

CAREER DEVELOPMENT PLAN FOR TIEZA

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PART I

Rationale:

As an excellence driven organization, TIEZA recognizes the Human Resources component as the most valuable assets of the organization. It is, therefore, imperative for TIEZA to maintain a good core of human resources who can contribute to the attainment of its goals and objectives. A Career Development Plan provides for opportunities within and even outside of the organization that will make employees more effective and efficient in their current jobs and will prepare them for advancement in their careers.

Thus, the TIEZA has formulated a CAREER DEVELOPMENT PLAN which shall provide a continuing program for career development that will equip, maintain and retain a core of competent and efficient work force at the TIEZA. This Career Development Plan shall infuse a new corporate culture of work ethics at the TIEZA in line with RA 9593 which states that we should *"promote a tourism industry that is ecologically sustainable, responsible, participative, culturally sensitive, economically viable, and ethically and socially equitable for local communities."*

Objectives:

1. To provide employees with career opportunities for professional growth and link career plans to other personnel development mechanisms and interventions;
2. To provide training and development programs to upgrade the managerial and technical proficiencies and competencies of officials and employees, and
3. To infuse a corporate culture anchored on TIEZA'S corporate values of TEAMWORK, INTEGRITY and EXCELLENCE.

Scope and Responsible Office

Scope: All officers and employees, holding permanent positions at the main and field offices shall be covered by the Career Development Plan.

Governing Policies: The Human Resources Division of the Administrative Department shall be the lead office in implementing the TIEZA'S Career Development Plan.

1. A Training Needs Assessment (TNA) shall be conducted every two years to determine training needs of employees. The department heads shall be provided with a copy of the results of the TNA of the irrespective departments as basis for coaching and counselling.

The TNA shall be the basis for the preparation of the Annual Staff Development Plan (SDP) by the HR Division. However, this may be revised if and when there will be changes in the thrust of the Authority.

2. All employees shall be given equal opportunity, regardless of gender, in any training and development programs. However, only employees who possess the minimum

requirements and qualifications under governing laws and circulars shall be given the opportunity to participate in relevant training and development interventions.

3. Cascading of learning from training and seminars shall be institutionalized. Participants will be required to prepare an exit report or make a presentation to his/her co-employees if necessary, within one month after return from the training.

Copies of exit reports of foreign seminars attended, or field studies or thesis for scholars should be deposited in the TIEZA Library or resource center as reference materials.

4. A feedback mechanism shall be designed to determine the results of a training program covering the four levels of evaluation namely: reaction, learning, behaviour and its impact in the overall performance of the organization.

As to behavioural evaluation, Supervisors shall be required to submit a Behavioural Evaluation Sheet of the participants in relation to the seminar or training attended. The Behaviour Evaluation Sheet shall be noted by the Department Manager and submitted to the Human Resources Division within three months from the date of training.

5. An employee shall be provided with the opportunity to attend at least one competency or skills training per year, in addition to government-mandated programs such as the ARTA program and Gender and Development seminars.

The clustering and grouping of the attendees for common programs shall be based on the position and job function.

6. New employees must undergo an induction and orientation training as well as a career profiling test.
7. All existing guidelines on the grant of scholarships (Part III) and study leaves (Part IV) shall be part of the Career Development Plan

Interventions

Intervention	Nature of the Intervention	Participants
• Training Programs & Seminars		
Orientation / Re-orientation		
Induction	VOW	All employees
Employee Development Program	Clerical Development Course Secretarial Development Course	
Professional / Technical / Scientific Programs	<ul style="list-style-type: none"> • PSEA • Customer Service • Gender Sensitivity 	

	<ul style="list-style-type: none"> • SPMS • Balance Scorecard • QMS • All training programs specific to technical positions such as training for engineers, accountants, lawyers, auditors, procurement, personnel systems, technical writing, etc. • Training programs to bridge competency gaps identified through the TNA data and the Individual Career Development Plan template that will be administered to all officials and employees. 	
Middle management development	Supervisory development	
Values development programs	EHEM, AHA, VOW	
Executive development programs	Executive leadership programs conducted by CESB Management Development programs provided by other service providers	
Pre-retirement programs		All employees
<ul style="list-style-type: none"> • Scholarships & other development programs 		
Scholarships	Foreign scholarships through NEDA Local Scholarships through CSC, DAP, and NDCP	All employees
Job Rotation	Work exposure to different work units within a sector	Section Chiefs and up within a sector
Job Enlargement	Increasing the employees' scope of responsibilities	All employees
Succession Planning	<ul style="list-style-type: none"> • Assessment Centers • Other training and development programs that will prepare the candidate for higher positions and responsibilities 	Employees with proven potential based on performance (performance evaluation, track record, advance studies taken)
Performance Feed-backing and Counselling	Assessment of Individual performance thru SPMS	The Counsellor (Supervisor) and the Counselee (Staff)

	One-on-one counselling, coaching and mentoring	
Work-Life Balance	Proper prioritizing between work (career and ambition) and lifestyle (health, pleasure, leisure, family, spiritual development / meditation)	All employees

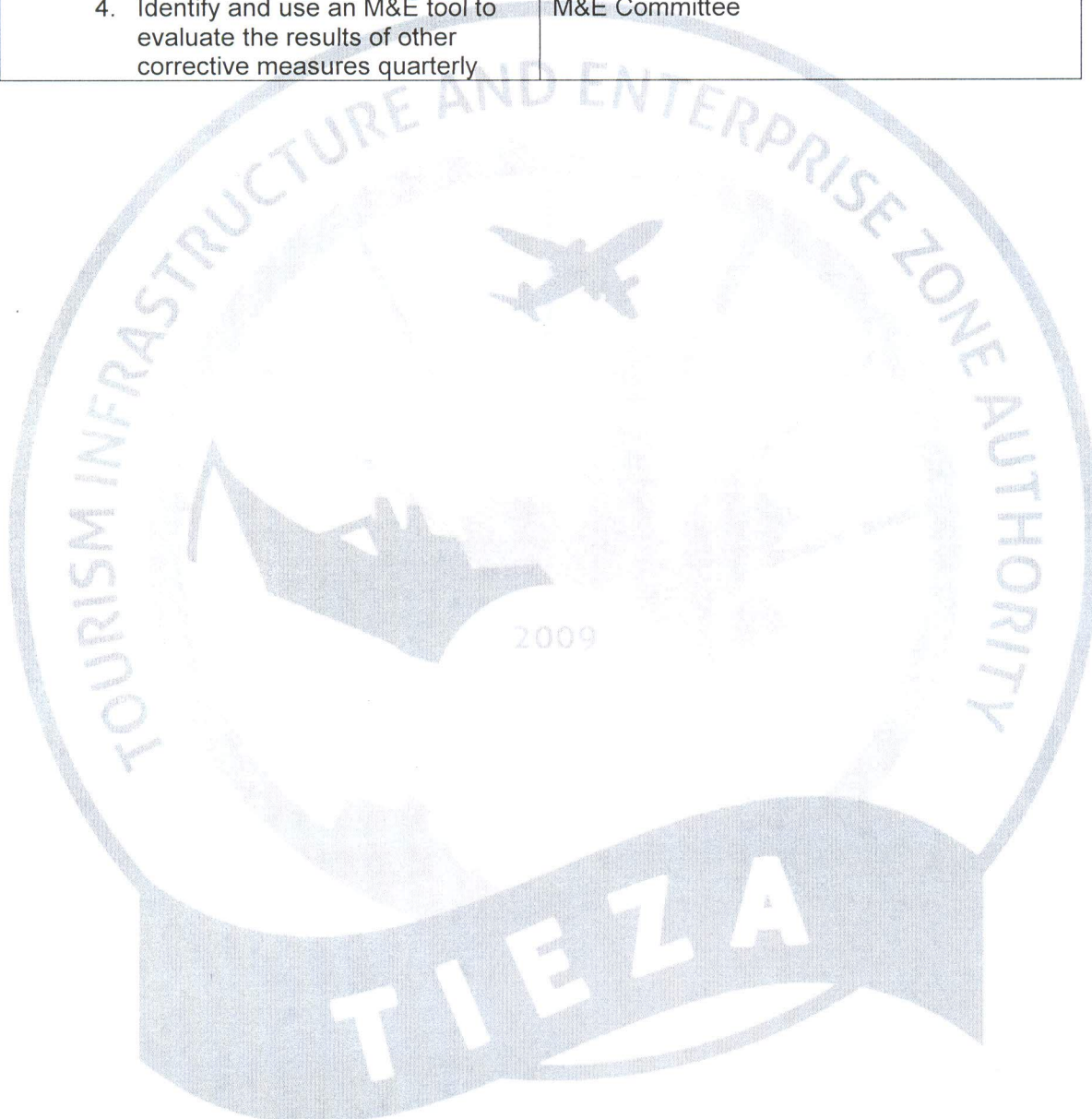
Mechanisms and Responsibility Centers

MECHANISMS	RESPONSIBILITY CENTERS
A. Training Programs	
1. Conduct TNA / Individual Career Development Plan(Annex A)	HRD
2. Identify areas for development	HRD/Supervisor
3. Classify areas for development	HRD
4. Allocate budget	HRD
5. Schedule the conduct of training	HRD
6. Identify participants based on TNA / Individual Career Development Plan results and the recommendations of their respective Department Heads	HRD and department heads
7. Post the shortlist of qualified participants at the HR bulletin board	HRD
8. Endorse participation to seminar	Supervisor
9. Evaluate and monitor trainees' performance	HRD/Supervisor
10. Cascade learning from training and seminars. Participants shall be required to prepare an exit report or make a presentation to his/her co-employees, if necessary, within one month after return from the training.	Participant
B. Scholarships	
1. Evaluate the scholarship program	HRD
2. Identify qualified participants and disseminate information	HRD
3. Post the shortlist of qualified participants at the HR bulletin board	HRD
4. Endorse the participation of concerned Staff to the scholarship.	HRD/SUPERVISOR
5. For foreign grants, assist the Recommender to prepare all the requirements for submission to the Personnel Development	HRD

Committee - DOT.	
6. For local scholarship, seek the approval of the Chief Operating Officer upon the recommendation of the HRD Manager	HRD/HRD Manager
7. Require the grantee to cascade learnings to his/her co-employees and other interested parties, within a month after completion of the scholarship grant	HRD
8. Copies of exit reports of foreign seminars attended, or field studies or thesis, shall be deposited in the TIEZA Library or resource center as reference materials.	Participant
C. Job Rotation	
1. All employees including Department Managers may undergo job rotation	Supervisor/HRD
2. An employee identified to undergo job rotation must have been in his/her current position for at least two (2) years prior to the rotation.	Supervisor/HRD
3. Job rotation must be conducted only on related functions within the work unit.	Supervisor/HRD
4. Job rotation assignments shall be endorsed by the Department and Sector Head and approved by the Chief Operating Officer.	
5. An employee on job rotation must stay with the work unit to which he/she is rotated for a minimum of 6 months and maximum of one year.	HRD
6. After the first round of rotation, an employee may be rotated to another unit within the Sector following the same guidelines as in no. 4 before he/she goes back to his/her mother unit.	Supervisor/HRD
7. An exit interview shall be conducted at the end of each job rotation period.	HRD
D. Job Enlargement	
1. The employee requests to assume bigger/heavier workload	Employee
2. The Supervisor and the employee shall discuss and agree on the possible additional duties and functions.	Supervisor & employee
E. Succession Planning	

a. Identify understudies from the pool of qualified personnel	HRD / Department, Division Managers and Section Chiefs
b. Provide necessary interventions to prepare the individual to assume higher responsibilities in a specific field	HRD
c. Create a pool of qualified candidates who can take-over when a vacancy for higher positions occurs	HRD
d. Assist the employees in preparing their individual career paths.	HRD & employee
e. Keep track of the employees' career move.	HRD
F. Performance Feed-backing and Coaching	
1. Review the IPCR of the employee	Supervisor/ HRD
2. If the employee does not meet the target, talk to him/her to find out the reason If the employee is doing well, acknowledge and encourage him/her to perform better.	Supervisor
3. Provide feedback and counselling until performance has improved	Supervisor/HRD
4. Closely monitor and evaluate performance	Supervisor
5. Provide the necessary interventions to achieve the desired performance	HRD & Supervisor
G. Work-Life Balance	
1. Schedule a regular lecture on how to attain work-life balance	HRD
2. Provide feedback and counselling	Supervisor/HRD
3. Closely monitor and evaluate work-life balance	Supervisor
4. Provide the necessary interventions to improve work-life balance	HRD & Supervisor
H. Pre-Retirement Plan	
1. Identify mandatory retiring employees every year	HRD
2. Conduct regular retirement benefits orientation every January of each year	HRD
3. Provide necessary interventions to prepare the retiree for life after TIEZA	HRD
4. Conduct seminars on investments such as Wealth and Finance Management and other livelihood programs.	HRD
5. Conduct pre-retirement counselling	HRD

I. Monitoring and Evaluation	
1. Submit all quarterly monitoring reports to the M&E Committee	HRD
2. M&E Committee to prepare Career Development Plan implementation report	M&E Committee
3. Identify and use an M&E tool to address deviations from the plan	M&E Committee
4. Identify and use an M&E tool to evaluate the results of other corrective measures quarterly	M&E Committee



PART II

Scholarship Grants

A. CSC Sponsored (MC No. 20, s. 2011)

I. Local Scholarship Program (LSP-Modified) Formal

Objective: The Local Scholarship Program (modified) aims to equip government employees with competencies in advancing their personal and career growth, as well as in engaging themselves in pursuing national development goals.

Features:

1. Uses a Twin Approach
 - Formal Education (Graduate Studies: Master's Degree Courses and Diploma Programs)
 - Non-Formal Education (Training Programs)
2. Adopts a development scheme
3. Engages participation of schools/centers of excellence (COEs) or Centers of Development (CODs)
4. Aligns with development goals
5. Puts premium on Good Governance
6. Purposive/Focused programs

Target Scholars: Deserving and qualified government employees who are expected to contribute to the development and implementation of policies and programs of their respective agencies.

Field of Study: Fields of study for both Master's Degree Courses and Diploma Programs shall be aligned with the Medium-Term Philippine Development Plan. Courses to be taken shall be relevant to the mandate/thrust of the agency and shall address development needs/issues.

Recruitment & Selection: Applicant must meet the following requirements

For Master's Degree Course:

- Occupies second level position
- Holds a permanent position
- With at least two (2) years of continuous service
- Holds a bachelor's degree

- Has at least Very Satisfactory performance for the last two (2) rating periods
- Has not earned any Master's Degree nor enrolled in any graduate course

For Diploma Program:

- Occupies second level position
- Holds a permanent position
- Holds a Bachelor's Degree

Selection Procedures:

1. The applicant must pass two (2) levels of screening, a) Agency screening to be done by the TIEZA Personnel Development Committee, b) CSC screening which consists of two (2) phases: written examination and technical interview.
2. Upon passing the screening by the CSC, the nominee shall submit a Research Proposal to the Head of the Agency for evaluation and approval. The applicant's Research Proposal must address a development need of his/her agency.
3. The nominee shall undergo a medical test in any government hospital to determine his or her physical fitness for the diploma studies/program.

Scholarship Coverage:

Master's Degree Course

- Tuition fee, book allowance, thesis writing assistance, miscellaneous and other related fees in the amount of One Hundred Twenty Thousand Pesos (PhP120,000.00)
- Salaries, allowances, and other benefits provided by law; and
- Completion of the scholarship would be considered a major factor/consideration for promotion of the scholar/s to a higher position in the scholar's agency or other government instrumentalities

Diploma Program

- Tuition fee, book allowance, thesis writing assistance, miscellaneous and other school related fees in the amount of (PhP60,000)
- Salaries, allowances, and other benefits provided by law
- Completion of the scholarship would be considered a major factor/consideration for promotion of the scholar/s to a higher position in

the scholar's agency or other government instrumentalities

- Equivalency of three (3) master's degree units if Action Plan resulted to a policy or program proposal in the agency.

The Civil Service Commission shall issue regular announcements on the acceptance of applications for the Formal Education for LSP (Modified). The details of the LSP Scholarship is embodied in CSC – MC 20, s. 2011

Terms and Conditions:

The Scholar shall:

- Sign a Pledge of Compliance (Annex B) containing the following obligations:
 - Adhere to all the regulations and requirements of the Local Scholarship Program (Modified);
 - Abide by the Civil Service Law and its Implementing Rules and Regulations;
 - Exert utmost effort in completing the academic requirements within the two (2) years of the Master's Degree Course; and actual duration which may be from ten (10) to twelve (12) months for the Diploma Programs;
 - Maintain the ethical standards demanded of a government scholar;
 - Be responsible for himself/herself, his/her actions and conduct;
 - Obtain no failing grade, nor a grade below the required General Weighted Average (GWA) of 1.5 for the semester (for the Master's Degree course & Diploma Program), with no subject below a grade of 2.0; and
 - Be responsible for expenses incurred over and above those covered by the Scholarship and other benefits and entitlements provided in the Local Scholarship Program (Modified).
- Upon return to work, fulfil the service obligation as required under Sections 17 and 19 of Rule VII of the Omnibus Rules Implementing Book V of Executive Order No. 292.

The Head of Agency shall:

- Sign a Pledge of Support (Annex C) to the Scholar in the following manner:
 - Approve the Scholar's Research Proposal / Action Plan in accordance with agency's development goals;
 - Allow the Scholar to pursue his/her studies on official time;

- Relieve the Scholar of his/her duties and responsibilities while on scholarship;
- Pay the Scholar's salary, allowances, and other benefits as provided by law;
- Help / Assist the Scholar in the choice of course and/or school;
- Guide the Scholar's progress to ensure completion of the study within the prescribed period;
- Help implement the Scholar's approved recommendation/s arising from his/her Research Proposal / Action Plan upon completion of the study; and
- Give preference or priority to the Scholar upon completion of scholarship in terms of promotion or career advancement.

II. Local Scholarship Program (LSP-Modified) Non-formal

Objective: To improve capacities of civil servants and leverage organizational productivity through a creation of a pool of trainers within the agency.

Features:

1. Intended to equip civil servants with a trainer's skills and competencies.
2. Workplace training methodology as well as ethics and competency-based approaches shall be the predominant features of these programs
3. Six (6) flagship programs of the CSC shall be initially targeted for scholarship:
 - Values Orientation Workshop (VOW)
 - Public Service Ethics and Accountability (PSEA)
 - Basic Customer Service Skills Seminar (BCSS)
 - Administrative Justice (AJ)
 - Service Delivery Excellence Program (SDEP)
 - Gender Sensitivity Seminar (GSS)

Recruitment & Selection:

Qualification Requirements at the time of Application:

- Holds a Bachelor's Degree
- Holds a permanent appointment
- With one (1) year of continuous government service
- Actual performance of the duties of the position
- Has satisfactory performance for the last two (2) rating periods

Selection Procedures:

1. An employee shall apply directly to his/her agency and shall submit the following:
 - Application form prescribed by the CSC
 - Skills Application Plan (SAP) which must address a development need of his/her agency
2. The TIEZA – Personnel Development Committee (PDC) shall pre-screen applicants for the non-formal (training) scholarship based on the requirements set by the CSC.
3. The head of the TIEZA shall submit the name of the nominee to the CSC through the Regional Office, certifying that the nominee meets all the requirements, has passed the screening of the PDC, and that his/her SAP is approved and contributes to improving the performance and increasing productivity of the agency.

Terms and Conditions:

1. The Scholar shall sign a Pledge of Compliance, while the Head of Agency shall sign a Pledge of Support (Annexes D & E).
2. The Scholar shall fulfil the service obligation as required under Sections 17 and 19 of Rule VIII of the Omnibus Rules Implementing Book V of Executive Order no. 292.

Monitoring and Evaluation: The CSC shall institute a Monitoring & Evaluation (M&E) Framework for the LSP (Modified).

The SAP shall be strictly monitored by a CSC Mentor.

The CSC shall conduct a semi-annual group dialogue with Scholars and Heads of Agencies to assess this component's strength in improving capacities of Scholars that will help them address development goals.

B. Agency-Sponsored

I. TIEZA – Educational Support Program

It allows qualified employees to pursue collegiate or post-graduate courses through a grant of financial assistance, such as the study-now-pay-later plan. A maximum of twelve (12) grantees for graduate courses will be sponsored at any one (1) term, under the following conditions:

- a. Evaluation will be based on the following factors:

1. Nature of appointment – first or second level and holding permanent position
 2. Age – Maximum of forty-five (45) years old but priority is given to those below thirty (30) years old
 3. Performance rating – at least Very Satisfactory performance for the past two (3) rating periods preceding the grant
 4. Length of service – at least two (2) years of continuous service in the Authority
 5. Leave credits – Fifteen (15) days vacation and fifteen (15) days sick leave credits to be maintained during the period of the grant
- b. Grantees shall enrol in courses which will help them qualify for promotion and which shall help in the attainment of the goal of the Authority.
 - c. Grantees are required to enrol continuously in order to complete the course enrolled in. Extension beyond prescribed period despite continuous employment shall not be covered by benefits under this program.
 - d. Grantees shall be allowed a half-day (4 hours) official time during the final year in undergraduate bachelor degrees; a and full-day (8 hours) official time during the final semester or trimester in Diplomat, Masteral and Doctoral degrees.
 - e. The expenses advanced by TIEZA need not be refunded if the Student maintains an exemplary academic performance, meaning an average of 1.5 per subject or higher for the entire graduate course.
 - f. If not qualified under letter e above, repayment schedule shall be:

Amount	Duration of payment	
P31,000.00 – below	6 months	12 equal instalments (15 th – 30 th)
Over P31,000 – P61,000	12 months	24 equal instalments (15 th -30 th)
Over P61,000 – P71,000	18 months	36 equal instalments (15 th & 30 th)
Over 71, 000.00	24 months	48 equal instalments (15 th -30 th)

The amount is the personal obligation of the Grantee. If not paid on schedule, it may be taken from any money accruing to him/her in the course of employment.

II. Extension / Off-campus Class in Master in Public Administration/Development Management /Master in Government Management / MGM Executive Program

TIEZA will negotiate with schools which offer extension classes for Masteral Degree courses exclusively for TIEZA employees and DOT attached agencies under the following terms and conditions:

1. At least twenty (20) students will enrol
2. Study load will be nine (9) units per semester and six (6) units during summer. The academic requirements for the degree shall be finished in two (2) years or four (4) semesters and one (1) summer.
3. The venue is the TIEZA Training Room
4. The schedule is three (3) times a week from 5:00 – 8:00 p.m. or Saturdays, 8:00 am to 7:00 p.m.

III. Other Scholarships sponsored by the Development Academy of the Philippines, National Defense College and other government institutions, etc.

IV. Foreign Scholarships offered through NEDA

All foreign scholarships offering passes through the Personnel Development Committee – Foreign which is chaired by the DOT i.e. USAID, JICA NZAID, TESDA, Colombo Plan, APO, SSEAYP, KOICA, Malaysian Technical Cooperation Programme (MTCP), Netherlands Fellowship Programme, New Zealand Development Scholarship (NZDS), Belgian Government Administration for Development Cooperation. The invitations are being disseminated to all attached agencies of DOT and deliberated by the Committee.

V. TIEZA – Coordinated

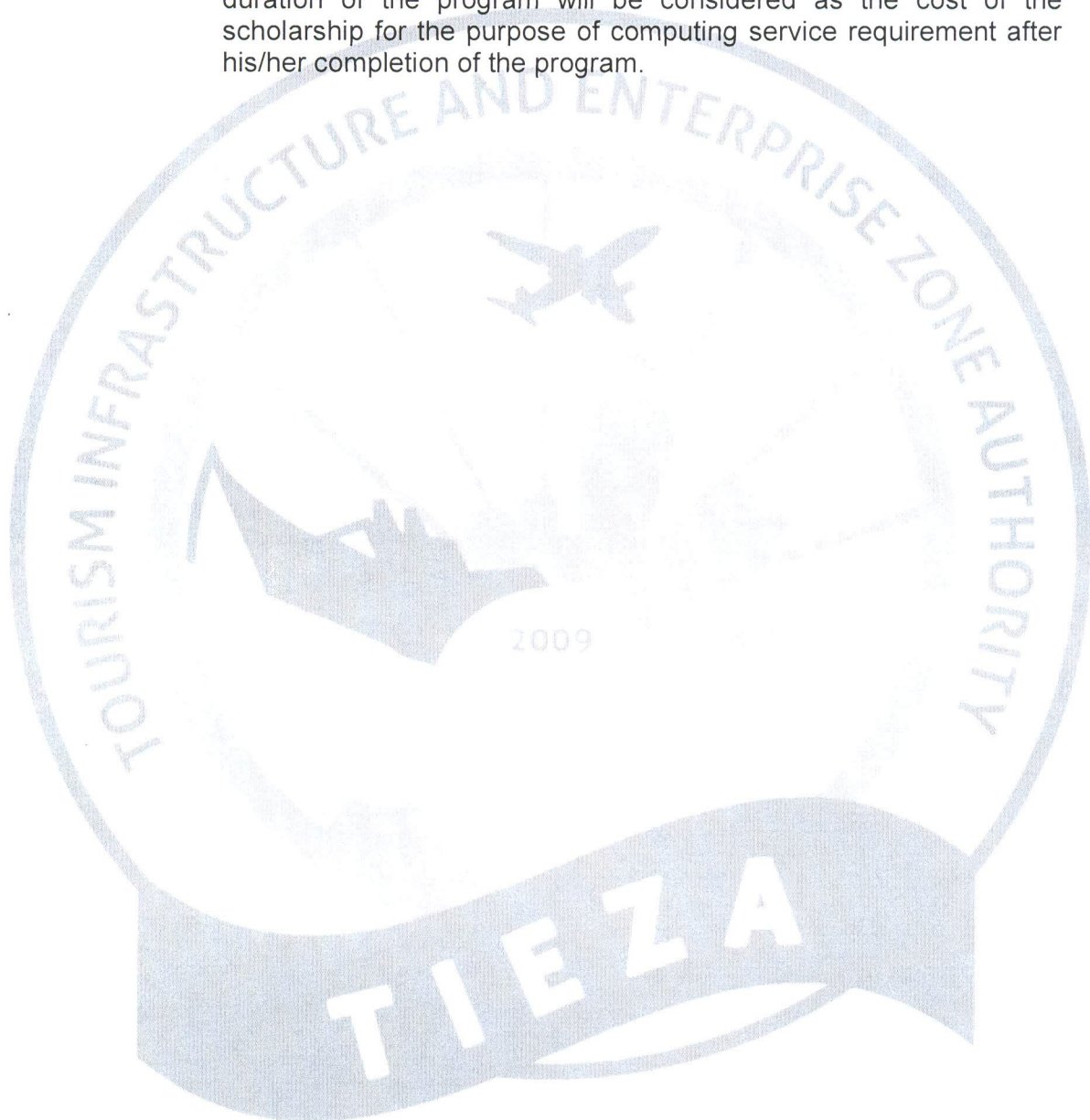
Programs directly offered to TIEZA by foreign institutions will also be governed by the terms of the contract with the institution as well as the general policies covering TIEZA Scholarship and the PDC – Foreign.

VI. Direct offer to Employee

The offer is directly made to the employee in his personal capacity. It shall, likewise, be referred to the PDC – Foreign for evaluation. If the program is assessed to be directly related to TIEZA's functions and/or generally beneficial to the organization and its employees, the employee shall be recommended to the PDC – Foreign for

consideration. However, if the offer will principally be for the personal benefit of the employee yet indirectly beneficial to TIEZA due to his professional development, the employee may be allowed to attend on official time, provided:

1. No expense will be shouldered by TIEZA
2. The salaries and allowances received by the employee for the duration of the program will be considered as the cost of the scholarship for the purpose of computing service requirement after his/her completion of the program.



PART III

STUDY LEAVE PROGRAM FOR EMPLOYEES REVIEWING FOR BAR / BOARD EXAMINATIONS OR COMPLETING MASTER'S DEGREE

Rationale

Section 1, Rule VIII of the Omnibus Rules implementing E.O. 292, the Administrative Code of 1987, states that every official and employee of the government is an asset or resource to be valued, developed and utilized in the delivery of basic services to the public.

CSC MC No. 21, s. 2004 which amended Section 68 of CSC MC No. 14, s. 1999, relative to the guidelines in study leave, states that officials and employees, excluding those in the teaching profession who are covered by different provisions of law, may apply for study leave, which is a time-off from work not exceeding six (6) months with pay for qualified officials and employees to help them prepare for their bar or board examinations; or time-off from work not to exceed four (4) months with pay for completion of Master's Degree.

In support thereof, the Authority commits itself to the development and retention of a highly competent and professional workforce in the public service, particularly those requiring professional board /bar examination and Master's Degree. The grant of assistance and moral support to qualified personnel who desire to take review classes in the different professional courses and complete Post-graduate degrees relevant to the Authority's requirements is an expression of this commitment.

Objectives

1. To ensure the advancement and retention of an effective, efficient and professional workforce in the public service
2. To provide support in terms of study leave on official time for review classes of relevant professional board/bar exams; and for completion of Master's Degree
3. To grant financial aid to qualified employees for the duration of the classes

Coverage

Review classes in Accounting, Engineering, Law and other similar professional courses that subsequently requires passing a Bar/Board Licensure Examination and completion of Master's Degree determined relevant and necessary to the function and mandate of the Authority or to the duties and responsibilities of the concerned officials and employees, as determined by the agency head, for not more than six (6) months and four (4) months respectively.

Benefits

The following benefits shall be granted to qualified employees:

1. Authorization to avail of the study leave, on a full time basis, for a period not exceeding six (6) months on official time.
2. Continuous receipt of his/her salary and all authorized allowances or benefits.
3. Continuous service during the period of the study leave and shall earn the corresponding leave credits.
4. Review / Tuition fees not exceeding Fifteen Thousand Pesos (PhP15,000.00) chargeable against the annual Staff Development Plan (SDP) Budget.

Requirements / Conditions

The beneficiary of the study leave must:

1. Hold a permanent appointment

However, as the purpose of granting study leave is to develop a critical mass of competent and efficient employees which will redound to the improvement of the agency's delivery of public service, employees with co-terminus appointment may be allowed to avail of study leave provided that they:

- a. Meet the requirements under items 2 – 9 below
 - b. Would be able to fulfil the required service obligation
 - c. Are not related to the Head of the Agency or to any member of a collegial body or board. In case of constitutional offices and similar agencies, within the 4th degree of affinity or consanguinity
2. Not be more than 55 years old
 3. Have a bachelor's degree that requires the passing of the Bar or a Board Licensure Examination for the practice of profession
 4. Pursue a profession or field of study which is relevant to the agency's mandate, or to the duties and responsibilities of the concerned official or employee, as determined by the Agency Head
 5. Have rendered at least two (2) years of service in the Authority as of the date of application
 6. Have obtained at least Very Satisfactory performance rating for the last two (2) consecutive rating periods immediately preceding the application

7. Not have a pending administrative/criminal case at the time of application, nor previously found guilty of any administrative/criminal offense
8. Not have any current foreign or local scholarship grant
9. Have fulfilled the service obligation of any previous scholarship/training/study leave/grant under another program at the time of application
10. Be recommended by his/her Department/Sector Head, taking into consideration the following:
 - a. Relevance and necessity of the profession in relation to the function of the office
 - b. Attendance in the review classes shall not hamper office operations

Obligation of the Grantee

The Grantee shall:

1. Upon approval of the grant, file an application for study leave together with the following:
 - a. Transcript of records and diploma
 - b. Medical certificate (physically and mentally fit to study)
 - c. Endorsement of Department/Office /Sector Head
2. Enroll immediately in the review/masteral class he/she intends to take, provided such review class shall not be longer than six (6) months in duration; and four (4) months in duration for Masteral classes.

Initial payment of review/tuition fees shall be made subject to reimbursement upon presentation of official receipt of payment as well as the schedule of review/masteral class issued by the school/review center.

3. Issue a letter of undertaking that he/she is willing to be reassigned to another department/office, as may be reasonable and necessary, after passing the bar / board examination/completion of Masteral Degree.
4. Report for work immediately upon completion/termination of review/Masteral course or passing/failing the Bar/Board Examination. If unable to report back within 5 (five) working days after examination, he/she shall be considered absent without official leave (AWOL) and his/her corresponding absences shall be deducted from his/her accumulated leave credits or salary, whichever is applicable

5. Render at least two (2) years service obligation to the Authority
6. Submit to the Manager, Human Resources Division a certificate of completion for the review; and certification that he/she has actually taken the examination as scheduled to be issued by the agency which conducted the examination or a copy of the diploma for Master's Degree completion issued by the university/college where he/she was enrolled
7. Pay back, in full, the amount given for review/tuition fees for failure to complete the review class, take the bar/board examination or complete the Masteral Degree due to inadequate preparations or other similar reasons. This shall, likewise, result in the termination of the grant and the period spent for review shall be treated as absences which shall be deducted from his/her accumulated leave credits or salary, whichever is applicable.
8. Inform management, through the Manager, Human Resources Department, of his/her failure to take the bar/board examination or to complete his/her master's degree for which he/she was granted the study leave. He/she shall also refund to the Authority all the salaries and benefits received during the study leave.
9. Refund the gross amount of salary, allowances and other benefits received while on study leave for failure to render in full the service obligation referred to in the contract on account of voluntary resignation, optional retirement, expiration of term of appointment for co-terminus employees, detail to other government agencies, separation from the service through one's own fault, or other causes within one's control. The refund shall be proportionate to the balance of service obligation required based on the following formula:

$$R = \frac{(SOR - SOS) \times TCR}{SOR}$$

Where:

R = Refund

TCR = Total Compensation Received (gross salary, allowances and other benefits received while on study leave)

SOS = Service Obligation Served

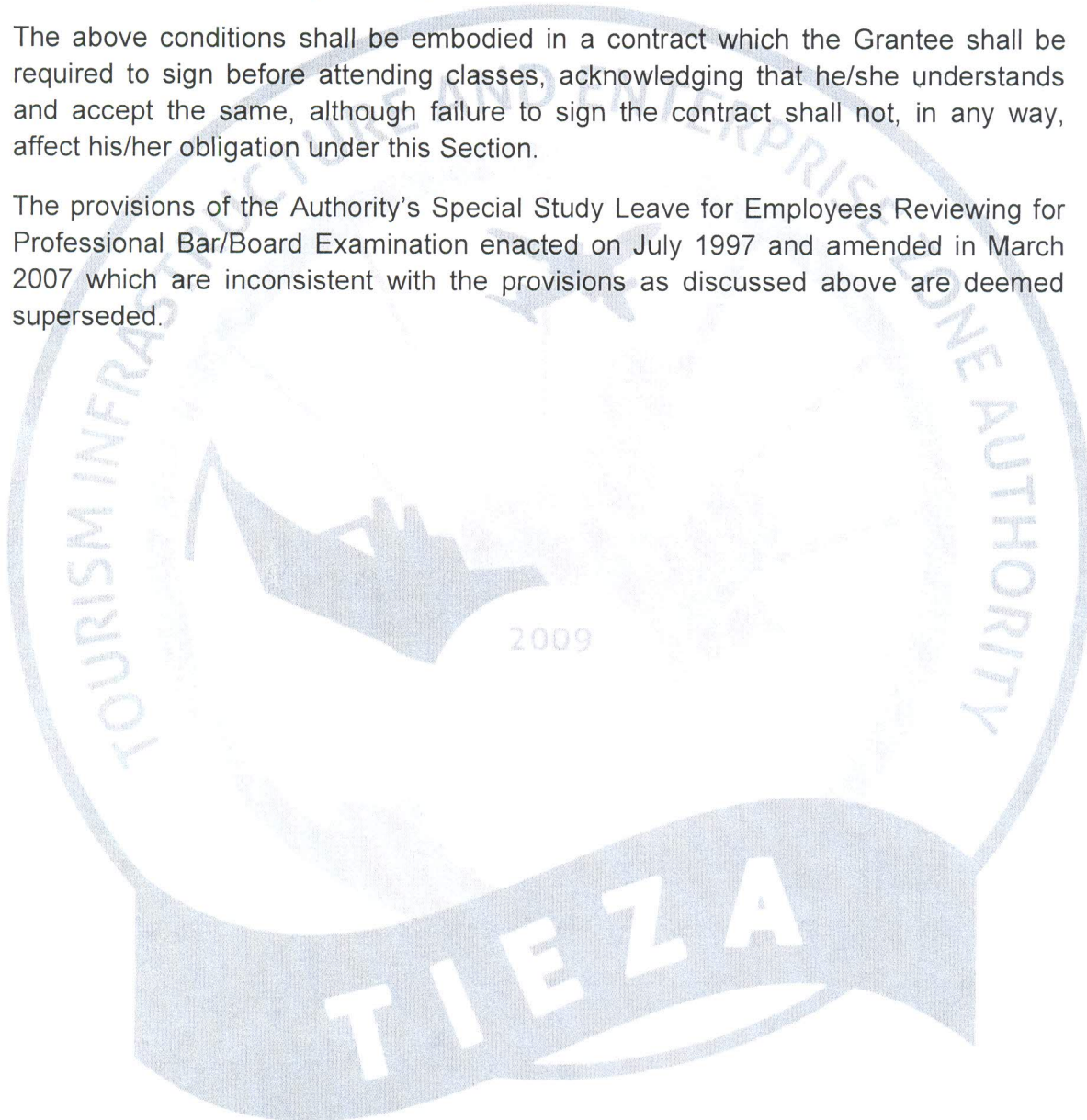
SOR = Service Obligation Required

However, in case of permanent disability or death of the Grantee in the course of his/her review/study or repayment period, the corresponding amount extended to the Grantee shall be considered fully paid after presentation and validation of evidence.

No extension shall be allowed after availment of the maximum period of leave allowed herein. If more time is needed to complete the studies, the Grantee may file a leave of absence chargeable against his/her vacation leave credits.

The above conditions shall be embodied in a contract which the Grantee shall be required to sign before attending classes, acknowledging that he/she understands and accept the same, although failure to sign the contract shall not, in any way, affect his/her obligation under this Section.

The provisions of the Authority's Special Study Leave for Employees Reviewing for Professional Bar/Board Examination enacted on July 1997 and amended in March 2007 which are inconsistent with the provisions as discussed above are deemed superseded.



PART IV

GENERAL GUIDELINES, POLICIES, RULES AND REGULATIONS AFFECTING SCHOLARSHIP, TRAINING PROGRAMS AND OTHER ACTIVITIES

I. SELECTION OF NOMINEES

Scholarship and Training

It shall be the policy of the Authority to provide for the widest possible opportunities for the development of qualified officers and employees to raise their level of efficiency and improve the quality of service to the public.

Special consideration shall be extended to exemplary employees despite their comparatively lower levels of position and salary, as well as deficiencies in formal education.

Department Managers and special Unit Heads shall be the nominating officers. All official nominations for scholarship or training grants shall be coursed through the Manager, Human Resources Division and evaluated by the TIEZA Personnel Development Committee (PDC), in accordance with established standards/criteria set by this office, the Civil Service Commission, the National Economic and Development Authority (NEDA), and/or the sponsoring agency/country.

Criteria

Qualification of candidates shall be determined by the following criteria:

1. **Nature of Appointment** – Officers and permanent employees may be considered for selection/nomination. A permanent appointment refers to an appointment approved or attested by the CSC on a permanent basis.

However, per CSC Memorandum Circular No. 13 s. 1987, a waiver may be granted to non-permanent employees who are:

- a. Directly involved in the undertaking and implementation of foreign-assisted projects, in which the agreement entered into between the TIEZA and the foreign entity involves training/scholarship grants for project staff members under the auspices of the lending or foreign institution
- b. Invited by a sponsoring entity or proposed for nomination by agencies which have been directly invited by a foreign entity to avail themselves of its training and scholarship grants. Duration of the scholarship/training grant shall not be beyond one year.

2. **Age** – As specified by the sponsoring agency or donor entity, the PDC-Foreign, and/or the TIEZA Personnel Development Committee.
3. **Education** – As required for the successful completion of the course.
4. **Performance Rating** – a satisfactory performance rating for the last two (2) rating periods shall be required. Preference, however, shall be given to nominees with outstanding performance and who are recipients of an award given by the CSC and/or the TIEZA.
5. **Training** – Completion of in-service training courses and seminars which are relevant to the proposed grant, training, or scholarship.
6. **Physical Fitness** – Candidates who are finally chosen shall be required to undergo physical and medical examination to determine their fitness, unless this requirement is waived by competent authorities as unnecessary on account of the type or nature of training grant.
7. **Multiplier Effect** – This refers to an evaluation of how the nominee would be able to impart the knowledge, skills, and techniques to the employees and clientele of the TIEZA under its training programs, taking into account his/her appointment/position and the duties and responsibilities currently being exercised.

II. PRIVILEGES OF GRANTEES

A. Foreign-Assisted Programs

All scholarships, training grants, seminars, observation tours and similar programs coursed through the National Economic and Development Authority (NEDA) and processed by the PDC-Foreign shall allow the Grantee the following privileges pursuant to Executive Order No. 129, as amended by Executive Order 421 dated November 26, 1973 and as further amended by Ministry Order no. 1, s. 1986:

- a. Study on official time
- b. Pre-travel expenses of PhP500.00
- c. Transportation expenses, and
- d. Clothing allowance of \$300.00 (in peso equivalent) for directors or equivalent position for division chiefs, and other employees

The above privileges shall, likewise, be given to a Grantee who is an accredited TIEZA representative to programs coursed through other

agencies or directly offered to TIEZA. Otherwise, all expenses shall be borne by the Grantee and/or sponsoring entity except the following:

- a. Study on official time
- b. Pre-travel expenses of participant will depend on the destination

Participation of officials and employees in programs from purely personal or private efforts not involving government funds may be availed of by any employee after clearance from the Chief Operating Officer.

Accreditation as TIEZA representative shall be obtained only through the recommendation of the TIEZA Personnel Development Committee in a regular and/or special meeting.

B. Local Scholarships

TIEZA shall pay the matriculation fee and other school expenses of local scholars as officially billed by the university/college where the Grantee is enrolled and book allowance as certified by the School Head/Dean.

Employees stationed and studying in Metro Manila, except as may be provided for, shall not receive per diems, allowances or transportation expenses.

All Grantees enrolled in the University of the Philippines School of Economics taking up the Development Economic course and in the Philippine Executive Academy taking up the Senior Executive Development course shall be governed by Memorandum Circular No. 790 dated January 13, 1975 issued by the Office of the President, respectively.

C. Training Programs

Training participants coming from the place where the training program is held shall only be allowed actual transportation expenses, subject to related provisions of DBM Circular No. 391, s. 1987.

Participants residing outside 50 kilometers from the venue where the training program is held shall only be allowed actual traveling allowances and actual transportation expenses, subject to accounting and auditing rules and regulations, provided that if the training fee includes expenses for board and lodging, the same shall be deducted from the traveling allowances.

Certificate of attendance/completion will not be issued to those who attended less than 75 percent (75%) of the total duration of the actual

training period. Refund of allowance may also be asked on a case to case basis.

III. CONDITIONS/OBLIGATIONS

A. Scholarship and Training Program Proper

In consideration to an employee's acceptance of a scholarship, training, study grant, attendance in seminar and relevant programs, the participant binds himself to the following conditions:

1. To maintain the required standards, terms and conditions of his/her grant/training
2. To conduct himself/herself properly so as not to bring disgrace to his/her person, to the TIEZA, and to the country
3. To return immediately upon the termination of his/her grant/training
4. To serve the TIEZA for a specified period based on the following:

Expenses	Length of Service Required
P5,000 – 10,000	6 months
P10,000 – 30,000	1 year
P31,000 – 60,000	2 years
P61,000 – 90,000	3 years
P91,000 or more	4 years

5. To refund to the TIEZA amount/amounts as may have been defrayed for his/her transportation, allowances and other expenses incurred, incident to his/her grant for:
 - a. Failure to render, in full or in part, the required length of service referred to in no. 4 above on account of voluntary resignation, transfer, retirement, separation from the service through his own fault, or other causes within his control; or
 - b. Failure to complete the grant/training or having been recalled following cancellation of his/her grant due to his/her own fault or willful neglect, pursuant to nos. 1 – 3 above

The above conditions shall be embodied in a contract (Annex D), which the Grantee shall be required to sign before departure, acknowledging that he/she understands and accepts the same, although failure to sign such a statement shall not in any way affect his/her obligations under this section.

- c. Failure to attend the training/grant after having been officially accepted and payment remitted to sponsoring / conducting institution. Notice of official withdrawal with justifiable reason made at least two (2) weeks before the program schedule shall not obligate the employee to refund the program cost.

Likewise, a recommended employee shall be considered last priority in attendance in future in-house and outside training programs in view of any of the following:

- 1) Failure to attend or non-completion of attendance in an in-house training program in which he/she is recommended to attend, without notice of official withdrawal with justifiable reason at least one (1) week before program conduct;
- 2) Non-submission of Certificate of Attendance and Evaluation Report; and
- 3) Failure to conduct a knowledge-sharing session about outside technical training programs attended

Deliberate failure to conduct a knowledge-sharing session for two (2) times shall warrant a written reprimand and disqualification from attendance in future training programs.

IV. POST-PROGRAM REQUIREMENTS

A. Scholarship/Training Programs

In addition to a Completion Report to be submitted to the Chief Operating Officer, through the Personnel Development Committee, the Scholar/Grantee shall undertake the following, as may be applicable, coursed to the Committee through the Manager, Human Resources Division:


1. Study TIEZA programs and activities insofar as their specialized fields are concerned and make recommendations for their improvement
2. Formulate policy recommendations to encourage new approaches and innovative programs, for efficiency, economy and effectiveness of operation. He/she shall initiate within six (6) months after his/her grant, special projects on a small scale, subject to the Chief Operating Officer's approval and funding capacity.

The Committee will, likewise, determine the feasibility of the project initiated on a large scale.

3. Submit a paper which could be used as a reference material of in-service training groups, curriculum workshops and seminars.

In addition, the Scholar/Grantee may be recruited as Facilitator/Resource Person/Lecturer in any in-service training, subject to clearance from the Chief Operating Officer.

Approved:


MARK T. LAPID
Chief Operating Officer



2009

TIEZA

PART V: ANNEXES

Annex A

Career Development Plan

Name : _____

Present Position : _____

Performance Summary : _____

-
-
-
-
-
-

Career Goals : _____

Areas of Strength : _____

Areas for Development : _____

Development Goals : _____

Action Steps : _____

Obstacles and Solutions : _____

Signature over printed name
Employee

Signature over printed name
Supervisor

ANNEX B

LOCAL SCHOLARSHIP PROGRAM (MODIFIED)

NAME OF SCHOLAR:	
FIELD OF STUDY AND COURSE:	
SCHOOL/UNIVERSITY/COE/COD:	
DURATION OF THE SCHOLARSHIP:	

PLEDGE OF COMPLIANCE (FORMAL)

To the CIVIL SERVICE COMMISSION:

I, AS SCHOLAR UNDER THE LOCAL SCHOLARSHIP PROGRAM (MODIFIED),
HEREBY PLEDGE TO FULFILL THE FOLLOWING OBLIGATIONS:

- 1 TO ADHERE TO ALL THE REGULATIONS AND REQUIREMENTS OF THE LOCAL SCHOLARSHIP PROGRAM (MODIFIED);
- 2 TO ABIDE BY THE CIVIL SERVICE LAW AND ITS IMPLEMENTING RULES AND REGULATIONS;
- 3 TO EXERT UTMOST EFFORT IN COMPLETING THE ACADEMIC REQUIREMENTS WITHIN THE PRESCRIBED PERIOD/DURATION OF THE SCHOLARSHIP;
- 4 TO MAINTAIN THE ETHICAL STANDARDS DEMANDED OF A GOVERNMENT SCHOLAR;
- 5 TO BE RESPONSIBLE FOR MYSELF, MY ACTIONS AND MY CONDUCT;
- 6 TO OBTAIN NO FAILING GRADE NOR A GRADE BELOW THE REQUIRED GENERAL WEIGHTED AVERAGE (GWA) OF 1.5 FOR THE SEMESTER (FOR THE MASTER'S DEGREE COURSE & DIPLOMA PROGRAMME) WITH NO SUBJECT BELOW A GRADE OF 2.0; AND
- 7 TO BE RESPONSIBLE FOR EXPENSES INCURRED OVER AND ABOVE THOSE COVERED BY THE SCHOLARSHIP AND OTHER BENEFITS AND ENTITLEMENTS PROVIDED IN THE LOCAL SCHOLARSHIP PROGRAMME (MODIFIED).

DATE (Month/Day/Year)

SCHOLAR'S PRINTED NAME & SIGNATURE

Copy Furnished:
Head of Agency

ANNEX C

LOCAL SCHOLARSHIP PROGRAM (MODIFIED)

NAME OF SCHOLAR:	
AGENCY:	
POSITION/DESIGNATION:	
FIELD OF STUDY AND COURSE:	
SCHOOL/UNIVERSITY/COE/COD:	
DURATION OF SCHOLARSHIP:	

PLEDGE OF SUPPORT (FORMAL)

To the CIVIL SERVICE COMMISSION:

I, THE UNDERSIGNED , _____(NAME OF HEAD OF AGENCY)_____, AS HEAD OF _____(NAME OF AGENCY)_____ HEREBY PLEDGE TO SUPPORT _____(NAME OF SCHOLAR)_____ AS A SCHOLAR UNDER THE LOCAL SCHOLARSHIP PROGRAM (MODIFIED) IN THE FOLLOWING MANNER:

- 1 TO APPROVE THE SCHOLAR'S RESEARCH PROPOSAL / ACTION PLAN IN ACCORDANCE WITH AGENCY'S DEVELOPMENT GOALS;
- 2 TO ALLOW THE SCHOLAR TO PURSUE HIS/HER STUDIES ON OFFICIAL TIME;
- 3 TO RELIEVE THE SCHOLAR OF HIS/HER DUTIES AND RESPONSIBILITIES WHILE ON SCHOLARSHIP;
- 4 TO PAY THE SCHOLAR'S SALARY, ALLOWANCES, AND OTHER BENEFITS AS PROVIDED BY LAW;
- 5 TO HELP / ASSIST THE SCHOLAR IN THE CHOICE OF COURSE AND/OR SCHOOL;
- 6 TO GUIDE THE SCHOLAR'S PROGRESS TO ENSURE COMPLETION OF THE STUDY WITHIN THE PRESCRIBED PERIOD;
- 7 TO HELP IMPLEMENT THE SCHOLAR'S APPROVED RECOMMENDATION/S ARISING FROM HIS/HER RESEARCH PROPOSAL / ACTION PLAN UPON COMPLETION OF THE STUDY; AND
- 8 TO GIVE PREFERENCE OR PRIORITY TO THE SCHOLAR UPON COMPLETION OF SCHOLARSHIP IN TERMS OF PROMOTION OR CAREER ADVANCEMENT.

DATE

SIGNATURE OVER PRINTED NAME OF
HEAD OF AGENCY

Copy Furnished:
The Agency of Scholar

ANNEX D

LOCAL SCHOLARSHIP PROGRAM (MODIFIED)

NAME OF SCHOLAR:	
FIELD OF STUDY AND COURSE:	
SCHOOL/UNIVERSITY/COE/COD:	
DURATION OF THE SCHOLARSHIP:	

PLEDGE OF COMPLIANCE (Non – Formal)

To the CIVIL SERVICE COMMISSION:

I, AS SCHOLAR UNDER THE LOCAL SCHOLARSHIP PROGRAM (MODIFIED),
HEREBY PLEDGE TO FULFILL THE FOLLOWING OBLIGATIONS:

- 1 TO ADHERE TO ALL THE REGULATIONS AND REQUIREMENTS OF THE LOCAL SCHOLARSHIP PROGRAM (MODIFIED);
- 2 TO ABIDE BY THE CIVIL SERVICE LAW AND ITS IMPLEMENTING RULES AND REGULATIONS;
- 3 TO EXERT UTMOST EFFORT IN COMPLETING THE ACADEMIC REQUIREMENTS WITHIN THE PRESCRIBED PERIOD/DURATION OF THE SCHOLARSHIP;
- 4 TO MAINTAIN THE ETHICAL STANDARDS DEMANDED OF A GOVERNMENT SCHOLAR;
- 5 TO BE RESPONSIBLE FOR MYSELF, MY ACTIONS AND MY CONDUCT;
- 6 TO OBTAIN NO FAILING GRADE OR ITS EQUIVALENT, AND TO SATISFACTORILY COMPLETE THE REQUIREMENTS FOR THE TRAINING PROGRAM; AND
- 7 TO BE RESPONSIBLE FOR EXPENSES INCURRED OVER AND ABOVE THOSE COVERED BY THE SCHOLARSHIP AND OTHER BENEFITS AND ENTITLEMENTS PROVIDED IN THE LOCAL SCHOLARSHIP PROGRAMME (MODIFIED).

DATE (Month/Day/Year)

SCHOLAR'S PRINTED NAME & SIGNATURE

Copy Furnished:
Head of Agency

ANNEX E

LOCAL SCHOLARSHIP PROGRAM (MODIFIED)

NAME OF SCHOLAR:	
AGENCY:	
POSITION/DESIGNATION:	
FIELD OF STUDY AND COURSE:	
SCHOOL/UNIVERSITY/COE/COD:	
DURATION OF SCHOLARSHIP:	

PLEDGE OF SUPPORT (Non – Formal)

To the CIVIL SERVICE COMMISSION:

I, THE UNDERSIGNED , _____(NAME OF HEAD OF AGENCY)_____, AS HEAD OF _____(NAME OF AGENCY)_____ HEREBY PLEDGE TO SUPPORT _____(NAME OF SCHOLAR)_____ AS A SCHOLAR UNDER THE LOCAL SCHOLARSHIP PROGRAM (MODIFIED) IN THE FOLLOWING MANNER:

- 1 TO APPROVE THE SCHOLAR'S SKILL APPLICATION PLAN IN ACCORDANCE WITH AGENCY'S DEVELOPMENT GOALS;
- 2 TO ALLOW THE SCHOLAR TO PURSUE HIS/HER STUDIES ON OFFICIAL TIME;
- 3 TO RELIEVE THE SCHOLAR OF HIS/HER DUTIES AND RESPONSIBILITIES WHILE ON SCHOLARSHIP;
- 4 TO PAY THE SCHOLAR'S SALARY, ALLOWANCES, AND OTHER BENEFITS AS PROVIDED BY LAW;
- 5 TO GUIDE THE SCHOLAR'S PROGRESS TO ENSURE COMPLETION OF THE STUDY WITHIN THE PRESCRIBED PERIOD; AND
- 6 TO HELP IMPLEMENT THE SCHOLAR'S APPROVED RECOMMENDATION/S ARISING FROM HIS/HER SKILLS APPLICATION PLAN UPON COMPLETION OF THE TRAINING.

DATE

SIGNATURE OVER PRINTED NAME OF
HEAD OF AGENCY

Copy Furnished:
The Agency of Scholar