/files/files/2016-07-14/StaffingNorms.pdf>

¹⁶ Category allowance standard (CAS): Allowance standard for support activities, performed by all members of a staff category. (https://www.who.int/hrh/resources/WISN_Eng_UsersManual.pdf)

Select Individual Activities and Statistics

Another set of activities that were identified in this Organizational Design and WISN process are Individual Allowance Standards (IAS)¹⁷ that is comprised of activities that are performed by only a specific or select set of personnel. From the collected and compiled activities drawn from the expanded list of HRMD functions, activities done uniquely by a team member or a particular group were classified as IAS. This data served as input under Workload Component 3 of the WISN Tool and the related Individual Allowance Factor (IAF).¹⁸ An example of this is presented in Table 7 below:

Table 7. Sample HHRDB Individual Allowance Standard (IAS) Activities and Statistics

Number	Workload components	Individual Allowance Factor	Number of Staff
1	Conduct manpower planning	40	1
2	Conduct policy consultation meetings	192	1
3	Develop Job specifications and description	288	1
4	Draft inventory reports	48	1
5	Monitor budget utilization	96	1
6	Monitor inventory	48	1
7	Monitor QMS compliance	16	1
8	Monitor website activity	96	1
9	Update security and web content	72	1
10	Supervise logistic management and maintenance	24	1

HHRDB Staffing

Career Band Distribution

After entering the workload components and activity standards into the WISN software, it automatically calculates the projected staffing need. Table 8 divides the WISN projected staff to their respective Career Bands or by WISN terminology, Cadres.

Table 8. HHRDB Functions and WISN Projected Staff by Career Band / Cadre

WISN Projected No. of Staff	Career Bands / Cadres			
	Supervisory / Management Band	Professional / Technical	Technical Support	Admin Support
	HRMO V / MO V	HRMO IV / MO IV	HRMO II / AO IV	AO II / AA IV
127	5	49	52	21

¹⁷ Individual allowance standard (IAS): Allowance standard for additional activities, performed by certain (not all) members of a staff category. (https://www.who.int/hrh/resources/WISN_Eng_UsersManual.pdf)

¹⁸ Individual allowance factor (IAF): Staff requirement to cover additional activities of certain cadre members. IAF is added to staff requirement of health service and support activities. (https://www.who.int/hrh/resources/WISN_Eng_UsersManual.pdf)

To achieve this, four Career Bands patterned after the standard of the Society of Human Resource Management,¹⁹ were first established, compliant to the Department of Budget and Management organization and staffing standards and guidelines.²⁰ The Career Bands group specific positions according to their covered functions as shown in Table 9.

Table 9. HHRDB Positions-Career Band Functions

POSITIONS		CAREER BAND / CADRE	FUNCTION
MO V HRMO V	SG 25 SG 24	Supervisory / Management Band	<ul style="list-style-type: none"> Accountable for managing people, setting direction and deploying resources; typically, is responsible for performance evaluation, pay reviews and hire/fire decisions Results are primarily achieved through the work of others and typically depend on the manager's ability to influence and negotiate with parts of the organization where formal authority is not held Progression within career band reflects acquisition of broad technical expertise, business and industry knowledge, and process and people leadership capabilities Accountable for organizational, functional or operational areas, processes or programs
MO IV HRMO IV HRMO III	SG 24 SG 22 SG 18	Professional / Technical Band	<ul style="list-style-type: none"> Work is primarily achieved by an individual or through project teams Requires the application of expertise in professional area(s) to achieve results Progression within the Career Band reflects increasing depth of professional knowledge, project management and ability to influence others Majority of time is spent on: <ul style="list-style-type: none"> Contributing to and managing projects (mid-career) Providing advice/direction in primary areas of expertise (seasoned and expert) Leveraging professional expertise and relationships to contribute to strategy and drive business results (thought leader)
HRMO II HRMO I AO IV AO III	SG 15 SG 11 SG 15 SG 14	Technical Support Band	<ul style="list-style-type: none"> Performs specialized technical tasks required to support operations (e.g., IT development, research support, skilled trade) Majority of time is spent on: <ul style="list-style-type: none"> Performing routine professional-based activities (early in career)
AA IV AO II AO I AA III AA I	SG 11 SG 11 SG 10 SG 9 SG 7	Administrative Support Band	<ul style="list-style-type: none"> Performs clerical/administrative or specialized support tasks in an office or field setting

The workload activities were distributed to the respective Career Bands or Cadres performing each task. For example, under the function of Learning Delivery, the activity of continuously improving training programs is distributed to three cadres. The Administrative Support Cadre would collate training evaluation forms, the Technical Support Cadre would then prepare the training evaluation reports from the data gathered, and finally, the Technical / Professional Cadre would review and finalize the training

¹⁹ https://www.shrm.org/resourcesandtools/business-solutions/documents/twds_csr_general_industry_human_resources.pdf

²⁰ <https://www.dbm.gov.ph/wp-content/uploads/OPCCB/resolution1.pdf>

evaluation report. The level of effort of each step of the process for each cadre are detailed complete tables of Workload Components, Activity Standards, and Allowance Factor for HHRDB are in Annex 6.

Functional Unit Distribution

The WISN tool was populated with the details of the core and support workload components and the related statistics to determine HHRDB staffing requirements. The WISN tool projected a total number of 133 staff when it was broken down into functional units (Annex 6), with the exclusion of the Director levels, as shown in Table 10. Note, the variance from the WISN Calculated Requirement by Cadre, alone, was at 127 staff (Table 8) whereas the WISN Calculated Requirement by Cadre and further into Functional Units is at a total of 133 staff; this is a result of the WISN software capability to round off the “Difference in Staff” figure, presented as a fraction, to a whole number²¹. The process of determining staffing numbers by value-chain-based functional units resulted in twelve figures by cadre in fraction form being rounded off and producing a WISN-calculated six additional staff (Annex 7).

Table 10. HHRDB Functions and WISN Calculated Requirement and Projected Staff

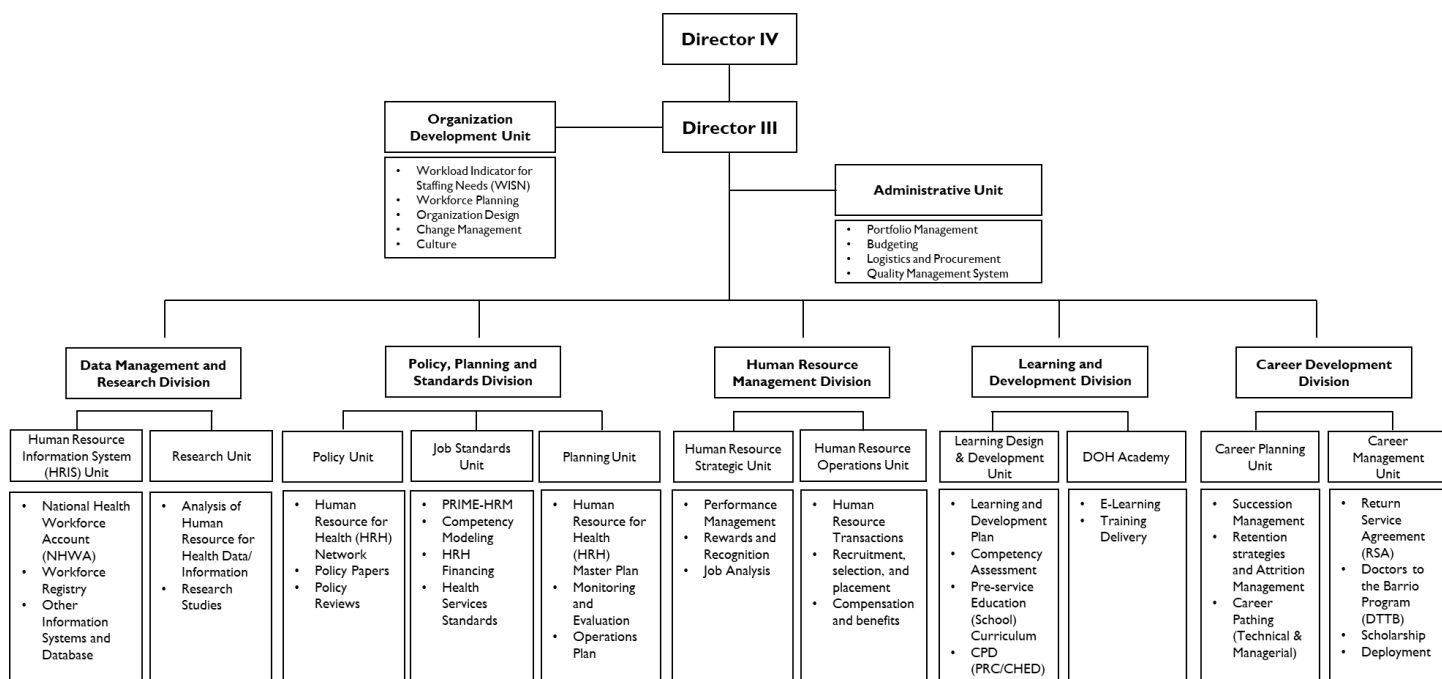
Function	Career Bands / Cadre			
	Supervisory / Management Band	Professional / Technical	Technical Support	Admin Support
	HRMO V / MO V	HRMO IV / MO IV	HRMO II / AO IV	AO II / AA IV
Human Resource Information System and Research	1	2	2	-
Research		2	1	1
Policy	1	5	5	2
Job Standards		3	3	2
Planning		2	4	1
Strategic HR	1	5	2	1
HR Operations		4	10	3
Learning Design and Development	1	5	3	1
Learning Delivery (DOH Academy)		3	6	2
Career Planning	1	8	2	2
Career Management		4	1	2
Organization Development	-	8	10	4
Administrative	-	2	1	4
Total (N=133)	5	53	50	25

²¹ Fractional results: The final total of required staff is often a fraction. You need to round this to a whole number. The impact of rounding a number up or down is much greater in a health facility with only a few workers in the WISN cadre than in a better-staffed facility. Therefore, you should be more generous in rounding up a small calculated staff requirement (for example, one or two) than a large one. (https://www.who.int/hrh/resources/WISN_Eng_UsersManual.pdf)

HHRDB Structure

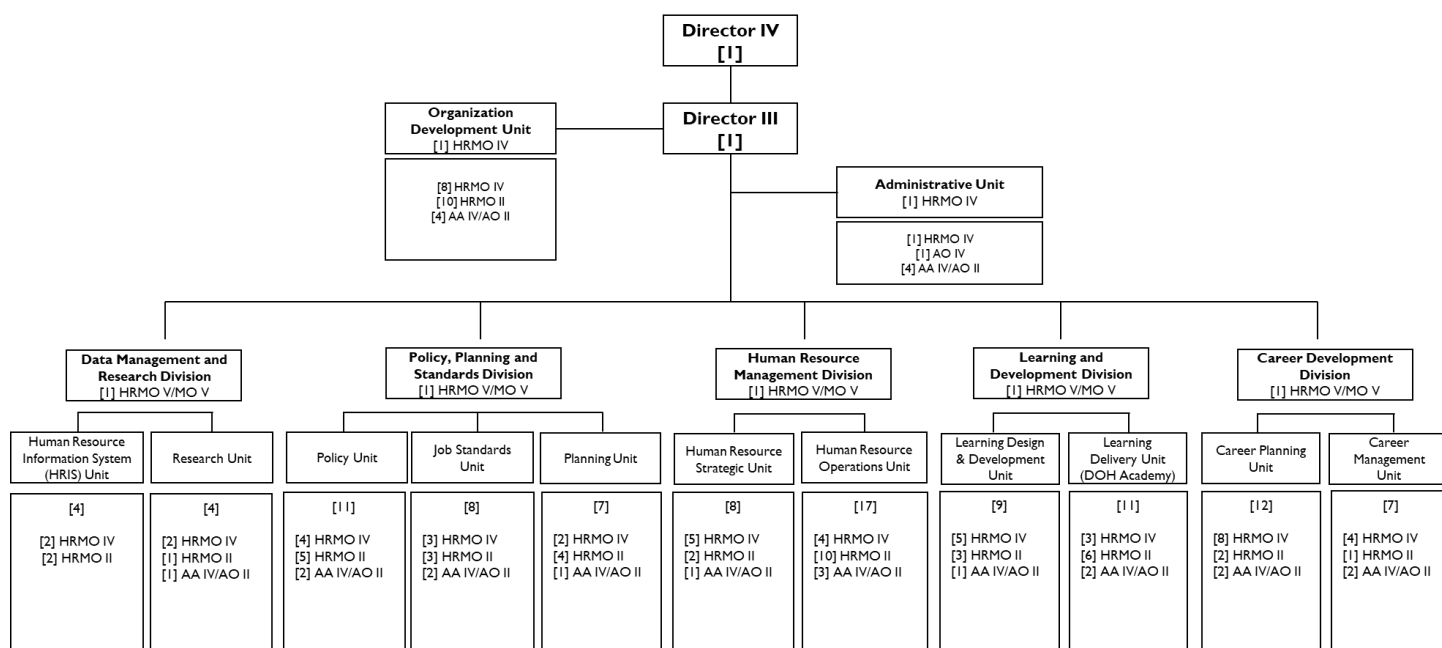
The Proposed HHRDB Structure (Figure 2) in the diagram below captures the functions, staffing distribution, and position levels as a result of the Organizational Design and WISN process. Functional units are distributed across the five (5) divisions of Data, Knowledge Management, and Research, Policy, Planning and Standards, Human Resource Management, Learning and Development, and Career Development. The Organizational Development Unit is assigned under the Office of the Director III to maintain its strategic role and the Administrative Unit is a shared services unit to the whole bureau.

Figure 2. Proposed HHRDB Organizational Structure by Functional Units



With this step of departmentalization into functional units and the WISN Tool calculations of staffing for each unit and considerations of government rules and regulations over agency structures, a detailed organogram is presented below:

Figure 3. Proposed HHRDB Organizational Structure and Staffing



From this figure, Table I I shows the staffing distribution by position, unit, division, and office. From the WISN projection of 133 staff, two additional positions were added by default and following the DBM guidelines²² requiring a Director IV and a Director III for a bureau with five divisions. As such, **the total projected bureau staff complement of 135 of the Proposed HHRDB Structure are plantilla or permanent positions and are considered the minimum headcount for HHRDB in the central office and does not include regional staff.** The proposed staffing level of 135 is an increase in the current staffing of HHRDB and PAD of 94 employees, as the DOH HRH mandate under UHC expanded.

Relative to benchmarked organizations of similar function, this figure is below the counterpart organization within DSWD with 197 staff which currently covers the span of HRMD functions for the organization and sector (Annex 2) but does not contribute to the development of policies and deliver services to all social workers in their sector. The Ministry of Health (MOH) of Malaysia, alternatively holds a staff count of 267 and is almost double that of the projected staff of HHRDB; in this case, this difference is due to the centralized setup of the MOH of Malaysia, whereas the proposed number of HHRDB staff excludes regional staff (Annex 8). These comparisons are indicative of the gap between the existing staffing of HHRDB and that of the proposed 135 permanent staff that is aligned to a more responsive mandate and structure to UHC.

²² <https://www.dbm.gov.ph/wp-content/uploads/OPCCB/resolution1.pdf>

Table I I, below, lists the proposed complete HHRDB staffing figures by cadre, office, division, and unit:

Table I I. HHRDB Offices, Divisions, Units and Projected Staff by Position

Office / Division	Unit	Director IV	Director III	Division Chief	HRMO IV / MO IV	HRMO II / AO IV	AO II / AA IV
Office of the Director IV		I	-	-	-	-	-
Office of the Director III		-	I	-	-	-	-
Data, Knowledge Management, and Research Division	Human Resource Information System	-	-	I	2	2	-
	Research	-	-		2	I	I
Policy, Planning and Standards Division	Policy	-	-	I	4	5	2
	Job Standards	-	-		3	3	2
	Planning	-	-		2	4	I
Human Resource Management Division	Strategic HR	-	-	I	5	2	I
	HR Operations	-	-		4	10	3
Learning and Development Division	Learning Design and Development	-	-	I	5	3	I
	Learning Delivery (DOH Academy)	-	-		3	6	2
Career Development Division	Career Planning	-	-	I	8	2	2
	Career Management	-	-		4	I	2
	Organization Development	-	-	-	9	10	4
	Administrative	-	-	-	2	I	4
TOTAL (N=135)		I	I	5	53	50	25

Recommendations

USAID's HRH2030/Philippines offers these recommendations to DOH based on the findings drawn from the process of conducting the Organizational Design and WISN and proposed mandate, functions, staffing, and structure of HHRDB:

1. **Installation of the proposed structure and staffing of HHRDB within the next three years** – The proposed HHRDB structure, as a result of this Organizational Design and WISN process, assumes its installation in three years in support of the implementation of UHC. The roles and functions at a position, unit, and division levels in the bureau become clarified given the new structure that captured detailed workload components.
2. **Consolidation of organizational and sectoral HRMD functions under one bureau** – HHRDB as a bureau is expected to provide integrated and strategic HRMD policies, systems, and services to the human resources of DOH and the sector HRH. The strategy documents referenced and the directions and expectations given by the leaders of DOH and external stakeholders at individual interviews specify the importance of HHRDB in responding to the HRMD needs of the DOH organization and the health sector, including absorbing PAD into the bureau.
3. **Conduct a talent review to evaluate the competencies of the current team members and assign suitable staff to the appropriate positions** – The proposed HHRDB structure contains positions that cover specific functions and require certain competencies to perform. Carrying out a talent review of the existing team members against these competencies will facilitate the identification of the best fit between employee and position.
4. **Upskill staff to match competency requirements of the proposed functions of HHRDB** – The proposed HHRDB structure adopts a complete set of HRMD functions that the current bureau does not scope in and may not be performing. From the talent review, competency gaps will be identified, and the appropriate learning and development initiatives may be planned and undertaken to enable HHRDB and its team members with skills and knowledge to meet the comprehensive HRMD functions of the bureau.
5. **Update job descriptions of HHRDB to reflect the formulated workload components** – The Organizational Design and WISN process produced and consolidated a list of workload components with details of related activities, outputs, and performance statistics. HHRDB may reference this list to revise job descriptions of positions in the bureau to come up with workload and output-focused job responsibilities and tasks that are responsive to the updated mandate and function of the bureau.
6. **Maintain a gender balance and pay considerations in the staffing of HHRDB.** There are significant findings in examining the current staffing using the gender lens as detailed in Annex 9. Women's share of employment in HHRDB is high, with an estimated 77% of women staff composition. Women are considerably employed more in plantilla positions than men in the bureau, as well. In both genders, more staff are employed in contractual positions. There are more women than men, both in percentage share and absolute value, that are paid higher in the bureau. However, women represent a higher percentage in the lowest quintiles, and present director position is held by a man. Given these and other observations, gender balance and equity are best considered in the staffing process of the bureau, ensuring that the diversity of HHRDB staff reflects the population which the bureau services and impacts.

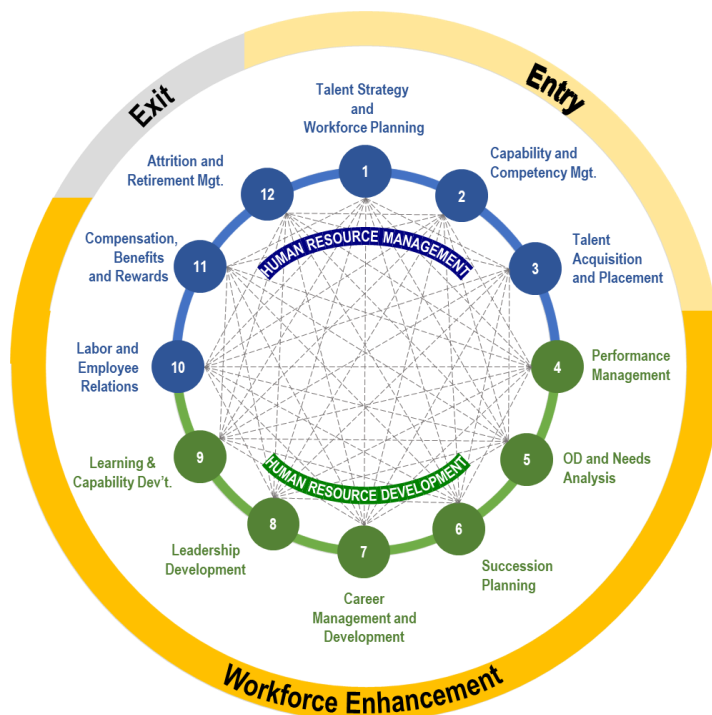
7. **DOH to enable HHRDB's mandate must to go beyond the organizational and public sector.** The responsibilities, accountabilities, policies, and activities require the inclusion and engagement of the private sector. The work of HHRDB offers solutions to all health workers in their organizations equitably given the opportunity to cover the whole health sector. Case in point, the current take-home pay of nurses in public hospitals was between PHP 18,000 and PHP 21,000 whereas it is even lower in private hospitals, especially in the provinces, pegged between PHP 8,000 and PHP 12,000²³; here, HHRDB may benefit from engaging the private sector to maintain equity in pay and incentives among nurses and other HRH.
8. **Regional DOH offices to mirror the proposed structure and functions of HHRDB.** With the shift to more defined HRMD functions for the organization and the sector of HHRDB in the central office, the regional counterparts should align their functional scope and, as needed, their staffing pattern. In the application of the UHC Law and its IRR, the changes and expansion of roles and scope ripples to the regional and LGU levels which requires the DOH regional office to revisit their personnel.
9. **Validate the proposed structure after three years or upon installation** – The initial three phases of this Organizational Design and WISN of HHRDB proposes a structure that arranges the bureau into functional areas reflective of its value chain processes and the complete set of HR functions. Subsequently, staff complement is recommended drawn from calculations from the application of WISN through workload analysis. As these analyses offer preliminary guidance and estimates, it is suggested that an expanded study be performed that correlates projected staffing requirements with the number of facilities, the number of health care providers, and other variables that will “grow” the bureau workload along with the requirements of the implementation of the UHC Law. The advantage of HHRDB is in its access to the WISN Toolkit of USAID's HRH2030/Philippines.
10. **Develop and implement a Sustainability Action Plan to institutionalize the proposed HHRDB structure** – The sixth phase of the Organizational Review and Design is the formulation of a Sustainability Action Plan (SAP). With the development of this plan, deliberate activities laid out along multi-year timeline will be identified to enable HHRDB to move the proposed structure from a stage of installation to full institutionalization. Likewise, resources and activity owners will be listed with each activity and monitoring and evaluation of this plan proceeds. The creation of this SAP will enable adequate efforts to manage the change, to communicate to stakeholders, and to engage involved partners.
11. **Adopt the Organizational Design and WISN process to all other DOH bureaus and/or units in support to the UHC implementation.** The Organizational Design and WISN process developed through the application on HHRDB is strongly grounded on the WHO methodology that evaluates and proposes the acceptable staffing of a health facility based on workload. When complemented with defined steps of organizational design and functional and structural analysis, the Organizational Design and WISN methodology can significantly contribute to the restructuring effort that DOH will need to undertake in order to be more responsive to the expectations of the UHC as it is fully implemented.

²³ <https://newsinfo.inquirer.net/1175885/sc-says-nurses-entitled-to-p30000-basic-pay>

Annexes

Annex I

HRH 2030 Philippines HR Framework



To guide the vision of HRH planning, development, and management for improved health services, USAID's HRH2030/Philippines developed a conceptual framework applicable to both the public and private HRH sectors to set the foundation for institutionalization and long-term sustainability. The HRH Management and Development (HRHMD) Framework describes the comprehensive components within a robust HRH management and development system. USAID's HRH2030/Philippines is providing technical assistance to the DOH, NTP, and FP Program to focus on the most impactful capacity building and systems improvements within critical segments of this framework in HRH management and development to influence TB and FP outcomes.

Annex 2

Benchmark with DSWD

Laying the functions of HR across the different divisions that own these at DOH, they run parallel to how the Department of Social Welfare and Development (DSWD) is organized but with some select gaps by DOH at both the organizational and sectoral functions. For example, DOH, in comparison to DSWD, needs more effort in sectoral activities and policies in the areas of labor and employee relations, compensation, benefits and rewards, and attrition and retirement management:

HRMD Functions	DOH				DSWD			
	HHRDB			PAD	SWIDB			HRMDS
	PS Div	CDM Div	LD Div		KM Div	CB Div	LND Div	
Organizational								
Talent Strategy and Workforce Planning				•				•
Capability and Competency Management	•					•	•	•
Talent Acquisition and Placement				•				•
OD and Needs Analysis						•		
Performance Management				•				•
Succession Planning		•		•		•		
Career Management and Development		•						•
Learning and Capability Development			•		•	•	•	
Leadership Development		•		•	•	•	•	
Labor and Employee Relations				•				•
Compensation, Benefits and Rewards				•				•
Attrition and Retirement Management				•				•
Sectoral								
Talent Strategy and Workforce Planning	•							•
Capability and Competency Management	•					•	•	•
Talent Acquisition and Placement		•						•
OD and Needs Analysis						•		
Performance Management				•				•
Succession Planning		•				•		
Career Management and Development		•						•
Learning and Capability Development			•		•	•	•	
Leadership Development			•		•	•	•	
Labor and Employee Relations								•
Compensation, Benefits and Rewards								•
Attrition and Retirement Management								•

Annex 3

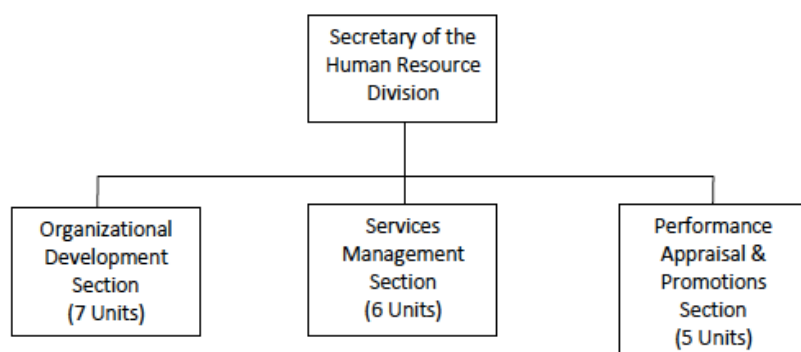
Benchmark with Malaysia

The Malaysian health system operates in a parliamentary democracy of government where there are distinct federal, state and local administrative units (13 states and 2 territories). The public health system is centralized at the Ministry of Health and serves the national population of 28 million people (2013). The Human Resource Division of the Ministry of Health covers all the staff that is working in the MOH, either permanent or contract staff. It is a centralized organization. The Ministry employs 267 staff in the Human Resource Division. It hires all health staff though they are deployed at the local level.

Human Resource Division of the Ministry of Health Malaysia

Tasked to manage the human resource of the ministry of health. Monitoring of activities, issues and challenges on human resource management in the ministry of health.

Organizational Chart



The three Main Sections of the Human Resource Division of the Ministry of Health Malaysia are:

- Organizational Development/Posts and Remuneration Section
- Services Management Section
- Performance Appraisal and Promotions Section

I. Organizational Development / Posts and Remuneration Policy Section. (65 staff)

- a. Policy and Coordination Unit
- b. Service Schemes, Remunerations and Employee Relations Unit)
- c. Posts Unit 1
- d. Posts Unit 2
- e. Posts Unit 3
- f. Posts Unit 4
- g. Human Resource Management and Information System (HRMIS*) Unit

Functions:

- i. Planning, analysis, evaluation of Human Resource Policies in the MOH
- ii. Analysis, coordination and monitoring of issues related to HRM in the Malaysian Strategic Plan. (Currently at the Eleventh Malaysia Plan 2016 – 2020)
- iii. Manages applications for additional post creation.
- iv. Manages Organizational Restructuring (Post Harmonization) in all Health care Facilities in Malaysia.
- v. Planning, analysis and implements the study of allowance and services schemes in the MOH.
- vi. Analyzes and coordinates issues brought up by Workers Union.
- vii. Manages the implementation of HRMIS in MOH.

*HRMIS: An Online Information System for all civil servants in Malaysia. It is a software used to manage leave application, claims application and performance appraisal.

2. Services Management Section. (129 staff)

- a. Top Management and Specialist Services Unit
 - b. Professionals and Administration Services Unit 1
 - c. Professionals and Administration Services Unit 2
 - d. Auxiliary and Paramedics Services Unit 1
 - e. Auxiliary and Paramedics Services Unit 2
 - f. Service Executors Unit

Functions:

- i. Management, implementation, assessment, monitoring and planning of issues pertaining to the:

Top Management Group; gazettement, extension of probationary periods, confirmation of service, termination of service, retirement and transfers in MOH.

Management and Professional Group; appointment, confirmation of service, extension of probationary periods, service termination, transfers, postings, salary adjustments and loans.

Paramedics and Auxiliary Groups; appointment, confirmation of service, extension of probationary periods, service termination, transfers, postings, salary adjustments and loans.

Shared Staff and Supporting Groups; appointment, confirmation of service, extension of probationary periods, service termination, transfers, postings, salary adjustments and loans.

- ii. Analyzing the need for Contract Officers in the MOH

iii. Analysis, identification and preparation of reports, assessments, responses and analysis of issues pertaining to the service of all MOH employees.

Note:

Top Management: National / State Heads of Services, State Health Directors.

Management and Professional Group: Specialists, Doctors, Pharmacists and other Medical Related Degree Holders that are recognized by the MOH.

Paramedics and Auxiliary Groups: Nurses, Assistant Medical Officers, Radiographers, Physiotherapists and any other diploma graduates that are recognized by the MOH.

Shared Staff and Supporting Groups: Positions that are shared and can be utilized in other Ministries such as Drivers and Clerks.

3. Performance Appraisal and Promotion Section. (73 staff)

- a. Executor Promotion Unit
 - b. Professional Services Promotion Unit 1
 - c. Professional Services Promotion Unit 2
 - d. Professional Services Promotion Unit 3
 - e. General Management and Financial Unit

Functions:

- i. Manages, implements and is responsible for matters pertaining to promotions of all staff categories
- ii. Manages appeals for promotion of acting staffs.
- iii. Manages the policy of Human Resource Performance in the MOH.

Annex 4

HHRDB Core Workload Components, Activities and Output

Value Chain Element	Functions	Core Workload Component	Output	Activities
Data, Knowledge Management, and Research	Human Resource Information System	HRH Country Profile (NHWA) Preparation	HRH Country Profile (quarterly reports)	<ul style="list-style-type: none"> • Provide tools to address data and information requirements • Coordination with different sources of data (agency involve) • Ensure updated and timely data submission • On-time release of country profile • Properly disseminated to intended recipients
		Data Consolidation and Analysis	Workforce Registry Report and other Information System Reports	<ul style="list-style-type: none"> • Data extraction from updated database / Manual collection of data needs • Consolidation of data needs (including TIMS data) • Performs data clean up • Feed updated data / information to HRIS system • Produce reports (monthly, quarterly, or as needed)
		Data Consolidation and Analysis	Updated Database System	<ul style="list-style-type: none"> • Encoding of Data to Database • Maintain overall integrity and quality of database • Performs Database backup
		Website Development and Maintenance	HHRDB Website and/or HRH Network Website	<ul style="list-style-type: none"> • Develop website • Monitor website activity • Generate Feedback reports from website • Regular security and content update
	Research	Research Agenda Formulation	Research Agenda	<ul style="list-style-type: none"> • Consultation with relevant stakeholders • Prioritization of research topics • Draft research agenda
		Research Management	HRH Studies and HR Research Studies	<ul style="list-style-type: none"> • Review research proposals/protocols • Commission research to external consultants/teams • Monitor and manage research consultants/teams • Review progress of research study • Provide necessary feedback and guidance • Write progress reports
Policy, Planning and Standards	Policy	Legislative and Policy Agenda Formulation	Legislative / Policy Agenda	<ul style="list-style-type: none"> • Review of current research / policy • Review current direction (NOH) • Gap Analysis • Discuss with relevant stakeholders • Draft Legislative / Policy agenda and prioritize
		Policy Development	Policy Issuances (AO, DO, MC, DC)	<ul style="list-style-type: none"> • Gather necessary data • Conduct consultation meetings • Revise and finalize policy paper
		Position Paper Preparation	Position Papers (Legislative Document)	<ul style="list-style-type: none"> • Review HR / HRH related legislative document • Conduct desk research and gather expert's opinion • Draft position paper
		Policy Review	Policy Review Documents	<ul style="list-style-type: none"> • Initiate review (or commission by central to review) of existing policy • Consultation with stakeholders including region • Draft policy review document / report • Communicate with HPDPB on the results
		Policy Research Management	Policy Paper (Academic)	<ul style="list-style-type: none"> • Review research proposals/protocols • Commission research to external consultants/teams • Monitor and manage research consultants/teams • Review progress of research study • Provide necessary feedback and guidance • Write progress reports
		Policy Note Development	Policy Brief / Notes	<ul style="list-style-type: none"> • Consolidate findings from reviews and research studies • Collect inputs from key stakeholders (internal and external) • Draft Policy Note • Endorse to HPDPB for clearance and approval
		HRH Network Support	HRH Network Reports	<ul style="list-style-type: none"> • Facilitate regular HRH Network Meeting • Document discussions / recommendations • Perform Secretariat roles and responsibilities
		HRH Network Coordination	HRH Network Meetings	<ul style="list-style-type: none"> • Engage and build coordination schemes within the network • Monitor HRH Network initiatives • Provide (policy) updates to HRH Network members
	Job Standards	PRIME-HRM Assessment Administration	PRIME-HRM Assessment Report	<ul style="list-style-type: none"> • Conduct PRIME-HRM Assessment • Write PRIME-HRM Assessment Reports
		Competency Model Development	Competency Models	<ul style="list-style-type: none"> • Research on emerging competencies • Discuss with experts and stakeholders • Update competency model and rubrics
		Employment Rules and Regulations Documentation	Employee Rules and Regulations	<ul style="list-style-type: none"> • Document legal compliance of benefits program including health, welfare and retirement plans
		Health Services Standards Setting	Health Services Standards	<ul style="list-style-type: none"> • Review and Develop Workload Activity Standards • Capacitate and Supervise Regional Technical Task Force • Consolidate Institutional Reports from Region
	Planning	Stakeholders Mapping and Analysis	Stakeholders Map	<ul style="list-style-type: none"> • Define the (relevant) stakeholders • Analyze stakeholders by impact and influence • Draft and Finalize stakeholders map

Value Chain Element	Functions	Core Workload Component	Output	Activities
		HRH Master Plan Compliance Monitoring	HRH Master Plan Compliance Monitoring Report	<ul style="list-style-type: none"> Request regions and relevant stakeholders for data and updates on masterplan implementation Draft and finalize report
		Strategic Plan Development	HRH 5-Year Strategic Plan	<ul style="list-style-type: none"> Consult and collaborate with relevant stakeholders Conduct environment scan Conduct gap analysis of workforce Set HRH priorities and develop strategies Draft and Finalize Plan
		Operational Plan Development and Monitoring	HHRDB Operational Plan (WFP) and Physical Accomplishment Reports	<ul style="list-style-type: none"> Review of performance (budget, key results area, etc.) Develop operational plan Develop catch-up plans, as necessary
		Monitoring and Evaluation	M&E Report	<ul style="list-style-type: none"> Establish appropriate indicators and coordinate monitoring systems including data collection, analysis and review Prepare specific data collection methods and tools Anticipate, plan and support reporting requirements Develop baseline data for each project component and for all project indicators Collect data on a regular basis to measure achievement against the performance indicators Conduct Data Quality Checks (DQC) Maintain and administer the M&E database; analyze and aggregate findings Produce reports on M&E findings and prepare presentations based on M&E data as required.
Human Resource Management	Strategic HR	Job Analysis	Job Descriptions developed	<ul style="list-style-type: none"> Conduct Job Analysis Develop Job Specifications/Description Perform Job Evaluation
		Performance Plan Development	Office and Individual Performance Plans/Contracts	<ul style="list-style-type: none"> Facilitate Performance Planning Goal Setting Develop action plans Conduct performance appraisal
		Performance Review and Feedback	Performance Review and Coaching Report	<ul style="list-style-type: none"> Monitor and review submitted IPCRs, OPCR's Performance Review / Feedback Performance Coaching
		Rewards and Recognition (R&R) Plan Development	R&R Plan	<ul style="list-style-type: none"> Review and evaluate R&R processes and policies Liaises with CSC and DBM to ensure that agency is updated with R&R policies Develop R&R plans Dissemination of R&R policies and guidelines Develop and implements a communication plan to generate buy-in the R&R program
		Rewards and Recognition Administration	R&R Report	<ul style="list-style-type: none"> Maintains records of, and orients all employees on screening and selection criteria on R&R Screen & select employees for R&R Records management to maintain data/information on R&R
	HR Operations	Manpower Plan Development	Manpower Report	<ul style="list-style-type: none"> Gather necessary data Conduct Manpower Planning
		Manpower Recruitment and Placement	Manpower Report (No of People Recruited vs. Plan)	<ul style="list-style-type: none"> Job posting Applicant Review Shortlisting Panel Interview Testing Personnel Selection Board Review Prepares appointment papers of applicants who passed Proper placement Conduct exit interviews
		Payroll Management and Administration	Payroll reports	<ul style="list-style-type: none"> Compile monthly DTRs, check completeness of supporting documents, i.e. approved leave applications, OB passes Generates all reports from the payroll system Report on Salary Deduction, Cancellation from and restoration to the Payroll Payroll preparation Monthly pay slip preparation and issuance (including DTTB) Compute leave, salaries, salary adjustment, loans, medical reimbursement and prepares voucher
		HR Records Management and Monitoring	Updated Employee Record	<ul style="list-style-type: none"> "Maintains and updates employee records (leaves, absences, tardiness, medical records, etc.)" Prepares certification such as compensation service records, leave balances, attendance and other employee welfare transactions of employee Writes simple pro-forma communications relative to benefits, compensation and welfare of employee
		Employee Benefits & Welfare Program Development	Employee Benefits and Welfare Program	<ul style="list-style-type: none"> Establish and develop comprehensive employee benefits and welfare programs Develop information materials on benefits, health and wellness programs to employees. Review and recommend proposals for enhancements on existing processes and systems on benefits and welfare of employees
		Employee Benefits Administration	Employee Benefits Administered	<ul style="list-style-type: none"> Ensure the legal compliance and overall effectiveness of an organization's benefits program including health, welfare and retirement plans

Value Chain Element	Functions	Core Workload Component	Output	Activities
				<ul style="list-style-type: none"> Communicate benefit plan options to both new and existing employees to increase awareness Process additions and terminations to benefit plans in a timely manner Verify bills and making accurate and timely payments to insurance providers Make sure payroll deductions are in place for employee contributions to benefit plans Ensure employer contributions are done in a timely manner
Learning and Development	Learning Design and Development	Learning and Development Needs Assessment	Learning and Development Needs Assessment Report and Learning and Development Plan	<ul style="list-style-type: none"> Orientation to L&D Officers per DOH unit Consolidates LDN Assessment Results Provides Learning and Development Plan per DOH unit
		Learning Effectiveness Evaluation	Learning Effectiveness (Evaluation) Report	<ul style="list-style-type: none"> Review Training Design Consolidates training evaluation results Analyze consolidated training evaluation results
		Course Development	Courses / Training	<ul style="list-style-type: none"> Gather information and course elements from program managers and other relevant offices/institutions Develop and design learning materials and incorporate current technology in developing specific e-learning curricula Define training goals and objectives Outline training content Develop instructional activities Prepare the written training design
		CPD Accreditation of Learning Programs	Accredited Learning Programs	<ul style="list-style-type: none"> Submit documentary requirements to PRC for accreditation Secure and assign corresponding units to provided learning programs Ensure certificate of completion with CPD accreditation code
	Learning Delivery	e-Learning course administration	e-Learning Courses delivered	<ul style="list-style-type: none"> Support the deployment of e-learning programs (includes uploading and updating courseware and curricula, training assignments, learner notification text, etc.)
		e-Learning platform management	e-learning Platform monitored and maintained	<ul style="list-style-type: none"> Develop custom reports to assist with planning and managing HR programs Manage e-learning content from partners to ensure compatibility with e-learning platform
		Communication Plan Development	Communication Plan for L&D	<ul style="list-style-type: none"> Perform a situational analysis Define objectives and key audience Identify media channels and establish a time table Develop the plan
		Learning and Development Program Administration	Learning Programs administered	<ul style="list-style-type: none"> Identify and deploy program delivery strategies and methodologies Disseminate program information Monitor administration of training programs Continuously improve training programs Manage facilities/training spaces/venue Manage equipment and materials Schedule programs, trainers, staff, and participants
Career Development	Career Planning	Career Pathing Development	Career Maps	<ul style="list-style-type: none"> Identify career progression needs Build a talent framework Conduct trainings and orientation on career pathing Assist employees in developing their career map
		Succession Plan Management	Succession Plan	<ul style="list-style-type: none"> Identify your mission-critical and key positions Develop contingency plans for business/program continuity Conduct an environmental scan Design a succession planning framework Monitor progress of development plans Management reporting
		Talent Review	Talent Review Sessions	<ul style="list-style-type: none"> Develop success profiles Select potential candidates for the target position Determine placement in the grid by evaluating performance and potential Prepare grid for review with your leadership, if appropriate Conduct talent review meeting Formulate development plans for talent pool
		Promotion Management	Promotion Proposals and Report	<ul style="list-style-type: none"> Ensure compliance to policies and procedures on compensation and promotion Acknowledge request for promotion Evaluate employee for promotion (based on performance, peer review, etc.) through the promotion and selection board Prepare report and recommendation to management
	Career Management	Deployment Program Management	Deployment Monitoring Report Database (count)	<ul style="list-style-type: none"> Publish vacancies (general, central and region, PDOH) Draft template of contracts Applicants Review (screening of documents) Shortlisting Panel Interview and Examination Selection and Placement (including deployment orientation activities) Consultation meetings with region
		DTTB Program Management	DTTB Program Report	<ul style="list-style-type: none"> Applicants Review (screening of documents) Shortlisting Panel Interview and Examination Selection and Placement (including orientation activities) Provide notification of delinquent participants to relevant agencies Coordination with academic institution (master's degree

Value Chain Element	Functions	Core Workload Component	Output	Activities
				scholarship)
		Scholarships Management	Scholarship	<ul style="list-style-type: none"> • Coordination with schools/universities/learning institutions/donor agencies • Applicants Review (screening, interview, selection) • Endorsement of scholars to schools/universities/learning institutions/donor agencies • Orientation of scholars • Provide notification of delinquent participants to relevant agencies • Monitoring of the implementation of the scholarship (quarterly)
		Return Service Agreement Management	RSA implemented	<ul style="list-style-type: none"> • Prepares the RSA proforma for scholars (organizational and sectoral) • Maintain and update RSA records or database • Provide notification of delinquent participants to relevant agencies • Release certificate to scholars that has completed their RSA duties • Prepare RSA Progress report
Organization Development	Organization Development	Organizational Design and Review	OD Needs Analysis Report WISN Evaluation Report Organizational Structure Analysis Report	<ul style="list-style-type: none"> • Hold in-depth interviews with stakeholders • Perform job documentation interviews • Conduct benchmarking activities - desk work • Review and validate workload components • Calculate workload and manpower requirements using the WISN Application
		Change Management Support	Change Management Plan	<ul style="list-style-type: none"> • Evaluate project plans and identify change initiatives • Perform change readiness assessment • Develop change management plan
		Change Management Monitoring	Monitoring Report	<ul style="list-style-type: none"> • Monitor the adoption and utilization of change initiatives • Review existing plans and recommend improvements • Identify performance gaps and provide corrective actions
		Culture Building	Culture Building Program and Report	<ul style="list-style-type: none"> • Facilitate the creation of organizational vision, mission, and values • Formulate values formation and culture building interventions • Create a values and culture communications plan • Implement values formation and culture building interventions • Implement the values and culture communications plan • Monitor and evaluate culture building program

Annex 5

Workload Components, Activity Standards, and Allowance Factor for HHRDB by Career Band or Cadre

I. ADMINISTRATIVE SUPPORT BAND (AO II, AA IV, AO III, AA III)

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Update databases	2400 min/database	12
2	Consolidate admin and HR data	480 min/HR data	60
3	Manage logistics, supplies, and equipment	100.41 min/management	588
4	Provide administrative support to HR processes	635.29 min/admin support	329
5	Prepare materials for HR processes	1853.02 min/material	43
6	Prepare administrative documents and forms	31.67 min/admin document	2160
7	Prepare HR documents and forms	222.86 min/HR document	84

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Details
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Details
1	Prepare and follow up vouchers	2 hours/week	3	
2	Prepare travels	2 hours/week	3	
3	ISO documentation	3 hour/month	2	
4	Coordination with DOH-General Services	48 hrs/yr	1	

2. TECHNICAL SUPPORT BAND (HRMO I, II, AO IV)

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Expected Annual workload statistics
1	Encode and update HR data	38.08 min/HR data encoding	1228
2	Administer HR processes (Facilitate/conduct)	228.46 min/HR process	702
3	Collect HR data	576 min/HR data collection	110
4	Hold HR process meetings	1120 min/HR process meeting	6
5	Perform data management activities	346.67 min/ data management activity	108
6	Review HR documents	1053.33 min/HR document review	36
7	Review admin documents	240 min/admin document review	24
8	Provide technical and administrative support to HR processes	537.24 min/technical and admin support	172
9	Prepare HR documents and materials	15.75 min/HR document preparation	3812
10	Draft HR technical documents	881.22 min/Draft HR technical document	131

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Conduct manpower planning	40	1	
2	Conduct policy consultation meetings	192	1	
3	Develop Job specifications and description	288	1	
4	Draft inventory reports	48	1	
5	Monitor budget utilization	96	1	
6	Monitor inventory	48	1	
7	Monitor QMS compliance	16	1	
8	Monitor website activity	96	1	
9	Update security and web content	72	1	
10	Supervise logistic management and maintenance	24	1	

3. TECHNICAL PROFESSIONAL BAND (HRMO III, IV, MO IV)

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Expected Annual workload statistics
1	Write policies, guidelines, and issuances	1310.77 min/Policy	13
2	Draft HR reports	651.43 min/HR report	42
3	Facilitate HR processes	529.62 min/HR process	422
4	Formulate HR plans	602.55 min/HR plan	47
5	Facilitate stakeholders' meeting	608 min/ Stakeholders' meeting	30
6	Participate in HR process sessions	1354.29 min/ HR process session	21
7	Review HR documents	23.33 min/ HR document	2453
8	Review and finalize plans, reports, policies, and presentations	506.59 min/ Review	176
9	Design HR services and programs	915.56 min/ HR program design	54

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr (24 hrs + 5 hrs + 4 hrs)	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Conduct manpower planning	40 hrs/yr	1	
2	Conduct panel interview	150 hrs/yr	1	
3	Conduct policy consultation meetings	192 hrs/yr	1	
4	Draft competency rubrics	400 hrs/yr	1	
5	Establish appropriate M&E indicators	96 hrs/yr	1	
6	Identify media channels	96 hrs/yr	1	
7	Meet with CSC, DBM and other agencies to report and calibrate rewards and recognition policies and practices agencies to report	48 hrs/yr	1	
8	Prepare success profiles of employees	160 hrs/yr	1	
9	Review workload activity standards	128 hrs/yr	1	
10	Secure CPD approval from PRC	160 hrs/yr	1	
11	Update data gathering tools in the HRIS	16 hrs/yr	1	
12	Conduct PRIME Assessment	120 hrs/yr	1	

4. SUPERVISORY BAND (HRMO V, MO V)

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Expected Annual workload statistics
1	Check and approve admin documents ²⁴	4.9min/approval of admin documents	2,424
2	Check and approve HR documents ²⁵	152.7 min/approval of HR documents	121
3	Assess and endorse technical documents ²⁶	29.81 min/technical document	924
4	Facilitate HR process meetings ²⁷	799.20 min/HR process meeting	50
5	Participate in HR process sessions ²⁸	76.36 min/session	110
6	Review technical reports ²⁹	212.02 min/technical report	208

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	144 hrs/yr	
2	Staff supervision	30 min/day	coaching, mentoring
3	Supervisory HR activities	48 hrs/yr	recruitment of staff, performance management (IPCR, DPCR), staff orientation, talent review
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	12 hrs/ month	bureau, division
8	Technical Working Group (TWG) representation	4 hrs/week	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Conduct manpower planning	40 hrs/yr	1	
2	Conduct panel interview	150 hrs/yr	1	
3	Conduct policy consultation meetings	192 hrs/yr	1	
4	Evaluate employees for promotion	32 hrs/yr	1	
5	Meet with CSC, DBM and other agencies to report and calibrate R&R	16 hrs/yr	1	
6	Monitor submissions of IPCRs and OPCR's	64 hrs/yr	1	
7	Prepare promotion management report and endorse to management	64 hrs/yr	1	

²⁴ Admin documents: pay slips, vouchers, purchase orders, purchase requests, payment vouchers

²⁵ HR documents: design materials and curricula, endorsement letters, HR certificates, training designs

²⁶ Technical documents: appointment papers, research proposals, policy notes, position papers, protocols, applicant papers, R&R documents, revised policies, vendor information, promotion management report

²⁷ HR process meetings: HRH Network meetings, performance planning, stakeholder engagement, succession planning, talent review

²⁸ HR process sessions: panel interviews, selection board review

²⁹ Technical reports: HR policies and guidelines, M&E documents, HR plans, research papers, and frameworks

8	Recommend potential candidates for talent review	20 hrs/yr	I	
9	Report succession plan to management	8 hrs/yr	I	
10	Supervise the conduct of the performance appraisal across the organization	80 hrs/yr	I	
11	Conduct performance feedback and coaching	160 hrs/yr	I	
12	Disseminate R&R policies and guidelines	8 hrs/yr	I	

Annex 6

Workload Components, Activity Standards, and Allowance Factor

I. ADMINISTRATIVE SUPPORT BAND (AO II, AA IV, AO III, AA III)

A. Administrative Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Consolidate administrative and HR data	480 min/HR data	12
2	Manage logistics, supplies and equipment	63.83 min/management	564
3	Prepare administrative documents and forms	30 min/admin document	1920
4	Provide administrative support to HR processes	480 min/admin support	12

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Confirm if the activity was conducted in 2018(YES/NO)
I	Coordination with DOH-General Services	48 hrs/yr	I	

B. Career Management Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Provide administrative support to HR processes	278.94 min/admin support	141

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

C. Career Planning Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Provide administrative support to HR processes	564.21 min/admin support	57

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

D. HR Operations Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Consolidate administrative and HR data	480 min/HR data	24
2	Prepare administrative documents and forms	45 min/admin document	240
3	Prepare HR documents and forms	222.86 min/HR document	84
4	Provide administrative support to HR processes	332.31 min/admin support	13
5	Update databases	2,400 min/database	12

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

E. Job Standards Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Provide administrative support to HR processes	1,784.35 min/admin support	23

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

F. Learning Delivery Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Consolidate administrative and HR data	480 min/HR data	12
2	Manage logistics, supplies and equipment	960 min/management	24
3	Provide administrative support to HR processes	960 min/admin support	3

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

G. Learning Design and Development

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Consolidate administrative and HR data	480 min/HR data	12
2	Provide administrative support to HR processes	1,440 min/admin support	2

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

H. Organization Development Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Prepare materials for HR processes	1,853.02 min/material	43
2	Provide administrative support to HR processes	2,400 min/admin support	2

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

I. Planning Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Provide administrative support to HR processes	744 min/material	20

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

J. Policy Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Provide administrative support to HR processes	1,200 min/material	40

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

K. Research Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Provide administrative support to HR processes	960 min/material	6

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

L. Strategic HR Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
I	Provide administrative support to HR processes	720 min/material	10

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Staff & outsourced services supervision	30 min/day	
2	Administrative HR activities	5 hrs/yr	IPCR
3	Program Implementation Review (PIR)	24 hrs/yr	
4	Team building activity	8 hrs/yr	
5	General administrative activities	3 hrs/day	e-mail, calls, face to face, receiving and dispatching letters, etc.
6	Attend internal meetings	10 hrs/month	division, team
7	Records Management	8 hrs/wk	filing of documents
8	Coordinate with region on report submission	216 hrs/yr	

II. TECHNICAL SUPPORT BAND (HRMO I, II, AO IV)

A. Administrative Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Administer HR processes	480 min/HR process	4
2	Draft HR technical documents	240 min/draft HR technical documents	4
3	Encode and update HR data	960 min/HR data encoding	4

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Confirm if the activity was conducted in 2018(YES/NO)
1	Draft inventory reports	48 hrs/yr	1	
2	Monitor budget utilization	96 hrs/yr	1	
3	Monitor inventory	48 hrs/yr	1	
4	Monitor QMS compliance	16 hrs/yr	1	
5	Supervise logistic management and maintenance	24 hrs/yr	1	

B. Career Management Unit**Workload Group I : Core Activities**

	List of workload components	Activity standards	Annual workload statistics
1	Administer HR processes	109.37 min/HR process	175
2	Draft HR technical documents	960 min/draft HR technical document	4
3	Encode and update HR data	3.72 min/HR data encoding	1150
4	Hold HR process meetings	1,440 min/HR process meeting	4
5	Prepare HR documents and materials	5.64 min/HR document preparation	3755
6	Provide technical and administrative support to HR processes	1,440 min/technical and admin support	12

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

C. Career Planning Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Annual workload statistics
1	Provide technical and administrative support to HR processes	556.80 min/technical and admin support	25
2	Review HR documents	1,440 min/HR document review	1

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

D. HR Operations Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Administer HR processes	148.83 min/HR process	462
2	Collect HR data	1,440 min/HR data collection	1
3	Draft HR technical documents	4,800 min/draft HR technical document	1
4	Encode and update HR data	2,400 min/HR data encoding	12
5	Prepare HR documents and materials	480 min/HR document preparation	36
6	Review admin documents	240 min/HR document review	24

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Confirm if the activity was conducted in 2018(YES/NO)
1	Conduct manpower planning	40 hrs/yr	1	

E. HRIS Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Collect HR data	205.71 min/HR data collection	28
2	Draft HR technical documents	960 min/draft HR technical document	4
3	Encode and update HR data	132 min/HR data encoding	60
4	Perform data management activities	120 min/data management activity	72

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Confirm if the activity was conducted in 2018(YES/NO)
1	Monitor website activity	96 hrs/yr	1	
2	Update security and web content	72 hrs/yr	1	

F. Job Standards Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Administer HR processes	1,440 min/HR process	18
2	Collect HR data	480 min/HR data collection	22

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

G. Learning Delivery Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Annual workload statistics
1	Administer HR processes	1,440 min/HR process	1
2	Draft HR technical documents	856.22 min/draft HR technical document	37
3	Perform data management activities	960 min/data management activity	24
4	Provide technical and administrative support to HR processes	360 min/technical and admin support	36

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

H. Learning Design and Development

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Collect HR data	360 min/HR data collection	2
2	Draft HR technical documents	480 min/draft HR technical documents	12
3	Hold HR process meetings	480 min/HR process meeting	2
4	Prepare HR documents and materials	960 min/HR document preparation	20
5	Provide technical and administrative support to HR processes	480 min/technical and admin support	20

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

I. Organization Development Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Administer HR processes	1,028.57 min/HR process	42
2	Collect HR data	2,400 min/HR data collection	1
3	Draft HR technical documents	1,440 min/draft HR technical document	10
4	Prepare HR documents and materials	2,400 min/HR document preparation	1
5	Provide technical and administrative support to HR processes	427.37 min/technical and administrative support	57
6	Review HR documents	1,028.57 min/HR document review	20

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

J. Planning Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Annual workload statistics
1	Collect HR data	1,590 min/HR data collection	16
2	Draft HR technical documents	646.15 min/draft HR technical document	26
3	Perform data management activities	480 min/data management activity	12
4	Provide technical and administrative support to HR processes	480 min/technical and admin support	2
5	Review HR documents	2,400 min/HR document review	1

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

K. Policy Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Collect HR data	372 min/HR data collection	40
2	Draft HR technical documents	967.50 min/draft HR technical document	32
3	Provide technical and administrative support to HR processes	800 min/technical and admin support	12
4	Review HR documents	221.54 min/HR document review	13

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Confirm if the activity was conducted in 2018(YES/NO)
1	Conduct policy consultation meetings	192 hrs/yr	1	

L. Research Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Annual workload statistics
1	Encode and update HR data	960 min/HR data encoding	1

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

M. Strategic HR Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Annual workload statistics
1	Draft HR technical documents	2,400 min/draft HR technical document	1
2	Encode and update HR data	960 min/HR data encoding	1
3	Provide technical and administrative support to HR processes	480 min/technical and admin support	10
4	Review HR documents	2,400 min/HR document review	1

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Confirm if the activity was conducted in
1	Attend stakeholders' meetings	336 hrs/yr	
2	Staff & outsourced services supervision	30 min/day	
3	Administrative HR activities	5 hrs/yr	IPCR
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	28 hrs/month	bureau, division, team
8	Records management	4 hrs/week	
9	Correspondence	192 hrs/yr	
10	Attend feedback meetings	32 hrs/yr	
11	Monitor conduct of researches	960 hrs/yr	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Confirm if the activity was conducted in 2018(YES/NO)
1	Develop Job specifications and description	288 hrs/yr	1	

III. TECHNICAL PROFESSIONAL BAND (HRMO III, IV, MO IV)**A. Administrative Unit****Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Draft HR reports	480 min/HR report	4
2	Review and finalize plans, reports, policies and presentations	240 min/review	4
3	Review HR documents	8.94 min/HR document	1932

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

B. Career Management Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Facilitate HR processes	114.86 min/HR process	175
2	Facilitate stakeholders' meeting	1,440 min/stakeholders' meeting	4
3	Review and finalize plans, reports, policies and presentations	360 min/policy	8
4	Review HR documents	34.73 min/HR document	311

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

C. Career Planning Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Design HR services and programs	960 min/HR program design	2
2	Draft HR reports	576 min/HR report	5
3	Facilitate HR processes	532.60 min/HR process	73
4	Formulate HR plans	480 min/HR plan	20
5	Participate in HR process sessions	1,354.29 min/HR process session	21
6	Write policies, guidelines and issuances	1,440 min/policy	1

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Prepare success profiles of employees	160 hrs/yr	1	

D. HR Operations Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Design HR services and programs	2,400 min/HR program design	1
2	Facilitate HR processes	1,097.14 min/HR process	14
3	Formulate HR plans	1,440 min/HR plan	1
4	Review and finalize plans, reports, policies and presentations	1,440 min /review	1
5	Review HR documents	147.27 min/HR document	132

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Conduct manpower planning	40 hrs/yr	1	
2	Conduct panel interview	150 hrs/yr		

E. HRIS Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Expected Annual workload statistics
1	Draft HR reports	600 min/HR report	16
2	Review and finalize plans, reports, policies and presentations	480 min/review	4
3	Review HR documents	360 min/HR document	4

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Update data gathering tools in the HRIS	60 hrs/yr	1	

F. Job Standards Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Expected Annual workload statistics
1	Draft HR reports	2,400 min/HR report	1
2	Facilitate HR processes	1,440 min/HR process	18
3	Review HR documents	2,400 min/HR document	1

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Conduct PRIME Assessment	120 hrs/yr	1	
2	Draft competency rubrics	400 hrs/yr	1	
3	Review Workload activity standards	128 hrs/yr	1	

G. Learning Delivery Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Facilitate HR processes	1,440 min/HR process	2
2	Formulate HR plans	1,440 min/HR plan	1
3	Review and finalize plans, reports, policies and presentations	550 min/review	36

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Identify media channels	96 hrs/yr	1	

H. Learning Design and Development**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Design HR services and programs	720 min/HR program design	40
2	Facilitate HR processes	480 min/HR process	2
3	Formulate HR plans	480 min/HR plan	18
4	Review and finalize plans, reports, policies and presentations	390 min/review	32
5	Review HR documents	75 min/HR document	72

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Secure CPD approval from PRC	160 hrs/yr	1	

I. Organization Development Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Expected Annual workload statistics
1	Design HR services and programs	1,483.64 min/HR program design	11
2	Draft HR reports	560 min/HR report	12
3	Facilitate HR processes	699.18 min/HR process	98
4	Formulate HR plans	1,920 min/HR plan	1
5	Review and finalize plans, reports, policies and presentations	960 min/review	10
6	Review HR documents	480 min/HR document	1

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

J. Planning Unit

Workload Group 1 : Core Activities

	List of workload components	Activity standards	Expected Annual workload statistics
1	Facilitate stakeholders' meeting	480 min/stakeholders' meeting	2
2	Formulate HR plans	880 min/HR plan	6
3	Review and finalize plans, reports, policies and presentations	323.08 min/review	26

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Establish appropriate M&E Indicators	96 hrs/yr	1	

K. Policy Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Facilitate HR processes	480 min/HR process	4
2	Facilitate stakeholders' meeting	480 min/stakeholders' meetin	20
3	Review and finalize plans, reports, policies and presentations	366.32 min/review	38
4	Write policies, guidelines and issuances	1,287.27 min/policy	11

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Conduct policy consultation meetings	192 hrs/yr	1	

L. Research Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Draft HR reports	960 min/HR report	4
2	Facilitate stakeholders' meeting	480 min/stakeholders' meeting	4
3	Review and finalize plans, reports, policies and presentations	960 min/review	8
4	Write policies, guidelines and issuances	1440 min/policy	1

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

M. Strategic HR Unit**Workload Group 1 : Core Activities**

	List of workload components	Activity standards	Expected Annual workload statistics
1	Facilitate HR processes	1,360 min/HR process	36
2	Review and finalize plans, reports, policies and presentations	1,120 min/review	9

Workload Group 2: Support Activities

	Workload components	Category allowance factor	Expected activities
1	Attend stakeholders' meetings	176 hr/yr	
2	Staff supervision	1 hr/day	
3	Supervisory HR activities	34 hrs/yr	recruitment of staff, performance management (IPCR), staff orientation
4	Program Implementation Review (PIR)	24 hrs/yr	
5	Team building activity	8 hrs/yr	
6	General administrative activities	2 hrs/day	e-mail, calls, etc.
7	Attend internal meetings	20 hrs/ month	bureau, division, team
8	Technical Working Group (TWG) representation	8 hrs/month	

Workload Group 3: Additional Activities

	Workload components	Individual allowance factor	Number of staff	Expected activities
1	Meet with CSC, DBM and other agencies to report and calibrate rewards and recognition policies and practices	48 hrs/yr	1	

Annex 7

WISN Tool Snapshots: Staffing Comparison per Cadre by Unit

Administrative Support Band

Type of Staff	A. Existing Staff	B. Calculated Requirement	C. Difference in Staff (A-B)	D. WISN Ratio (A/B)
Administrative Unit		4	-4.34	0.00
Career Management		2	-1.62	0.00
Career Planning Unit		2	-1.31	0.00
HR Operations Unit		3	-3.08	0.00
HRIS Unit		0	0	0.00
Job Standards Unit		2	-1.69	0.00
Learning Delivery Unit		2	-1.31	0.00
Learning Design and Developme...		1	-0.35	0.00
Organization Development Unit		4	-3.46	0.00
Planning Unit		1	-0.62	0.00
Policy Unit		2	-1.96	0.00
Research		1	-0.23	0.00
Strategic HR Unit		1	-0.31	0.00

Technical Support Band

Type of Staff	A. Existing Staff	B. Calculated Requirement	C. Difference in Staff (A-B)	D. WISN Ratio (A/B)
Administrative Unit		1	-0.69	0.00
Career Management		1	-0.76	0.00
Career Planning Unit		2	-1.31	0.00
HR Operations Unit		10	-10.41	0.00
HRIS Unit		2	-2.18	0.00
Job Standards Unit		3	-3	0.00
Learning Delivery Unit		6	-5.77	0.00
Learning Design and Development		3	-3.15	0.00
Organization Development Unit		10	-9.54	0.00
Planning Unit		4	-4.23	0.00
Policy Unit		5	-4.89	0.00
Research		1	-0.01	0.00
Strategic HR Unit		2	-1.72	0.00

Technical Professional Band

Type of Staff	A. Existing Staff	B. Calculated Requirement	C. Difference in Staff (A-B)	D. WISN Ratio (A/B)
Administrative Unit		2	-1.75	0.00
Career Management		4	-3.5	0.00
Career Planning Unit		8	-7.52	0.00
HR Operations Unit		4	-3.79	0.00
HRIS Unit		2	-1.18	0.00
Job Standards Unit		3	-3.25	0.00
Learning Delivery Unit		3	-2.23	0.00
Learning Design and Developme...		5	-5.1	0.00
Organization Development Unit		9	-9.17	0.00
Planning Unit		2	-1.39	0.00
Policy Unit		4	-3.62	0.00
Research		2	-1.33	0.00
Strategic HR Unit		5	-5.28	0.00

Annex 8

Detailed Benchmark Information Between DOH Philippines, DSWD Philippines, and MOH Malaysia

Variables	DOH Philippines ³⁰	DSWD Philippines ³¹	MOH Malaysia ³²
National Universal Health Care	Yes		Yes
Levels of Government	Devolved	Devolved	Federal
HR Office(s)	HHRDB (Health Human Resource Development Bureau) and PAD (Personnel Administration Division)	Social Welfare Institutional Development Bureau and Human Resource Management and Development Service	Human Resource Division
HR Office(s) Manpower Complement	94	197	267
Organizational Manpower Complement	74,080*	27,667*	28,604**
Country Population	107,834,99**		32,382,298**

³⁰ Data provided by the Department of Health, April 2019

³¹ Data provided by the Department of Social Welfare and Development, May 2019

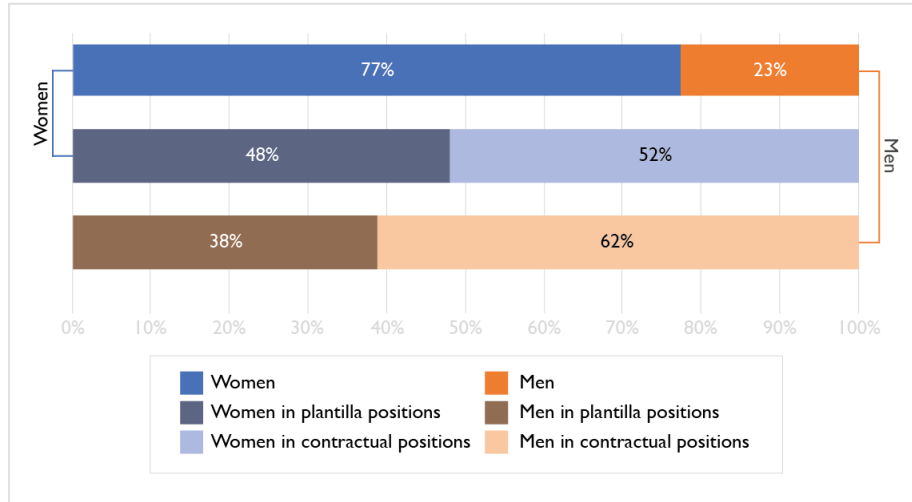
³² http://www.searo.who.int/entity/human_resources/data/ino_profile.pdf

Annex 9

Gender Distribution

There are, likewise, observations using gender analysis that provide workforce-related insight for future staffing. The table below (Figure 2) presents an analysis showing that women's share of employment in HHRDB is high, with an estimated 77% of women staff composition. Women are considerably employed more in plantilla positions than men in the bureau, as well. In both genders, more staff are employed in contractual positions (52% of women in HHRDB are contractual; 62% of men in HHRDB are contractual).

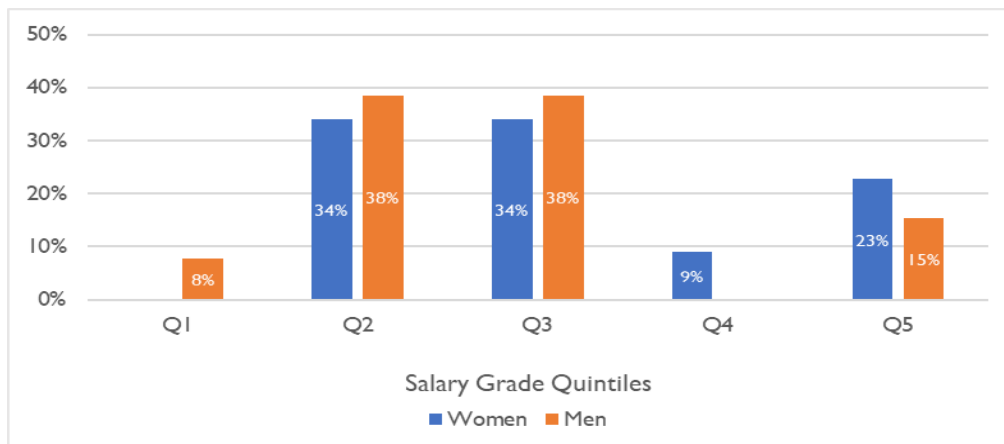
Figure 2. Distribution of HHRDB Personnel by Gender and Position Classification



Position classification refers to plantilla and contractual positions. Total bar stocks for position classifications are based on percentage share of gender, not absolute value. **Source:** DOH HHRDB

In terms of the gender pay gap, the following table compares the composition of women and men in HHRDB staffing in five equal categories (quintiles) of salary grades (SG) from SG 1 to SG 27. Both women and men are mostly found in SG quintiles 2 and 3 which are mid-level SGs. For the highest quintile (SG 22-27), there are more women than men, both in percentage share and absolute value, that are paid higher in the bureau. However, women represent a higher percentage in the lowest quintiles, and present director position is held by a man. (Figure 3)

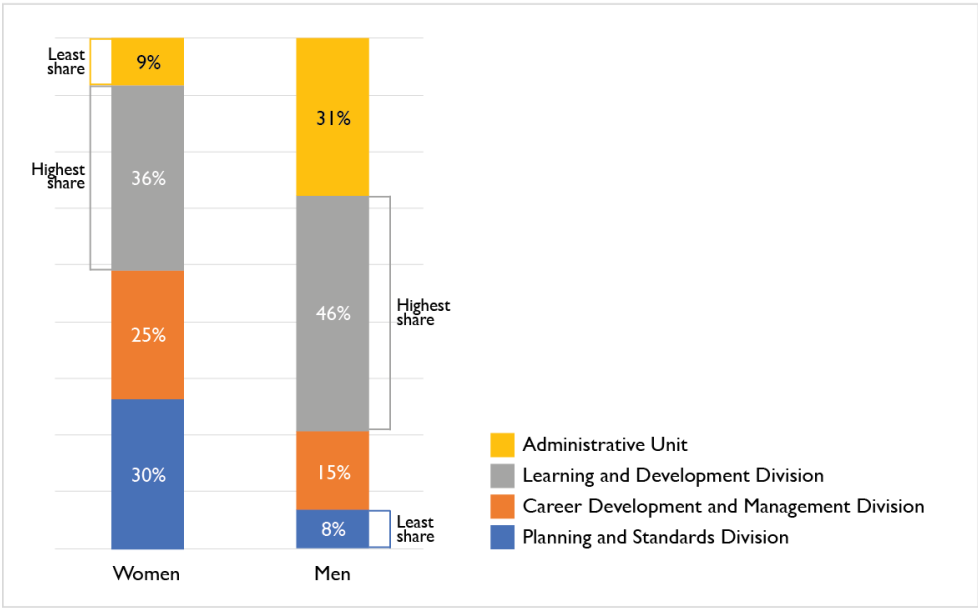
Figure 3. Distribution of HHRDB Personnel by Gender and Salary Grades in Quintiles



Salary Grade (SG) Quintiles (Q) are as follows: Q1: SG 1-6; Q2: SG 7-11; Q3: SG 12-16; Q4: SG 17-21; Q5: SG 22-27. Total bar stocks are based on percentage share of gender, not absolute value. **Source:** DOH HHRDB

The occupational gender segregation in the bureau can also be analyzed by comparing where women’s and men’s percentage share are found the highest and the least in the succeeding table. For both women and men, they are found to be the highest in the learning and development division. This can be helpful in ensuring that women’s and men’s learning and development needs are addressed by the bureau. With regards to the least percentage share per gender, women are found the least in the administrative unit, while men are the least in the planning and standards division. This is contrary to gendered stereotypes on occupational segregation where men crowd planning sections of public office, and on the other hand, women in the administrative sections of public office. (Figure 4)

Figure 4. Distribution of HHRDB Personnel by Gender and Division



Total bar stocks are based on percentage share of gender, not absolute value. Highest share = division with highest % per gender. Least share = division with lowest % per gender. **Source:** DOH HHRDB



A nurse at Datu Sakilani Memorial Hospital in Bongao, Tawi-tawi, a USAID pilot site for staffing and workload analysis, administers medication to patients. Photo Credit: Blue Motus, Chemonics International

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About HRH2030

HRH2030 strives to build the accessible, available, acceptable, and high-quality health workforce needed to improve health outcomes.

Goal

To build the capacity of the Government of the Philippines towards a strengthened health workforce to improve family planning, maternal and child health (FP/MCH), and tuberculosis (TB) services.

Program Objectives

1. Improve health workforce planning and systems with a focus on FP/MCH and TB.
2. Strengthen FP/MCH and TB performance management and development.
3. Advance the use of data for human resources for health decision-making at central and regional levels.

Target Areas

Department of Health (DOH) central level and select regional and service delivery network pilot sites.



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