



Republic of the Philippines
National Electrification Administration
Quezon City

21 October 2004 NEA MEMORANDUM No. 2004-025

MEMORANDUM TO: **ALL ELECTRIC COOPERATIVES**
SUBJECT : **POLICY ON HR STRENGTHENING FOR ECs**

I. Rationale

Section 58, item A of the Electric Power Industry Reform Act (EPIRA) of 2001 mandates the National Electrification Administration (NEA) to prepare electric cooperatives (ECs) in operating and competing under the deregulated electricity market within five (5) years from the effectivity of the law, specifically, in an environment of open access and retail wheeling.

In line with this mandate, the NEA is assisting the ECs improve and develop their human resources from the management down to the associates.

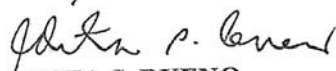
Thus, a Policy on HR Strengthening for ECs is instituted to systematize the development of programs that will upgrade and further sharpen the competencies of the EC employees in all levels and aspects of EC operations.

II. Policy Statements

1. The NEA Policy on HR Strengthening for ECs will consist of several programs that will upgrade and develop the competencies of employees in the different levels of the cooperative's organizational structure from department managers, division managers as well as the associates.
2. The EC General Manager shall require all employees to undergo assessment and profiling of their core competencies to form part of the programs under this Policy.

III. Effectivity

This Policy shall take effect immediately. This Policy shall be implemented by the Institutional Development Department.


EDITA S. BUENO
Administrator

NATIONAL ELECTRIFICATION
ADMINISTRATION
IN REPLYING, PLS. CITE: #0A005911



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Part I - Assessment and Profiling Program of Department Managers' Core Competencies

I. Rationale

After instituting reforms to upgrade the qualification standards and set a more stringent selection process for aspiring GMs, the continuing development of department managers is the next move towards strengthening and improving the EC management. Since department managers, along with the GM, strongly influence the direction and the future of the EC, their constant progress as professionals must be given focus to ensure their steady productivity in the workplace.

Thus, core competencies* of an estimated 500 incumbent department managers in the 119 ECs should be assessed and profiled to primarily serve as baseline data that can be used as basis in designing programs and trainings for their continuing development.

(*core competencies - are individual characteristics which demonstrate and/or provide evidence of superior/inferior and effective/ineffective job performance. They are defined in terms of behavior- *Paul Mackay, Management Development Center, 1997.*)

II. Scope and Content of the Program on Profile of Core Competencies

The Profile of Core Competencies for each department manager is the summative assessment of their intelligence quotient (IQ), emotional quotient (EQ), and personality appraisal.

Specifically, some of the contents of the profile include the following:

Intelligence Quotient

- Standard levels of intelligence (below average, average, above average, genius)
- Performance in structured and unstructured tasks
- Level of aspiration
- Approach to problem solving
- Levels of efficiency and capacity

Emotional Quotient

- Work-related attributes like:
 - a. reaction to authority
 - b. sense of responsibility and duty
 - c. phase of work and productivity
 - d. subjectivity and objectivity
 - e. flexibility and adaptability
 - f. self-control

- Social aspects of work like:
 - a. ability to empathize
 - b. ability to establish rapport
 - c. level of tolerance
 - d. perception of role in a group
 - e. level of cooperativeness

Personality Sketch

- introvert/extrovert
- reaction to emotional stimuli (negative)
- reaction to affectional stimuli (positive)
- emotional stability

III. Mechanics of Implementation of the Assessment and Profiling Program

1. The pen and paper examinations on IQ, EQ and personality appraisal will be administered and interpreted by the Department of Psychology, College of Social Sciences and Philosophy of the University of the Philippines in Diliman. A Memorandum of Agreement detailing the agreements between NEA and the UP-Department of Psychology on this undertaking will be drafted.
2. The examinations, which normally last for three hours, will be administered separately for Luzon, Visayas and Mindanao. The NEA building can be utilized as a testing center for department managers in Luzon while testing sites for Visayas and Mindanao will be chosen based on their accessibility to most ECs.
3. A testing fee of P300.00 for each department manager shall be shouldered by the EC.
4. Results or the Profile of Core Competencies for each department manager will be released to NEA by the UP-Dept. of Psychology within forty five days (45) after the tests have been administered.
5. NEA shall furnish the ECs, through the GMs, with the Profile of Core Competencies of the department managers.
6. NEA will segregate the Profiles of the department managers according to Region, Categorization, and Classification to give an over-all picture of the competencies of department managers nationwide.

IV. Significance and Application of the Program

The Department Managers' Profile of Core Competencies shall serve as a management tool to determine programs aimed at strengthening and enhancing the human resource of the cooperative.

The NEA can use the Profiles on the following:

- Determining the gap between the core competencies of department managers in viable cooperatives and those in unviable coops. Human resource programs can then be designed to bridge that gap.
- Benchmarking the core competencies of highly successful and productive department managers to be used as a standard guide when designing the QS for department managers in the different areas of cooperative operation.

The ECs, on the other hand, can use the Profiles for the following purposes:

- Performance management - learning suitable/appropriate ways and means to inspire and encourage department managers to increase their productivity in the office;
- Management development - addressing the department managers' weaknesses and enhancing their strengths to make them well-rounded employees;
- Succession planning - profiles can help the Board of Directors spot a potential GM or OIC-GM from among the Department Managers to replace the incumbent in case of GM's resignation or leave of absence;
- Job rotation - matching the core competencies of the department managers to their functions without disrupting the organizational structure and plantilla of positions can be achieved thru job rotation;
- Skills analysis and development - the Profiles can be utilized in assessing innate but hidden talents and later developing them into skills thru training and re-tooling;
- Manpower movement - since EC restructuring is inevitable if it wants to survive in a deregulated market, the Profiles can serve as an accurate bases for manpower placement or displacement. It can likewise be used, along with other factors, in designing early retirement packages for department managers who may no longer possess the competencies of an employee suited to the efficient and effective operations of the EC.

V. Effectivity

This Program shall be implemented immediately.