



GUIDEBOOK

FOR

REORGANIZATION FOR GOCCs

INTRODUCTION

Republic Act (R.A.) No. 10149 mandates the Governance Commission to ascertain the need to reorganize or rationalize GOCCs in order to align their operations with the country's overall goals.¹

GCG Memorandum Circular No. 2015-04 provides guidelines on the reorganization, rationalization, and personnel planning in the GOCC Sector.

This Guidebook provides clarifications on the procedure under GCG MC No. 2015-04, and prescribes forms for GOCCs.

LIST OF ACRONYMS

BM	Branch Model
CBA	Cost-Benefit Analysis
CL	Career Level
CMT	Change Management Team
CSA	Current State Assessment
DF	Design Framework
MO	Memorandum Order
OS	Organizational Structure
OSSP	Organizational Structure and Staffing Pattern
OSSP-CL	Organizational Structure and Staffing Pattern with Career Leveling
PP	Participatory Process
RP	Reorganization Plan
SAP	Strategic Action Plan
SP	Staffing Pattern
TWG	Technical Working Group
WAP	Workforce Analysis and Planning

¹ Section 5(a), R.A. No. 10149

PROCEDURE

I. PREPARATION AND SUBMISSION OF THE REORGANIZATION PLAN

	MILESTONES	OUTPUT
STEP 1	Governing Board Directive to Undergo Reorganization	Annex 1: Board Resolution Directing the Commencement of the Reorganization and Providing Its Governance Structure
STEP 2	Constitution of Change Management Team (CMT) <ul style="list-style-type: none"> • Establish Mechanism for Participatory Process (PP) 	Annex 2: Official List of CMT Members Annex 3: Documentation of Participatory Process
STEP 3	Organizational Assessment <ul style="list-style-type: none"> • Current State Assessment (CSA) • Workforce Analysis and Planning (WAP) 	Annex 4: Current State Assessment Report Annex 5: Workforce Analysis and Planning Report
STEP 4	Cost-Benefit Analysis (CBA)	Annex 6: Cost-Benefit Analysis Report
STEP 5	Formulation of the Design Framework (DF)	Annex 7: Design Framework
STEP 6	Crafting of Organizational and Staffing Design <ul style="list-style-type: none"> • Development of Proposed Organizational Structure and Staffing Pattern (OSSP) • Career Leveling • Development of Proposed Branch Model (BM) 	Annex 8: OSSP-CL Master Data (Soft Copy) Annex 9: Official OSSP-CL Annex 10: Existing Organizational Structure Annex 11: Proposed Organizational Structure Annex 12: Functional Description of All Organizational Units Annex 13: Job Description of Proposed (Retained and New) Position Titles Annex 14: Branch Model
STEP 7	Strategic Action Planning (SAP)	Annex 15: Strategic Action Plan
STEP 8	Approval of the Reorganization Plan by the Governing Board	Annex 16: Endorsement of Change Management Team

	MILESTONES	OUTPUT
		Annex 17: Board Resolution Approving the Reorganization Plan
STEP 9	Creation of the Technical Working Group (TWG)	Annex 18: Official List of TWG Members
STEP 10	Endorsement of the Supervising Agency to the GCG	Annex 19: Memorandum of Endorsement by the Supervising Agency

NOTE: The above steps capture the common activities carried out in the preparation for organizational restructuring. For Steps 3-6, GOCCs are not constrained to strictly follow the prescribed chronology but are encouraged to accomplish the activities with flexibility.

II. APPROVAL OF THE REORGANIZATION

STEP 11	Submission to and Preliminary Evaluation of the GCG
STEP 12	Conduct of Negotiations between GOCC TWG and GCG <ul style="list-style-type: none"> • RP Presentation to the GCG • Negotiation on the Organizational Structure • Negotiation on Staffing Pattern and Career Leveling
STEP 13	Issuance of Memorandum Order (MO) Approving the Reorganization

III. IMPLEMENTATION OF THE REORGANIZATION

Submission of Implementation Progress Report	Form 1: Progress Report
Applications for Conditional Authority under Operational Flexibility Clause	Form 2: Changes in Scope of Responsibilities and Reporting Lines Form 3: Changes in Staffing Form 4: Changes in Titles of Organizational Units and Executives Form 5: Changes in Career Pathing Form 6: Scrap and Build Plan Form 7: Transfer of Personnel Form 8: Reduction of Workforce Form 9: Abolition of Coterminous to the Incumbent Positions Form 10: Creation, Reclassification, or Closure of Branches

NOTE: Annexes and Forms listed in this Guidebook are to be used in lieu of Sections 3.1.1, 4.1, 4.3, 8 and 10 of GCG MC No. 2015-04 referring to “forms in the Citizens’ Charter of the GCG website”

IV. PREPARATION AND SUBMISSION OF THE REORGANIZATION PLAN

STEP 1: Governing Board Directive to Undergo Reorganization

- 1.1. The GOCC must formally adopt and issue a Board Resolution approving the commencement of the reorganization.

What is the difference between Rationalization and Reorganization?

“Reorganization” or “rationalization” in its ordinary meaning refers to any substantial modification to the Organizational Structure and Staffing Pattern of the GOCC.

“Reorganization” in its technical meaning refers to reorganization under R.A. No. 6656.

“Rationalization” in its technical meaning refers to E.O. No. 366 s. 2004.

“Reorganization” and “rationalization” under this Memorandum Circular refer to the ordinary meaning of “reorganization” and “rationalization”, and not to technical meanings under R.A. No. 6656 and under E.O. No. 366 s. 2004.

Do the provisions of R.A. No. 6656 and E.O. 366 apply to reorganization under the Memorandum Circular?

No.

Does any modification to the Organizational Structure and Staffing Pattern constitute Reorganization?

No. Isolated changes in the Organizational Structure or Staffing Pattern do not constitute Reorganization.

- 1.2. The Board Resolution must also provide for the Governance Structure, pursuant to Section 3.2.2.b of the GCG MC No. 2015-04.

What is Governance Structure?

The Governance Structure ensures the orderly and efficient planning and implementation of the Reorganization Plan by:

1. Defining boundaries of decision-making;
2. Ensuring participatory planning and implementation by establishing the CMT;
3. Authorizing the CMT to perform all necessary undertakings under GCG MC No. 2015-04; and
4. Establishing and authorizing TWG to negotiate organizational and staffing design with GCG.

- 1.3. The Board Resolution must also provide the Guiding Principles of the Reorganization.

What are Guiding Principles?

The Guiding Principles spell out in general terms the norms representing what is desirable in the organization, and how the reorganization can help achieve these norms.

The GOCC may consider the following questions in the formulation of the Guiding Principles:

1. *What objectives does the GOCC want to attain through its reorganization?*
2. *How will the reorganization plan support the thrusts of the government?*

3. *What is the optimal state of the GOCC?*
4. *How will the reorganization help the employees?*
5. *How will the GOCC conduct its reorganization plan?*

Examples:

- A. *Focus government efforts on the exercise of its fundamental functions of establishing and providing the appropriate social, political and economic environment within which development can prosper;*
- B. *Transform the bureaucracy into an effective and efficient institution for the delivery of core public services; and*
- C. *Ensure the long term sustainability of core government services through resource mobilization and cost-effective public expenditure management.*

STEP 2: Constitution of Change Management Team (CMT)

2.1. The Governing Board and Management shall create a Change Management Team (CMT), which shall be in charge of the following:

- (a) Establishment and implementation of the Participatory Process to be employed in the Reorganization Plan (see 2.3);
- (b) Establishment of a grievance machinery;
- (c) Preparation of the reorganization plan; and
- (d) Implementation of the reorganization.

NOTE: The Official List of CMT Members (Annex 2) is referenced in the Board Resolution Directing the Commencement of the Reorganization and Providing Its Governance Structure (Annex 1). Hence, Annex 2 is an integral part of Annex 1.

2.2. The GOCC's Human Resource unit shall act as the secretariat of the CMT to ensure proper documentation of the planning and implementation of the RP.

What is the difference between Change Management Team and Technical Working Group?

As to the nature of functions, the Change Management Team is in charge of the development of the Reorganization Plan, while the Technical Working Group is in charge of negotiating adjustments to the Reorganization Plan with the GCG.

As to the time of constitution, the Change Management Team is constituted at the commencement of the Reorganization process, while the Technical Working Group is constituted after the Governing Board approves the filing of the Reorganization Plan with the GCG.

As to composition, the Change Management Team is composed of officers and employees, including representative/s from the GOCC's accredited union/s, while the Technical Working Group is a subset of the Change Management Team, composed only of officers representing GOCC's management.

2.3. Establish Mechanism for Participatory Process

The Participatory Process ensures that Officers and Employees of the GOCC have been given the opportunity to participate in the decision-making process of the organization concerning their Reorganization Plan.

2.3.1. The CMT shall establish and implement the Participatory Process in a manner that ensures meaningful consultation of employees and key stakeholders (e.g. Customers) on matters such as the overall objectives,

performance standards for staffing models, selection criteria for personnel changes, and other broad parameters as may be defined by the Governing Board through the Management.

2.3.2. The Participatory Process may be accomplished through surveys, focus group discussions, town hall sessions and/or other processes deemed proper by the Governing Board. The CMT shall develop the process in consultation with the duly recognized union, unless the latter unreasonably fails or refuses to participate in the consultation.

2.3.3. *The CMT shall include sufficient documentation of activities undertaken for this procedure in the submission of their reorganization plan.* Failure to include such documents of the Participatory Process (e.g. sample survey, survey results, minutes and attendance records of important meetings with the union) and how the same were duly considered by the CMT and the Board will be ground for automatic rejection of a GOCC's proposal for reorganization / rationalization. In the event that the duly accredited union unreasonably fails or refuses to participate, the CMT shall still explore other means of conducting Participatory Process with the employees and key stakeholders.

STEP 3: Organizational Assessment

3.1. Current State Assessment

Identification of organizational needs is necessary in setting the context for talent and structure assessment. Employee development and organizational effectiveness ensue when alignment between individual interest and organizational requirements are clearly aligned. The foremost objective of the Current State Assessment is to surface the changing requirements, skills and knowledge needed by the organization is the foremost objective of the current state assessment (MIT Human Resources, n.d.).

The analysis must contain a gap analysis of the desired conditions and the current state of the organization. It is also recommended that the gap analysis involve quantitative and qualitative reports.

In the conduct of the Current State Assessment, the GOCC may consider the following activities and tools:

Is there a need for a third party to conduct the Current State Assessment?
 Yes, the GCG requires GOCCs to acquire a third party to assess the current state of the organization. This would assist the GOCC and the GCG prior to negotiations on developing an objective and accurate basis in determining the appropriate reorganization/ rationalization plan.

Under Section 9 of GCG MC No. 2015-04 on Retained Expertise, is there a GCG-accredited list of reputable HR consulting firms, companies or individual consultants?
 At present, there is no GCG process of accreditation of reputable HR consulting firms, companies or individual consultants.

ASPECT	ACTIVITY/TOOLS/ FRAMEWORK
Business Strategy	<ul style="list-style-type: none"> • Review of GOCC mandate, strategic plans, performance indicators and charter statement (mission, vision and core values) • Interview of customers/ stakeholders • Interview of GOCC employees and executives

ASPECT	ACTIVITY/TOOLS/ FRAMEWORK
	<ul style="list-style-type: none"> • Maturity Analysis
Size and Structure	<ul style="list-style-type: none"> • Description and analysis of the complexity (functional separation), formality (lines of control and responsibility), participation (decision making) and communication (information flow) (Mind Tools, n.d.)
Environment	<ul style="list-style-type: none"> • SWOT Analysis • PESTLE Analysis
Systems ² and Controls	<ul style="list-style-type: none"> • Description of the activities being done by the Organizational Unit • Review of Industry Best Practices • Value Chain Systems

However, nothing herein shall preclude the GOCCs from adopting other tools or activities that will assist them in the conduct of their Current State Assessment.

3.2. Workforce Analysis and Planning (WAP)

WAP is an assessment of the existing workforce and future workforce needs of an organization. It has three components:

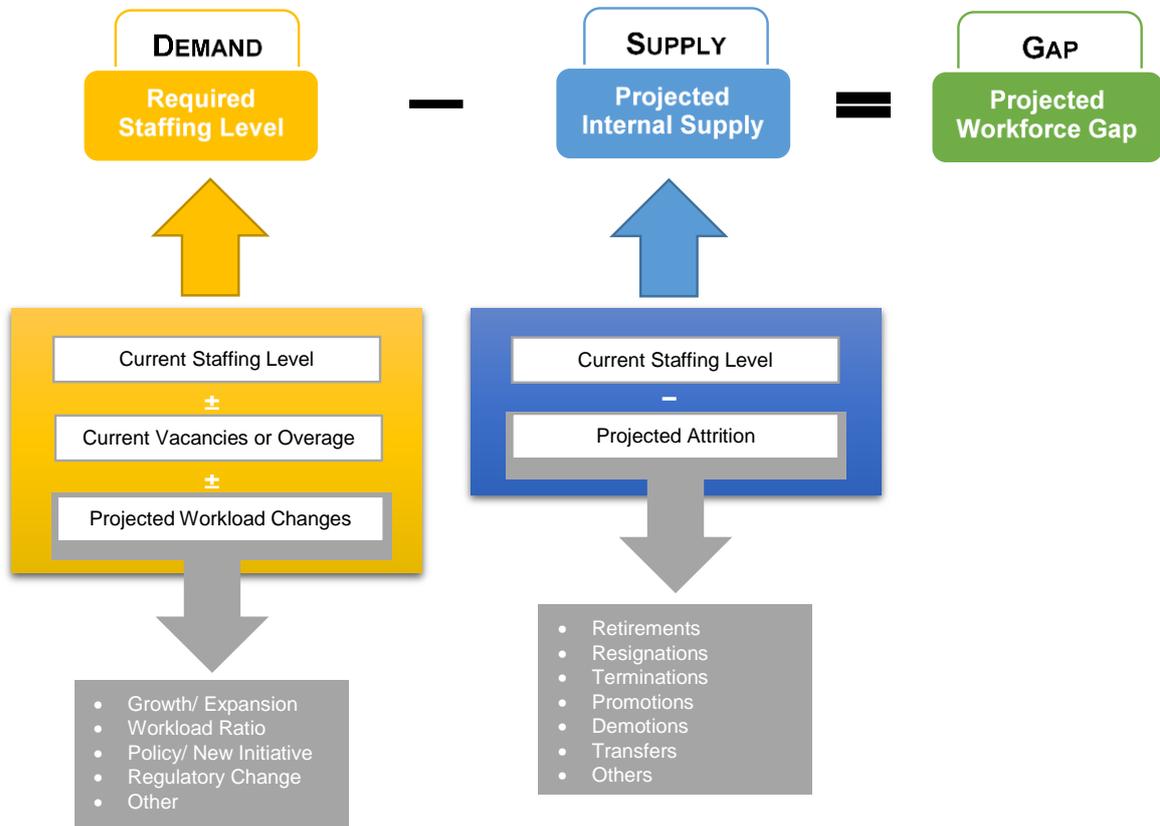
- (a) Supply Analysis – is an analysis of existing employee data.
- (b) *Demand Analysis* – is an assessment of future workforce needs. This requires identifying job characteristics, and estimating future workforce needs based on these characteristics.
- (c) *Gap Analysis* – is a comparison of the results of the supply analysis and demand analysis. The gap refers to the level of workforce needs for the next **five (5) years** which is not yet addressed by existing workforce resources.

Analyses include, but are not limited, to the following:

- (1) Profile of officers and employees (i.e. age, sex, length of service, etc.)
- (2) Mobility within the organization
- (3) Turnover rates
- (4) Retention rates
- (5) Vacancy patterns
- (6) Retirement patterns
- (7) Promotion patterns
- (8) Workload patterns
- (9) Leave patterns – sick leave, long service leave, family and parental leave
- (10) Time taken to recruit

² The McKinsey 7S Framework defines Systems as “the daily activities and procedures that staff members engage in to get the job done.” (Mind Tools. n.d.)

- (11) Skills shortage and oversupply
- (12) Employment market and competition
- (13) Exit interviews
- (14) Employee perception survey results
- (15) Customer service survey results



When was the GCG MC No. 2015-04 published in a newspaper of general circulation?

It was published in the Manila Standard on 30 July 2015. Accordingly, the 3 month deadline for the required workforce analysis report is on **30 October 2015**.

Are all GOCCs required to submit Workforce Analysis?

The following GOCCs need to submit the workforce analysis report:

1. Those that intend to file a Reorganization Plan under GCG MC No. 2015-04; and,
2. Those that wish to avail of the Operational Flexibility Clause under Section 4.1, GCG MC No. 2015-04.

STEP 4: Cost-Benefit Analysis of the Reorganization

The cost-benefit analysis includes monetary benefits (e.g., savings from abolished positions and improved operational efficiency, additional profit from operational expansion, etc.) and monetary costs (e.g., payment of separation pay to affected personnel, creation of additional branches, training costs to address competency gap, etc.) entailed in implementing the Reorganization Plan.

STEP 5: Formulation of the Design Framework (DF)

- 5.1. The Design Framework identifies the performance results of the reorganization. It is in the form of a scorecard, but it contains performance indicators and targets *specifically* to measure the success of the reorganization. It is an indication that the reorganization is pursued with *bona fide* intent and with legitimate business interests.
- 5.2. The success indicators and targets must address the issues identified in the Current State Analysis Report.
- 5.3. The Design Framework should not be confused with the Performance Evaluation System (PES).

STEP 6: Crafting of Organizational and Staffing Design

6.1. *Development of the Proposed Organizational Structure and Staffing Pattern (OSSP)*

Guided by the DF, and the results of the CSA and WAP, the CMT shall begin the designing and development of its OSSP, which has three (3) parts:

6.1.1. Organizational Structure

The GOCC shall design its OS based on the following elements:

- (a) Organizational units
- (b) Reporting lines
- (c) Levels of hierarchy

6.1.2. Staffing Pattern

The GOCC shall design its SP based on the following elements:

- (a) Organizational Unit
- (b) Position Title
- (c) Career Path
- (d) Salary Grade
- (e) Number of Plantilla Items
- (f) Parameters for the Creation of additional items
- (g) Qualification Standards

What is Career Pathing?

Career pathing is intended to provide GOCCs flexibility in hiring and promotions without a change in the number of plantilla positions for the unit concerned. Incumbent personnel may be promoted provided that he or she meets the qualification standards of the new rank as reflected in the reorganization / rationalization approved by GCG.

Plantilla /Item	Career Path	Job Grade	Qualification Standards
Finance Officer(I-III) Item No. 12.001	Finance Officer III	10	Relevant Bachelor's Degree; 4 years relevant work experience
	Finance Officer II	9	Relevant Bachelor's Degree; 2 years relevant work experience
	Finance Officer I	8	Relevant Bachelor's Degree

In the example above, only one person will occupy the plantilla item but he or she may be hired at different levels. If an incumbent, he or she may also be promoted. Career Path involving a change of job grades only pertains to non-senior positions in the Customer, Professional, Technical, General Staff and Labor career bands.

Career Pathing may only be applied in the GOCC's reorganization plan after presenting an **approved** competency framework and appropriate performance standards on an individual level. Its implementation must also not result in a job or salary distortion vis-à-vis other similarly situated individuals in the organization.

What is the difference between Corporate Treasurer and Head of Treasury Department?

A Corporate Treasurer is a corporate officer, while the head of treasury department is a regular employee (albeit high-ranking and managerial).

A Corporate Treasurer need not have a plantilla item, while the head of treasury department is a plantilla position.

A Corporate Treasurer is appointed by the Board, while the head of treasury department is appointed in the same manner as all other managers in the corporation.

A corporate officer is one which is created by the Charter, By-Laws or the Board of Directors, while a regular employee position is created through the approval of a plantilla.

Can the head of the treasury department also be the Corporate Treasurer?

Under Section 21.2 of the Code of Corporate Governance for GOCCs, the Chief Finance Officer may also be the Corporate Treasurer.

If the head of treasury department reports to the Chief Finance Officer, the head of treasury department may not act as the Corporate Treasurer.

If the head of treasury department is, at the same time, the Chief Finance Officer, the head of treasury department may act as the Corporate Treasurer.

6.1.3. Career Band, Career Level and Job Grade

The GOCC shall undertake Career Leveling based on the following elements:

- a) Career Band
- b) Career Level
- c) Job Grade

Career leveling will be discussed in-depth in the next Step.

6.2. **Assigning Career Band, Career Level and Job Grade**

6.2.1. Classification of GOCC by Overall Size

In order to properly determine the Career Level of its executives, the GOCC shall determine its size based on the following dimensions:

- 6.2.1.1. Company Financials - GOCCs shall have a grade based on the average Total Revenues over the last three (3) years as reported in their audited financial statements:

GOCC GRADE	FINANCIAL RANGE (₱)
16	< 3.0 billion
17	≥ 3.0 billion and < 6.5 billion
18	≥ 6.5 billion and < 22.0 billion
19	≥ 22.0 billion and < 43.5 billion
20	≥ 43.5 billion and < 87.5 billion
21	≥ 87.5 billion and < 218.0 billion
22	≥ 218.0 billion and < 436.5 billion
23	≥ 436.5 billion and < 2.0 trillion
24	≥ 2.0 trillion and < 4.0 trillion
25	≥ 4.0 trillion

- 6.2.1.2. Number of Full-Time Equivalent Employees - GOCCs shall have a grade based on the number of FTE Employees as follows:

GOCC GRADE	No. of FTE EMPLOYEES
16	Up to 89
17	90 to 240
18	241 to 620
19	621 to 1,600

GOCC GRADE	No. of FTE EMPLOYEES
20	1,601 to 4,100
21	4,101 to 10,600
22	10,601 to 27,500
23	27,501 to 75,000
24	75,001 to 200,000
25	More than 200,000

6.2.1.3. Geographical Scope and Business Complexity - The grade for the GOCC's Geographical Scope and Business Complexity shall be determined as follows:

SCOPE	Global	20	22	24
	International	19	21	23
	Domestic	16	18	20
		Low	Medium	High
BUSINESS COMPLEXITY				

A. Geographical Scope –

- (a) Domestic if majority of operations are based in a single country or a small cluster of countries within one region
- (b) International if the organization is characterized by *multi-function* operations across an entire region or in several countries in two continents.
- (c) Global if the majority of functions are represented across three or more continents.

All GOCCs are automatically classified as domestic unless there is clear and substantial basis to classify the GOCC's actual operations otherwise.

B. Business Complexity/Diversity – The complexity of a GOCC's business operations shall be determined on two levels, to wit:

- (a) First Level (Control), whether the GOCC Governing Board maintains end to end control of how it will exercise its business judgment in engaging in such activities and does not rely on another GOCC for setting policy and/or strategy.
- (b) Second Level (Operations), if the GOCC's operations involve

CLASSIFICATION	AVERAGE GRADE
Medium	17 to 18
Large	19 and Up

6.2.2. Assigning Career Band

Career bands are categorizations or groupings of jobs that are similar based on their responsibilities within the organization, which help assess the contribution of the role to the organization. Based on industry practice, positions are generally categorized into the seven (7) career bands, namely, Executives (EX), Supervisory/Management (M), Customer/Client Management & Sales (S), Professional (P), Technical Support (T), General Staff (G), and Labor (L).

The GOCC shall assign each position to their respective Career Bands, guided by the descriptions below:

MANAGEMENT	
Executive (EX)	<ul style="list-style-type: none"> Typically, the most senior level within a major function who is primarily involved in the development, evolution and approval of long-term vision across a market function, division, region, or country Typically, one down of CEO/President/Business Unit Heads May be a board or executive committee member or will have a comparable level of influence Impacts broader organization performance directly Main focus is on strategy setting (either for the entire organization or a major function/division of the organization)
Supervisory/ Management (M)	<ul style="list-style-type: none"> Implements organization strategies through the effective direction and management of resources Sets discipline or area strategy consistent with established organization strategies Focused on policy making and/or implementation, ensuring compliance with organization policies Accountable for managing people, setting direction and deploying resources Accountable for business, functional, or operational areas, processes, or programs
INDIVIDUAL CONTRIBUTOR	
Customer/Client Management & Sales (S)	<ul style="list-style-type: none"> Primarily involved in direct contact with customers/clients to acquire new business or develop existing business or accounts Participates in sales presentations, developing bids, and responding to proposals At senior levels, likely to set/negotiate product/service terms (contracts) A portion of their compensation is likely to be based on sales results
Professional (P)	<ul style="list-style-type: none"> Work is primarily achieved by an individual or through project teams Roles that are typically filled by qualified professionals who are expected

	<p>to use their judgment to apply expertise gained through education and/or experience</p> <ul style="list-style-type: none"> • Roles that are expected to work independently with minimal supervision • Progression within the career band is defined by increasing depth of professional knowledge, project management, and ability to influence others • Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts • Typically requires mastery of a specialized field of expertise related to a professional qualification which may be in the form of a professional certification (e.g., Engineers, CPA, etc.)
Technical Support (T)	<ul style="list-style-type: none"> • Performs technical tasks required to support ongoing business operations (e.g., technicians, IT administrators) • Requires vocational training or the equivalent experience, but does not require a university degree • Skilled technician in a hands-on environment, often highly specialized
General Staff (G)	<ul style="list-style-type: none"> • Supports the business through performing clerical/administrative support tasks • Work is typically rule-based, covered by standard operating procedures, and jobholder has very limited opportunity to deviate from agreed processes and standards • Requires vocational training or the equivalent experience, but does not require a university degree
Labor (L)	<ul style="list-style-type: none"> • Performs operational, craft or manual tasks • Performs tasks according to established procedures, with limited opportunity for independent decision-making • Typically performs unskilled or semi-skilled work

6.2.3. Assigning Career Level

Career Level, also known as Job Level, determines the relative value of a job in an organization. Career Leveling ensures alignment across functions and families.

After determining the Career Band of each position, the GOCC shall then assign the position to its respective Career Level. The GOCC shall be guided by the descriptions provided in Appendix A.

6.3. ***Development of Proposed Branch Model***

The Branch Model provides the classification of branches and the standard staffing pattern of each classification. It also provides the criteria for reclassification, creation and closure of branches.

This pertains to the standardized requirement for GOCCs with branch, region, or district office/operation. It serves as a guide in determining the minimum staffing requirement of a branch, region, or district office using the parameters set by the GOCC.

What is a branch?

A branch is an operating unit which has two elements:

- It is distributed geographically for the purpose of extending services to specific geographical locations; and
- Its organizational design and functions are merely iterated/replicated across different geographical locations, the only variability being its size.

Does the branch model apply to other units operating locally?

Yes. A branch includes: (1) regional offices, (2) provincial offices, (3) field offices, (4) service offices, (5) local centers, and others of similar nature.

STEP 7: Strategic Action Planning (SAP)

The GOCC shall design a Strategic Action Plan in order to implement their Reorganization Plan. The SAP shall include the following minimum requirements:

- (a) Timeline of implementation
- (b) Communication plan
- (c) Transition plan

STEP 8: Approval of the Reorganization Plan by the Governing Board

8.1. *Submission of Reorganization Plan to the Governing Board*

Upon finalization of the Reorganization Plan, the CMT shall endorse and present the Reorganization Plan to the GOCC Governing Board for final approval. Consensus of all CMT members is not required.

8.2. *Approval of the Reorganization Plan by the Governing Board*

The Governing Board shall approve the Reorganization Plan duly endorsed and presented by the CMT.

STEP 9: Creation of the Technical Working Group (TWG)

The Technical Working Group is a subset of the Change Management Team, composed only of officers representing GOCC's management. It is in charge of negotiating adjustments to the Reorganization Plan with the GCG. The TWG is constituted after the Governing Board approves the filing of the Reorganization Plan with the GCG.

STEP 10: Endorsement of the Supervising Agency to the GCG

After the approval of the Reorganization Plan, the Governing Board shall request for the endorsement of the Supervising Agency.

Does the signature of the Secretary of the Supervising Agency in the Board Resolution suffice as Endorsement of the Supervising Agency?

In cases where the Board Resolution is signed by the Secretary of the Supervising Agency sitting as *Ex Officio* member, a separate endorsement is no longer necessary.

If the Board Resolution is signed by the *Ex Officio* alternate, a separate endorsement from the Secretary is necessary.

Which GOCCs are not covered by this Step?

1. Subsidiaries; and
2. GOCCs attached by default to the Office of the President

V. APPROVAL OF THE REORGANIZATION

STEP 11: Submission to and Preliminary Evaluation of the GCG

The GOCC shall submit a complete set of Reorganization Plan annex's and forms as provided in this Guidebook.

The GOCC must submit the following copies of the Reorganization Plan together: (a) Hard Copies; and (b) Soft Copies in USB

Soft copies of the Reorganization Plan documents must have the following formats:

Checklist of Reorganization Plan	Format
Annex 1: Board Resolution Directing the Commencement of the Reorganization and Providing Its Governance Structure	Scanned Copy
Annex 2: Official List of CMT Members	Scanned Copy
Annex 3: Documentation of Participatory Process	Scanned Copy
Annex 4: Current State Assessment Report	MS Word or PDF
Annex 5: Workforce Analysis and Planning Report	MS Word, MS Excel or PDF
Annex 6: Cost-Benefit Analysis Report	MS Word or MS Excel
Annex 7: Design Framework	MS Word or MS Excel
Annex 8: OSSP-CL Master Data (Soft Copy)	MS Excel
Annex 9: Official OSSP-CL	MS Excel
Annex 10: Existing Organizational Structure	MS Excel, MS Word, or MS PowerPoint
Annex 11: Proposed Organizational Structure	MS Excel, MS Word, or MS PowerPoint
Annex 12: Functional Description of All Organizational Units	MS Word or MS Excel

Annex 13: Job Description of Proposed (Retained and New) Position Titles	MS Word or MS Excel
Annex 14: Branch Model	MS Word or MS Excel
Annex 15: Strategic Action Plan	MS Word, MS Excel or PDF
Annex 16: Endorsement of Change Management Team	Scanned Copy
Annex 17: Board Resolution Approving the Reorganization Plan	Scanned Copy
Annex 18: Official List of TWG Members	Scanned Copy
Annex 19: Memorandum of Endorsement by the Supervising Agency	Scanned Copy
Form 1: Progress Report	MS Word, MS Excel or PDF
Form 2: Changes in Scope of Responsibilities and Reporting Lines	MS Word or MS Excel
Form 3: Changes in Staffing	MS Word or MS Excel
Form 4: Changes in Titles of Organizational Units and Executives	MS Word or MS Excel
Form 5: Changes in Career Pathing	MS Word or MS Excel
Form 6: Scrap and Build Plan	MS Word or MS Excel
Form 7: Transfer of Personnel	MS Word or MS Excel
Form 8: Reduction of Workforce	MS Word or MS Excel
Form 9: Abolition of Coterminous to the Incumbent Positions	MS Word or MS Excel
Form 10: Creation, Reclassification, or Closure of Branches	MS Word or MS Excel

If the Reorganization Plan is insufficient as to form, it shall be returned without action to the GOCC if the deficiency is not cured within 15 calendar days from the date of initial filing.

If the Reorganization Plan is insufficient as to substance, it shall be returned without action to the GOCC if the deficiency is not cured within 15 calendar days from the date that the deficiency is communicated to the GOCC.

STEP 12: Conduct of Negotiations between GOCC TWG and GCG

12.1. RP Presentation to the GCG

The CEO shall formally present the Reorganization Plan to the GCG, unless such requirement is waived.

12.2. Negotiation on the Organizational Structure

The TWG shall come to an agreement with the GCG on the Organizational Structure.

12.3. Negotiation on Staffing Pattern and Career Leveling

The TWG shall come to an agreement with the GCG on the Staffing Pattern and Career Leveling.

STEP 13: Issuance of Memorandum Order (MO) Approving the Reorganization

The GCG shall issue a Memorandum Order approving the Reorganization Plan of the GOCC, after the conduct of TWG Negotiations.

The Memorandum Order shall include the following:

- (a) Design Framework
- (b) Formal Organizational Structure and Staffing Pattern with Career Leveling (OSSP-CL)
- (c) Branch Model
- (d) Functional Descriptions of Organizational Units
- (e) Job Descriptions of Position Titles

VI. IMPLEMENTATION OF THE REORGANIZATION

1. Submission of Implementation Progress Report

The GOCC shall submit a progress report every semester, showing the status of the activities identified under the SAP.

2. Applications for Conditional Authority under Operational Flexibility Clause

In light of the Board Autonomy under Article 9-10 of the "Ownership and Operations Manual for the GOCC Sector," the Governing Board shall be given conditional authority to implement a number of changes in the organization.

Only GOCCs whose reorganization / rationalization plans have been approved by the Governance Commission under the GCG MC No. 2015-04 can be granted with such authority.

GOCCs whose reorganization/ rationalization plans have been approved prior to the issuance of the GCG MC No. 2015-04 may be granted operational flexibility upon the approval of the staffing models and standards (career paths).

What are the two modes of applying the Operational Flexibility Clause?

1. Through the Transitory Provisions in Section 10 of GCG MC No. 2015-04; and
2. Through a GCG-approved reorganization under GCG MC No. 2015-04

Who are covered by the Transitory Provisions?

1. Those that have GCG-approved reorganization or rationalization prior to GCG MC No. 2015-04; and
2. Those that intend to apply for reorganization under GCG MC No. 2015-04

What are the conditions for the application of the Operational Flexibility Clause under the Transitory Provisions of GCG M.C. No. 2015-04?

There are three conditions:

1. The 90-day rule. – The GOCC must submit a Workforce Analysis and Planning (WAP) Report within 90 calendar days or 3 months from the date of effectivity of GCG M.C. No. 2015-04.

GCG M.C. No. 2015-04 was published in the Manila Standard on 30 July 2015. Accordingly, the 3-month deadline for the workforce analysis report is on 30 October 2015.

2. The 60-day rule. – Sixty (60) working days must lapse from the date of the receipt by the GCG of the WAP Report, after which the GOCC can apply for conditional authority under GCG MC No. 2015-04.

However, receipt by the GOCC of GCG regulatory intervention shall indefinitely toll the running of the 60-day period.

3. The 30-day rule. – After the perfection of the 60-day period, the GOCC must submit Application/s for Conditional Authority under GCG MC No. 2015-04, following the prescribed forms in this Guidebook. Thirty (30) working days must lapse from the date of the receipt by the GCG of the Application/s for Conditional Authority.

However, receipt by the GOCC of GCG regulatory intervention shall indefinitely toll the running of the 30-day period.

GCG M.C. 2015-04 provides that the Governing Board has the authority to effect the following:

- (a) Changes Scope of Responsibilities and Reporting Lines
- (b) Staffing
- (c) Position Titling
- (d) Career Pathing
- (e) Scrap and Build Flexibility
- (f) Reassignment / Transfer
- (g) Reduction of Workforce

(h) Abolition of Coterminous Positions

(i) Creation and Closure of Branches

What is “scrap and build”?

It involves the simultaneous creation of new positions and abolition of existing positions, resulting into an equivalent Personnel Services (PS) Cost.

The main test for scrap and build is the resulting level of PS Cost.

What is the meaning of 10.5 of the Transitory Provisions of the GCG MC No. 2015-04?

Section 10.5 states: "The filled positions within each GOCC and all positions that have only been vacant for not more than four (4) months from the effectivity of this circular shall be deemed the authorized workforce level of the GOCC, and all other vacant positions shall be deemed abolished."

This is only for the purpose of Career Leveling under Step 9. This does not imply an actual and automatic abolition of plantilla items.

What positions are covered by 4.1.6 of GCG MC No. 2015-04 on Reassignment/Transfer?

The provision covers plantilla positions with fixed stations. Hence, any reassignment/transfer of fixed positions requires the observance of the Operational Flexibility Clause, or GCG approval.

The provision does not cover plantilla positions without fixed stations. Hence, reassignment/transfer of such positions can be done by the GOCC even without GCG approval or notice.

How are stations of plantilla positions fixed?

The fixing of positions for various plantilla items may be done in two ways:

1. Through the position title. – For example: the position title of Regional Officer indicates that the plantilla position has a fixed station in any regional office. However, this does not provide a vested right for the incumbent to stay in a particular regional office.
2. Through individual appointment papers. – For example: an Accountant's appointment paper indicates a specific location of assignment, such as "Regional Office in Region I".

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FORMS

BOARD RESOLUTION

RESOLUTION NO. _____

APPROVING THE COMMENCEMENT OF THE REORGANIZATION OF [GOCC] UNDER GCG MC NO. 2015-04 AND PROVIDING ITS GOVERNANCE STRUCTURE

WHEREAS, the Governance Commission for GOCCs (GCG) issued GCG Memorandum Circular (M.C.) No. 2015-04 providing the guidelines on the reorganization, rationalization and personnel planning in the GOCC Sector;

WHEREAS, the Board has determined that **[GOCC]** needs to undergo reorganization for the following reasons:

[Briefly enumerate rationale of reorganization]

WHEREAS, Section 3.2.2 of GCG MC No. 2015-04 mandates the formulation of a Governance Structure to ensure an orderly and efficient reorganization process.

NOW BE IT –

RESOLVED, the commencement of the reorganization of **[GOCC]** under GCG MC No. 2015-04 is hereby approved.

RESOLVED FURTHER, the reorganization shall have the following Guiding Principles:

[State Guiding Principles]

RESOLVED FURTHER, a Change Management Team is hereby established, as provided in 3.2.2(c) of GCG MC 2015-04, in accordance with the Official List provided in **Annex 2**.

RESOLVED FURTHER, the Change Management Team is hereby authorized and directed to undertake the following:

1. Establish a Mechanism for Participatory Process, which shall include a grievance machinery, pursuant to Section 3.2.2(c) of GCG MC 2015-04;
2. Hire a third party to conduct the Current State Assessment, pursuant to 3.2.2(a) of GCG MC 2015-04;
3. Conduct a Workforce Analysis, pursuant to 3.2.2(e) of GCG MC 2015-04;
4. Conduct a Cost-Benefit Analysis of the Reorganization, pursuant to 3.2.2(d) of GCG MC 2015-04;
5. Formulate a Design Framework, pursuant to 3.2.1 of GCG MC 2015-04;

6. Develop a Proposed Organizational Structure and Staffing Pattern (OSSP);
7. Conduct Career Leveling;
8. Develop a Proposed Branch Model; and
9. Formulate a Strategic Action Plan.

RESOLVED FINALLY, the Governance Structure for the Reorganization Plan shall be as follows:

Concerned Units	Extent of Decision-Making Authority	Responsibilities and Accountabilities
Board of Directors		
CEO		
Senior Management		
Change Management Team		
Organizational Units		
Middle Managers and Supervisors		
Rank-and-File Employees		
Employee Associations		

OFFICIAL LIST OF CHANGE MANAGEMENT TEAM

Chair

NAME	DESIGNATION

Members

NAME	DESIGNATION
	<i>e.g. Department Manager, Union Representative, HR Officer</i>

DOCUMENTATION OF PARTICIPATORY PROCESS

Attach the following:

- I. Attendance Records in Change Management Team (CMT) Meetings
- II. Minutes of CMT Meetings
- III. Minutes of Consultation Meeting/s with Employee Association/s or Representatives
- IV. Copy of Survey Questionnaire and Survey Results (*if applicable*)
- V. Focus Group Discussion (FGD) Report (*if applicable*)
- VI. Minutes of Town Hall Sessions (*if applicable*)

CURRENT STATE ASSESSMENT REPORT

SAMPLE OUTLINE³

1. Introduction

- Background and purpose
- Development issues
- Description of the organization
- Unit of analysis

2. Methodology

- Major issues/questions
- Data collection/sources
- Data analysis
- Limitations (time, resources, information) Team
- Schedule

3. Targeting Individual Organization or Network

- Identification of organization
- Profile of organization
- Organizational links to development problem

4. Enabling Environment

Formal rules

- Legal framework
- Intellectual property rights
- Mandate
- Labor rights

Institutional culture

- History
- Cultural values
- Norms

Capabilities

- Natural resources
- Human resources
- Technology
- Financial resources

5. Major Organizational Capacity Issues Affecting Organizational Performance

- Strategic leadership
- Structure
- Human resources

³ Lusthaus, etal. 2002.

- Finance
- Program/services
- Infrastructure
- Technology
- Inter-organizational linkages

6. Major Organizational Motivation Issues Affecting Organizational Performance

- Mission
- Vision
- History
- Culture
- System of incentives and rewards

7. Organizational Performance

- Effectiveness
- Efficiency
- Ongoing relevance
- Financial viability

8. Conclusions and Recommendations

- Areas for further study
- Possible areas for intervention
- Possible ways of implementing the project

WORKFORCE ANALYSIS AND PLANNING

NOTE: *This form must be filled for each position title. Numbers are for illustration purposes only.*

DEMAND ANALYSIS

Current Staffing Level (number of filled plantilla positions)	50
ADD: Number of indispensable but unfilled plantilla positions	5
LESS: Number of filled plantilla positions deemed redundant or obsolete	6
ADD: Number of plantilla positions required to meet workload requirements	4
Required Staffing Level	53

SUPPLY ANALYSIS

Current Staffing Level	50
LESS: Projected Attrition (see Trend Analysis)	18
Projected Internal Supply	32

GAP ANALYSIS

Required Staffing Level	53
LESS: Projected Internal Supply	32
Projected Workforce Gap	21

Trend Analysis of Projected Attrition

Reason for Attrition	Average Percentage Attrition (5-Year Trend)	Current Staffing Level	Projected Average Attrition
Retirements	6%	50	3.0
Resignations	15%	50	7.5
Terminations	3%	50	1.5
Promotions	2%	50	1.0
Demotions	4%	50	2.0
Details from GOCC	1%	50	0.5

Annex 5

Other Causes of Attrition	5%	50	2.5
Total Attrition / Turnover	36%		18.0

COST-BENEFIT ANALYSIS

PARTICULARS	DESCRIPTION	AMOUNT
Actual Annual Personal Services Cost Based on Filled Plantilla (latest Full Year)	Include Basic Salary, benefits, allowances, and other forms of remuneration; use actual salary steps	
Actual Annual Workforce Cost from Operating Expenses (latest Full Year)	Include all forms of remuneration for non-plantilla personnel	
Projected Annual Personal Services Cost assuming All Plantilla Positions under Existing Staffing Pattern are Filled	Include Basic Salary, benefits, allowances, and other forms of remuneration; for unfilled positions, assume mid-range salary steps	
Projected Additional Personal Services Cost of Addressing Workforce Gap identified in Workforce Analysis Report (Annex 5) assuming All the Gaps will be Filled		
Projected Annual Workforce Cost from Operating Expenses assuming All the Gaps will be Filled in Workforce Analysis Report (Annex 5)		
Annual Net Operating Income, or any other relevant financial performance indicators, in the last five (5) years	Net Operating Income = Operating Income – Operating Expenses	
Projected Net Operating Income, or any other relevant financial performance indicators, in the next five (5) years		

DESIGN FRAMEWORK

Success Indicators	Accountable Unit/s	Year 1 of Implementation of Reorganization	Year 2	Year 3	Year 4	Year 5
Financial Indicator 1	Accountable Unit 1	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Indicator 2	Accountable Unit 2	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Indicator 3	Accountable Unit 3	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Indicator 4	Accountable Unit 4	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Financial Indicator 5	Accountable Unit 5	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 1	Accountable Unit 6	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 2	Accountable Unit 7	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 3	Accountable Unit 8	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 4	Accountable Unit 9	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target
Operational Indicator 5	Accountable Unit 10	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target

ORGANIZATIONAL STRUCTURE AND STAFFING PATTERN WITH CAREER LEVELING (OSSP-CL)

MASTER DATA

[See MS Excel template for Master Data on the Memorandum Circulars page of the GCG Website]

PROPOSED OFFICIAL OSSP-CL

A. BUDGET DEPARTMENT

Position Title	Career Path	SG	Number of Items	Parameters for Creation of Additional Positions	Career Band	Career Level	JG	Qualification Standards
Department Manager	III	25	1	Fixed				
Executive Assistant	II	22	1	Fixed				
Financial Analyst	I	15	3-10	Add one additional position for every X number of inputs				
	II	18						
	III	22						
Accountant	I	15	2-5	Add one additional position for every Y number of transactions				
	II	18						
	III	22						
Administrative Assistant	II	22	1	Fixed				

B. UNIT 2

Position Title	Career Path	SG	Number of Items	Parameters for Creation of Additional Positions	Career Band	Career Level	JG	Qualification Standards
Position Title 1								
Position Title 2								
Position Title 3								
Position Title 4								
Position Title 5								

EXISTING ORGANIZATIONAL STRUCTURE

[Insert existing organizational chart. Each box must contain the name of the organizational unit. Each box must also contain the number of plantilla personnel.]

PROPOSED ORGANIZATIONAL STRUCTURE

[Insert proposed organizational chart. Each box must contain the name of the organizational unit. Each box must also contain the number of plantilla personnel.]

FUNCTIONAL DESCRIPTION OF ORGANIZATIONAL UNITS

Organizational Unit	Functional Description/Statement

JOB DESCRIPTION

Organizational Unit	Position Title	Job Description

BRANCH MODEL

Example

	FLAGSHIP	LARGE	MEDIUM	SMALL
Generated Revenue	$\geq \$100\text{M}$	$< \$100\text{ M} \ \& \ \geq \70M	$< \$70\text{ M} \ \& \ \geq \30M	$< \$30\text{ M} \ \& \ \geq \5M
Total Store Area	$\geq 15,000\text{ m}^2$	3,000 – 15,000 m ²	300 to 5,000 m ²	300 to 2,000 m ²
Manager	1	1	1	1
Secretary	1	1	1	1
Assistant Manager	NL*NSS	NL*NSS	NL*NSS	NL*NSS
Sales Assistant	NSA*NSS	NSA*NSS	NSA*NSS	NSA*NSS

NL = Number of Locations; NSS = Number of Shifts; NSA = Number of Assistants

ENDORSEMENT

We, the Change Management Team, respectfully endorse the proposed Reorganization Plan of the [GOCC], subject to the final approval of the Governing Board.

This is to certify that an adequate participatory process was undertaken on the development of the proposed Reorganization Plan, pursuant to Section 3.2.2(c) of GCG Memorandum Circular No. 2015-04.

Done this __ day of _____, in _____, Philippines.

BY THE CHANGE MANAGEMENT TEAM:

[To be signed by ALL Members of the Change Management Team]

BOARD RESOLUTION

RESOLUTION No. ____

APPROVING THE SUBMISSION OF THE REORGANIZATION PROPOSAL OF THE [GOCC]

WHEREAS, the Governance Commission for GOCCs (GCG) issued GCG Memorandum Circular (M.C.) No. 2015-04 providing the guidelines on the reorganization, rationalization and personnel planning in the GOCC Sector;

WHEREAS, the Board has determined that the [GOCC Acronym] needs to undergo reorganization for the following reasons: [state rationale];

WHEREAS, the Board designated a Change Management Team (CMT) on [date] to draft and recommend the proposed reorganization plan;

WHEREAS, on [date], the CMT submitted to the Board the proposed reorganization plan endorsed by at least the majority of the CMT;

NOW BE IT –

RESOLVED, that a Technical Working Group (TWG) is hereby established, as provided in GOCC Reorganization Annex 18;

RESOLVED, that the TWG is hereby authorized to enter into negotiations with the GCG in order to arrive at an agreement on the proposed reorganization;

RESOLVED, the submitted proposed Reorganization Plan is hereby approved for submission to the GCG, to wit:

Annex 1: Board Resolution Directing the Commencement of the Reorganization and Providing Its Governance Structure
Annex 2: Official List of CMT Members
Annex 3: Documentation of Participatory Process
Annex 4: Current State Assessment Report
Annex 5: Workforce Analysis and Planning Report
Annex 6: Cost-Benefit Analysis Report
Annex 7: Design Framework
Annex 8: OSSP-CL Master Data (Soft Copy)
Annex 9: Official OSSP-CL
Annex 10: Existing Organizational Structure
Annex 11: Proposed Organizational Structure

Annex 12: Functional Description of All Organizational Units

Annex 13: Job Description of Proposed (Retained and New)
Position Titles

Annex 14: Branch Model

Annex 15: Strategic Action Plan

Annex 16: Endorsement of Change Management Team

Annex 17: Board Resolution Approving the Reorganization Plan

Annex 18: Official List of TWG Members

Annex 19: Memorandum of Endorsement by the Supervising
Agency

DONE, this ___ day of _____, in _____, Philippines.

[To be signed by Members of the Governing Board]

TECHNICAL WORKING GROUP MEMBERS

NAME	POSITION	DEPARTMENT

MEMORANDUM

FOR : The Governance Commission for GOCCs

FROM : The Secretary
[Supervising Agency]

SUBJECT : Proposed Reorganization Plan of [GOCC]

DATE :

This refers to the [GOCC] Board Letter dated _____, requesting for endorsement of the proposed Reorganization Plan of the [GOCC], pursuant to GCG Memorandum Circular No. 2015-04.

In this regard, the Department formally endorses the proposed Reorganization Plan of the [GOCC], as approved by the Governing Board.

For your consideration.

PROGRESS REPORT

Action	Timeframe	Responsibility	Outcomes	Status

Note: This form substantially reproduces the Strategic Action Plan, but includes updates on the status of activities.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement **Changes in Scope of Responsibilities and Reporting Lines** in [GOCC], pursuant to Section 4.1.1 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

I. CHANGES IN SCOPE OF RESPONSIBILITIES

Affected Organizational Unit	Existing Scope of Responsibilities	New Scope of Responsibilities	Rationale for Changes

II. CHANGES IN REPORTING LINES

Affected Organizational Unit	Existing Reporting Line	New Reporting Line	Rationale for Changes

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written SUSPENSION ORDER. Attached hereunder are the requisite documents:

1. Board Resolution approving Changes in Scope of Responsibilities and Reporting Lines
2. Updated Annex 10 and Annex 11 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement a **STAFFING PLAN** in [GOCC], pursuant to Section 4.1.2 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

I. WORKFORCE LEVEL OF ORGANIZATIONAL UNITS

Organizational Units	Existing Number of Plantilla Positions	New Number of Plantilla Positions	Rationale for Expansion

II. STAFFING PLAN

Organizational Units	Existing			New		
	Position Titles	Salary Grade	Number of Plantilla Items	Position Titles	Salary Grade	Number of Plantilla Items

III. FINANCIAL IMPACT

Total Personnel Cost under Authorized Workforce Level	Total Personnel Cost on Actual Workforce Level before Implementation of Staffing Plan	Total Personnel Cost on Actual Workforce Level after Implementation of Staffing Plan

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written **SUSPENSION ORDER**. Attached hereunder are the requisite documents:

1. Board Resolution approving the Staffing Plan
2. Updated Annex 8 and Annex 9 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement **CHANGES IN TITLES OF ORGANIZATIONAL UNITS AND EXECUTIVES** in [GOCC], pursuant to Section 4.1.3 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

I. CHANGES IN TITLES OF ORGANIZATIONAL UNITS

Existing Organizational Unit	New Title of Organizational Unit	Rationale for Changes

II. CHANGES IN TITLES OF EXECUTIVES

Affected Executive Position	New Title of Executive Position	Rationale for Changes

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written **SUSPENSION ORDER**. Attached hereunder are the requisite documents:

1. Board Resolution approving Changes in Titles of Organizational Units and Executives
2. Updated Annex 8 and Annex 9 of this Guidebook
3. Updated Annex 10 and Annex 11 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement a **CAREER PATHING PLAN** in [GOCC], pursuant to Section 4.1.4 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

Example

Plantilla Item	Career Path	Job Grade	Qualification Standards
Finance Officer (I-III) Item No. 12.001	Finance Officer III	10	Relevant Bachelor's Degree; 4 years relevant work experience
	Finance Officer II	9	Relevant Bachelor's Degree; 2 years relevant work experience
	Finance Officer I	8	Relevant Bachelor's Degree

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written **SUSPENSION ORDER**. Attached hereunder are the requisite documents:

1. Board Resolution approving the Career Pathing Plan
2. Updated Annex 8 and Annex 9 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement a **SCRAP AND BUILD PLAN** in [GOCC], pursuant to Section 4.1.5 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

I. POSITIONS TO BE SCRAPPED

Position Title	Salary Grade	Career Band	Career Level	Job Grade	Rationale for Scrapping Position

II. POSITIONS TO BE BUILT

Position Title	Salary Grade	Career Band	Career Level	Job Grade	Rationale for Building Position

III. IMPACT ON WORKFORCE LEVEL

Organizational Units	Authorized Workforce Level	Actual Workforce Level before Scrap and Build	Actual Workforce Level after Scrap and Build

IV. FINANCIAL IMPACT

Total Personnel Cost under Authorized Workforce Level	Total Personnel Cost on Actual Workforce Level before Scrap and Build	Total Personnel Cost on Actual Workforce Level after Scrap and Build

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written SUSPENSION ORDER. Attached hereunder are the requisite documents:

1. Board Resolution approving the Scrap and Build Plan
2. Updated Annex 8 and Annex 9 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement a **TRANSFER OF PERSONNEL**⁴ in [GOCC], pursuant to Section 4.1.6 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

I. WORKFORCE LEVEL OF ORGANIZATIONAL UNITS

Organizational Units	Number of Personnel before Transfer	Number of Personnel after Transfer

II. PERSONNEL TO BE TRANSFERRED

Position Title	Existing Organizational Unit	New Organizational Unit

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written **SUSPENSION ORDER**. Attached hereunder are the requisite documents:

1. Board Resolution approving the Transfer of Personnel
2. Updated Annex 8 and Annex 9 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

⁴ As a general rule, a Board approval is sufficient to transfer plantilla items from one organizational unit to another. This conditional authority applies only if the number of transfers covers a substantial number of organizational units, and alters the responsibility of the heads of said units.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement a **REDUCTION OF WORKFORCE** in [GOCC], pursuant to Section 4.1.7 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

I. WORKFORCE LEVELS OF ORGANIZATIONAL UNITS

Organizational Units	Number of Personnel before Reduction of Workforce	Number of Personnel after Reduction of Workforce	Rationale for Reduction of Workforce Level

II. POSITIONS TO BE ABOLISHED

Organizational Units	Position Titles Affected	Filled or Vacant	Rationale for Abolition

III. FINANCIAL IMPACT

Organizational Units	Affected Filled Positions	Financial Cost of Abolition	Annual Savings in Personnel Cost due to Abolition

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written **SUSPENSION ORDER**. Attached hereunder are the requisite documents:

1. Board Resolution approving the Reduction of Workforce
2. Updated Annex 8 and Annex 9 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement an **ABOLITION OF COTERMINOUS TO THE INCUMBENT POSITIONS** in [GOCC], pursuant to Section 4.1.8 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

I. COTERMINOUS TO THE INCUMBENT POSITIONS FOR ABOLITION

Organizational Units	Affected Filled Positions	Filled or Vacant	Rationale for Abolition

II. FINANCIAL IMPACT

Organizational Units	Affected Filled Positions	Financial Cost of Abolition	Annual Savings in Personnel Cost due to Abolition

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written **SUSPENSION ORDER**. Attached hereunder are the requisite documents:

1. Board Resolution approving the Abolition of Cotermious to the Incumbent Positions
2. Updated Annex 8 and Annex 9 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

APPLICATION FOR CONDITIONAL AUTHORITY UNDER GCG MC No. 2015-04

This is an application for conditional authority to implement the **CREATION, RECLASSIFICATION, OR CLOSURE OF BRANCHES** in [GOCC], pursuant to Section 4.1.9 of GCG MC No. 2015-04. The actions to be undertaken are as follows:

I. CREATION OF BRANCHES

Branch Title	Branch Classification	Rationale for Creation

II. RECLASSIFICATION OF BRANCHES

Branch Title	Existing Branch Classification	New Branch Classification	Rationale for Reclassification

III. CLOSURE OF BRANCHES

Branch Title	Branch Classification	Rationale for Closure

This is also to certify that the **CREATION OR RECLASSIFICATION OF BRANCHES** is pursuant to the approved **BRANCH MODEL** of [GOCC] under [Memorandum Order]. It is further certified that the [GOCC] strictly adhered to the parameters for creation or reclassification of branches, and is prepared to substantiate the existence of conditions meeting these parameters through official documents.

It is understood that these actions are effective 30 working days from the date of receipt of this application by the GCG. However, if the GCG determines within the 30-day period that these actions require further evaluation, it is understood that the GCG may suspend the effectivity of these actions through a written **SUSPENSION ORDER**. Attached hereunder are the requisite documents:

1. Board Resolution approving the Creation, Reclassification or Closure of Branches
2. Updated Annex 8 and Annex 9 of this Guidebook

This is also to certify that the [GOCC Acronym] availed of an adequate participatory process under 3.2.2(c) of GCG MC No. 2015-04 before filing this application with the GCG.

Executive Career Band

Function Executives – Large GOCC, Average Grade 21 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

20	<ul style="list-style-type: none"> • Typically the COO/President and/or in some organizations the CFO • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
19	<ul style="list-style-type: none"> • Manages multiple functions or a critical function representing a core business activity with a major impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Typically sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
18	<ul style="list-style-type: none"> • Head of a large or key function with a direct impact on business performance • Significantly influences strategic policy for the entire business • May sit on the Executive Leadership Team or equivalent decision-making body • Typically reports to the CEO/Profit Center head or a COO/President
17	<ul style="list-style-type: none"> • Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • Typically reports into Regional/Divisional Head or a COO/President
16	<ul style="list-style-type: none"> • Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline • Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head

Executive Career Band

Function Executives – Large GOCC, Average Grade 20 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

19	<ul style="list-style-type: none">• Typically the COO/President and/or in some organizations the CFO• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head
18	<ul style="list-style-type: none">• Head of a large or key function with a direct impact on business performance• Significantly influences strategic policy for the entire business• May sit on the Executive Leadership Team or equivalent decision-making body• Typically reports to the CEO/Profit Center Head or a COO/President
17	<ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• Typically reports into Regional/Divisional Head or a COO/President
16	<ul style="list-style-type: none">• Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline• Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy• Typically reports into Functional Head or Subregion/Divisional/Country Head

Executive Career Band

Function Executives – Large GOCC, Average Grade 19 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

18	<ul style="list-style-type: none">• Manages multiple functions (e.g. COO, President, etc.) or a critical function representing a core business activity with a major impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head
17	<ul style="list-style-type: none">• Head of a large or key function with a direct impact on business performance• Significantly influences strategic policy for the entire business• May sit on the Executive Leadership Team or equivalent decision-making body• Typically reports to the CEO/Profit Center Head or a COO/President
16	<ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• Typically reports into Regional/Divisional Head or a COO/President
15	<ul style="list-style-type: none">• Top Functional Executive within a geography or division of the business or in charge of a discipline• Significantly influences functional strategy• Typically reports into Functional Head or Subregion/Divisional/Country Head

Executive Career Band

Function Executives – Large GOCC, Average Grade 18 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

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|-----------|--|
| 17 | <ul style="list-style-type: none">• Head of a large/key or multiple functions with a direct impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
| 16 | <ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• May report to CEO/Profit Center Head or Divisional or Country Head |
| 15 | <ul style="list-style-type: none">• Top Functional Executive within a geography or division of the business or in charge of a discipline• Significantly influences functional strategy• Typically reports into Functional Head or Divisional or Country Head |
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Executive Career Band

Function Executives – Large GOCC, Average Grade 17 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|-----------|--|
| 16 | <ul style="list-style-type: none">• Head of a large/key or multiple functions with a direct impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
| 15 | <ul style="list-style-type: none">• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly• Primarily involved in setting functional strategy• May report to CEO/Profit Center Head or Divisional or Country Head |
-

Executive Career Band

Function Executives – Large GOCC, Average Grade 16 Organization

Executives primarily involved in the development, evolution and approval of the long-term vision across a function or area of specialization. Leads development of function strategy and establishes, implements, and maintains policies of the organization for area of responsibility.

Job Grade

- | | |
|-----------|--|
| 15 | <ul style="list-style-type: none">• Head of a large/key or multiple functions with a direct impact on business performance• Plays a direct role in shaping the strategy and external image of the entire business• Sits on the Executive Leadership Team or equivalent decision-making body• Typically reports directly to the CEO/Profit Center Head |
|-----------|--|
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Supervisory/Management Career Band

M5 Senior Group Manager (Job Grade 17)

- Applies only to large international or global organizations
 - Provides leadership and direction through Group and/or Senior Managers
 - Develops, adapts and executes functional or departmental strategy to achieve key business objectives in area of responsibility
-

M4 Group Manager (Job Grade 16)

- Provides leadership and direction through Senior Managers and Managers
 - Is accountable for the performance and results of diverse disciplines or departments within a major region or division
 - Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies
-

M3 Senior Manager (aligns with Job Grades 14 & 15)

- Provides leadership to managers, supervisors and/or professional staff
- Is accountable for the performance and results of multiple related units
- Develops departmental plans, including business, production and/or organizational priorities

Job Grade 15 Differentiator

- Looks beyond existing methodologies and own discipline to define and resolve complex problems
- Develops plans and delivers results in fast-changing businesses and/or regulatory environments
- Manages large, potentially diverse teams of managers and/or senior professionals

Job Grade 14 Differentiator

- Identifies applications of functional knowledge and existing methodologies to complex problems
 - Manages large teams of professionals and/or junior managers
-

M2 Manager (aligns with Job Grades 12 & 13)

- Manages professional employees and/or supervisors or supervises large, complex technical or business support or production operations team(s)
 - Is accountable for the performance and results of a team within own discipline or function
 - Adapts departmental plans and priorities to address resource and operational challenges
-

Job Grade 13 Differentiators

- Accountable for the budget, performance and results of a medium-sized team or multiple small teams
- Exercises full management authority, including performance reviews, pay decisions, recruitment, discipline, termination, and other personnel actions
- Addresses issues with impact beyond own team based on knowledge of related disciplines

Job Grade 12 Differentiators

- Accountable for results of a small team
 - Exercises limited management authority; sets employee performance objectives, conducts performance reviews and recommends pay actions
 - Defines team operating standards and ensures essential procedures are followed based on knowledge of own discipline
-

Supervisory/Management Career Band

M1 Supervisor (aligns with Job Grades 10 & 11)

- Coordinates and supervises the daily activities of business or technical support or production team
 - Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors
 - Decisions are guided by policies, procedures and business plan; receives guidance and oversight from manager
 - Typically does not spend more than 20% of time performing the work supervised
-

Job Grade 11 Differentiators

- Accountable for the results of a large and/or moderately complex support or production operations team including subordinate work leaders
- Applies acquired expertise to analyze and solve problems without clear precedent
- Provides input on resource planning and policy development
- Coaches team members on performance, completes employee performance evaluations, and recommends pay actions

Job Grade 10 Differentiators

- Accountable for the results of medium-sized routine support or production operations teams
 - Solves problems based on practice and precedent
 - Trains team members and provides input to employee performance evaluations
-

Professional Career Band

P6 Renowned Expert (aligns with Job Grades 16 & 17)

- Is recognized as an external thought leader within strategic function or discipline
- Influences the strategy to address internal or external business and regulatory issues
- Proactively identifies, defines, and solves the most complex problems that impact the management and direction of the business

Job Grade 17 Differentiator

- Only applies to large international or global businesses
- Contributes as top thought leader worldwide, whose achievements include major innovations that change and advance the industry and/or profession
- Leads the largest projects/initiatives that have a significant impact upon a complex, global business

Job Grade 16 Differentiator

- Typically found in Job Grades 18 or higher organizations
- Contributes thought leadership and innovation that influences change and advancement of the industry and/or profession
- Leads large projects/initiatives that impact the business on a domestic or international scale

P5 Master (aligns with Job Grade 15)

- Is recognized as an expert within the organization, both within and beyond own function
- Anticipates internal and/or external business challenges and/or regulatory issues; recommends process, product or service improvements
- Progression to this level is typically restricted on the basis of business requirements

P4 Subject Matter Expert (aligns with Job Grades 13 & 14)

- Is recognized as an expert in own area within the organization
- Requires specialized depth and/or breadth of expertise
- Works independently, with guidance in only the most complex situations
- Progression to this level is typically restricted on the basis of business requirement

Job Grade 14 Differentiators

- Provides innovative solutions to complex issues in specialized area
- Serves as best practice/quality resource within and outside own discipline
- May lead functional teams or projects

Job Grade 13 Differentiators

- Guides others in resolving complex issues in specialized area based on existing solutions and procedures,
- Serves as best practice/quality resource within own discipline or as technical expert on functional or cross-functional teams or projects
- Trains/mentors junior staff

P3 Career (aligns with Job Grades 11 & 12)

- Requires in-depth knowledge and experience
- Solves complex problems; takes a new perspective using existing solutions
- Works independently; receives minimal guidance

Job Grade 12 Differentiators

- Uses best practices and knowledge of internal or external business issues to improve products/services or processes
- Typically resolves complex problems or

Job Grade 11 Differentiators

- Contributes to process improvements
- Typically resolves problems using existing solutions
- Provides informal guidance to junior

Professional Career Band

problems where precedent may not exist staff

- Often leads the work of project teams; may formally train junior staff

P2 Intermediate (aligns with Job Grade 10)

- Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills
- Analyzes possible solutions using standard procedures
- Receives a moderate level of guidance and direction

P1 Entry (aligns with Job Grades 8 & 9)

- Performs routine assignments in the entry level of the Professional Career Band
- Typically requires a college or university degree or the equivalent work experience that provides knowledge and exposure to fundamental theories, principles and concepts
- Receives instruction, guidance and direction from others

Job Grade 9 Differentiators

- Has limited discretion to vary from established procedures
- Has limited work experience involving basic concepts and procedures

Job Grade 8 Differentiators

- Has no discretion to vary from established procedures
 - Has no related work experience or has work experience but requires formal training in theories/concepts in own function
 - Entry-level graduate in the “probationary” period
-

Customer/ Client Management & Sales

S6 Elite Expert (aligns with Job Grades 16 & 17)

- Is recognized externally as a leading sales strategist and business expert, with highly sophisticated understanding of customer needs and competitors' offerings
 - Is recognized internally as a role model and leader in planning and executing successful sales strategies for the organization's largest and most complex clients or markets
 - Progression to this level is typically restricted on the basis of individual capabilities and business requirements
-

Job Grade 17 Differentiator

- Only applies to large international or global businesses
- Manages largest, most strategically important global accounts in a very large organization
- Is recognized as one of the top sales producers in a global organization and in the wider industry

Job Grade 16 Differentiator

- Typically found in Job Grade 18 or higher organization
 - Manages large, complex, international accounts in a medium to large organization
 - Is recognized as a major sales producer in an international business
-

S5 Senior Expert (aligns with Job Grade 15)

- Has an extremely deep understanding of business, financials, products/services, the market, and the needs/challenges of assigned accounts; develops colleagues' and customers' understanding; is recognized as an expert in many areas
 - Works with large/important/global accounts
 - Has full authority/opportunity to set and negotiate product/service terms
-

S4 Expert (aligns with Job Grades 13 & 14)

- Has a deep understanding of business, financials, products/services, the market or the needs/challenges of assigned accounts
 - Complexity is extremely high (territory/account, products/services, sales or account management process); serves as team lead
 - Has extremely high authority/opportunity to set and negotiate product/service terms
 - Plans own territory or account approach and has input into colleagues' approaches; manages own and often others' resources
-

Job Grade 14 Differentiators

- Most clients are substantial, high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
- Negotiates sales terms with considerable discretion at high levels of client organizations
- Is recognized as a best practice expert in several business/sales/product/service areas

Job Grade 13 Differentiators

- Some clients are high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs
 - Negotiates sales terms with moderate discretion within policy guidelines
 - Leads small to medium sales teams, but without supervisory authority
-

S3 Career (aligns with Job Grades 11 & 12)

- Has a solid understanding of business, financials, products/services, the market, and the needs of assigned accounts; may help develop colleagues' understanding; may be recognized as an expert in one area
-

Customer/ Client Management & Sales

- Complexity is high (territory/account, products/services, sales or account management process); may serve as team lead
-

Job Grade 12 Differentiators

- Manages accounts in a large domestic or small multi-country territory
- Recognized internally as an expert in an aspect of business, financials, products/services, the market and the needs of assigned accounts
- Typically leads a small sales team but without supervisory authority
- Trains and mentors junior staff

Job Grade 11 Differentiators

- Manages a medium domestic territory
 - Develops expertise in an aspect of business, financials, products/services, the market and the needs of assigned accounts
 - Leads a small sales team on an ad hoc basis to meet specific client needs
 - Provides informal guidance to junior staff
-

S2 Intermediate (aligns with Job Grade 10)

- Is developing an understanding of business, financials, products/services, the market, or account needs
 - Complexity is moderate (territory/assigned accounts, products/services, sales or account management process)
 - Has moderate authority/opportunity to set and negotiate product/service terms
 - Is beginning to plan own territory or account approach and monitor resources
-

S1 Entry (aligns with Job Grades 8 & 9)

- Has general awareness of business, financials, products/services and the market
 - Complexity is limited (territory/account, products/services, sales process)
 - Has very limited authority/opportunity to set and negotiate product/service terms
 - Relies on manager to provide planning and manage resources
-

Job Grade 9 Differentiators

- Has structured direct contact with clients and limited authority for negotiation
- Has general knowledge of assigned products and services
- Has limited work experience involving basic concepts and procedures

Job Grade 8 Differentiators

- Has limited direct contact with clients and no authority for negotiation
 - Develops basic understanding of products and services through on-the-job training
-

Technical Support Career Band

T4 Lead (aligns with Job Grades 9 & 10)

- Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable on-the-job experience
 - Acts as a lead, coordinating the work of others – but is not a supervisor
 - Works autonomously within established procedures and practices
-

Job Grade 10 Differentiators

- Leads one or more teams in the performance of a variety of tasks that are often complex
- Analyzes complex technical problems and delivers solutions where precedent may not exist

Job Grade 9 Differentiators

- Leads a team in the performance of a variety of tasks that are often routine
 - Solves problems of a recurring nature
-

T3 Senior (aligns with Job Grades 7 & 8)

- Has developed proficiency in a range of processes or procedures through job-related training and considerable on-the-job experience
- Works within defined processes and procedures or methodologies and may help determine the appropriate approach for new assignments
- Works with a limited degree of supervision
- Acts as an informal resource for colleagues with less experience

Job Grade 8 Differentiators

- Performs highly complex and varied tasks
- Typically has specialized external certification
- Guides and supports junior team members; may assist in their formal orientation and training

Job Grade 7 Differentiators

- Performs moderately complex and varied tasks
 - May have specialized external certification
 - Guides junior team members
-

T2 Intermediate (aligns with Job Grade 6)

- Applies experience and skills to complete assigned work within own area of expertise
 - Works within standard operating procedures and/or scientific methods
 - Works with a moderate degree of supervision
-

T1 Entry (aligns with Job Grade 5)

- Has basic skills in an analytical or scientific method or operational process
 - Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines
 - Works with close supervision
-

General Staff Career Band

G4 Lead (aligns with Job Grades 8 & 9)

- Has developed expertise in a variety of work processes or activities typically developed through a combination of job-related training and considerable on-the-job experience
 - Typically acts as a lead, coordinating the work of others, but not a supervisor
 - Works autonomously within established procedures and practices
-

Job Grade 9 Differentiators

- Leads one or more teams in the performance of a variety of tasks that are often complex
- Analyzes complex problems and delivers solutions where precedent may not exist

Job Grade 8 Differentiators

- Leads a team in the performance of a variety of tasks that are often routine
 - Solves problems of a recurring nature
-

G3 Senior (aligns with Job Grades 7)

- Has developed specialized skills or is multi-skilled through job-related training and considerable on-the-job experience
 - Completes work with a limited degree of supervision
 - Likely to act as an informal resource for colleagues with less experience
-

G2 Intermediate (aligns with Job Grade 6)

- Has developed knowledge and skills through formal training or considerable work experience
 - Entry level often for those with work experience in the skill area
 - Works within established procedures with a moderate degree of supervision
-

G1 Entry (aligns with Job Grades 4 & 5)

- Entry level job with little or no prior relevant work experience
 - Acquires basic skills to perform routine tasks
 - Work is prescribed and completed with little autonomy
 - Works with either close supervision or under clearly defined procedures
-

Job Grade 5 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

Job Grade 4 Differentiators

- Has no prior relevant training or work experience
 - Has no discretion to vary from established procedures
-

Labor Career Band

L4 Lead (aligns with Job Grade 7)

- Has developed expertise, typically through a combination of job-related training and considerable on-the-job experience
 - Typically acts as a lead, coordinating the work of others – but is not a supervisor
 - Works autonomously within established procedures and practices
-

L3 Senior (aligns with Job Grade 6)

- Has developed proficiency through job-related training and considerable on-the-job experience
 - Completes work with a limited degree of supervision
 - Likely to act as an informal resource for colleagues with less experience
-

L2 Intermediate (aligns with Job Grades 4 & 5)

- Has developed skills through formal training or considerable work experience
 - Works within established procedures with a moderate degree of supervision
-

Job Grade 5 Differentiators

- Performs the full range of established procedures, and will typically be considered skilled through on-the-job experience
- Resolves routine issues without supervisory approval

Job Grade 4 Differentiators

- Performs most established procedures and will typically be considered semiskilled through on-the-job experience
 - Resolves routine issues with senior staff or supervisory guidance and approval
-

L1 Entry (aligns with Job Grades 2 & 3)

- Entry-level job with little or no prior relevant experience
 - Work is prescribed and completed with close supervision and little autonomy
-

Job Grade 3 Differentiators

- Has limited prior relevant training or work experience
- Has limited discretion to vary from established procedures

Job Grade 2 Differentiators

- Has no prior relevant training or work experience
 - Has no discretion to vary from established procedures
-