

Camarines Norte Water District  
Daet, Camarines Norte

# OPERATIONS MANUAL

Human Resource Division

MINERVA A. ASIS  
Division Manager B  
Human Resource Division

# **OPERATIONS MANUAL**

## **HUMAN RESOURCE DIVISION**

### **I. INTRODUCTION**

The CNWD, being a government-owned and controlled corporation and as a public water utility created by virtue of Presidential Decree 198, as amended, follows certain rules and regulations of the Civil Service Commission, other pertinent laws, rules and regulations and government issuances in its operation, particularly in implementing employee welfare and development and in its personnel programs and activities.

This Manual of Operations covers basic information on the programs and activities under the Human Resource Division, which are particularly discussed in detail in the CNWD's existing Personnel Mechanisms such as the Strategic Performance Management System (SPMS), Career and Personnel Development Plan (CPDP), Hiring and Promotion Policy, Merit Selection Plan, Grievance Machinery and Policy on Sexual Harassment. Also included in this Manual are the procedural steps in leave administration and availment of leave privileges which are governed by the CSC's Omnibus Rules on Leave. Further, this operations manual briefly discussed the implementation of employee discipline which follows pertinent provisions of Rule XVI (Discipline) of the Omnibus Rules Implementing Book V of E.O. 292 and of the Uniform Rules on Administrative Cases in the Civil Service.

### **II. GENERAL INFORMATION ABOUT HUMAN RESOURCE DIVISION**

The Human Resource Division (HRD) is one of the two divisions under the Administrative and Human Resource Department (AHRD). The HR Division is responsible in human resource development, design of activities and delivery of HR services intended to assist and provide support services to the CNWD employees and the entire workforce in the performance of their duties and responsibilities towards the attainment of the Camarines Norte Water District corporate goals and objectives.

### **III. ORGANIZATION AND RESPONSIBILITIES**

The following personnel comprise the Human Resource Division and their duties and responsibilities are briefly described as follows:

#### *1. Division Manager B*

- Responsible in human resource development and in the implementation of industrial relations programs and procedures, and other personnel development programs, trainings and activities
- Monitors the implementation of CNWD Strategic Performance and Management System (SPMS), Leave Laws and other CSC Law and Rules
- Monitors and supervises the implementation of Personnel Mechanisms (SPMS, Career and Personnel Development Plan, PRAISE, Hiring/Promotion

and Retirement/Separation, Citizens Charter/ARTA, CTO, Grievance Machinery) and other personnel policies

- Provides administrative support and services on human resource/personnel matters, e.g. service records, selection, hiring and promotion, processing of appointment and retirement documents, etc.

*2. Supervising Industrial Relations Development Officer B*

- Provides administrative support to personnel training and development
- Monitors employees' attendance and implements leave laws and personnel policies
- Provides updates on personnel matters and conducts orientation to newly hired employees and JO/Piece-rate workers
- Acts as PMT Secretariat and consolidates OPCR/IPCR of the department and causes the submission and initial review of all OPCR/IPCR

*3. Industrial Relations Development Officer A*

- Responsible for the maintenance of personnel records and provision of administrative support to employees' concerns
- Maintains personnel records (201 files, service records, etc.) and assists in the implementation of leave laws and in information and records and management of HR division
- Prepares Service Contracts of Job Order/Piece-rate Workers

*4. Industrial Relations Development Officer B*

- Acts as clerk-processor of the department and assists in the implementation of programs and activities of the HR division
- Assists the Division in the implementation of Personnel Mechanisms (CTO, Grievance Machinery, and in the maintenance of service records and other personnel records
- Evaluates and updates Personnel Mechanisms and assists in facilitating trainings and seminars and other employees' activities

*5. Industrial Relations Development Officer B*

- Responsible for data and report encoding of the human resource division
- Provides staff work in the implementation of personnel mechanisms (SPMS, PRAISE, Hiring/Promotion and Retirement/Separation, Citizens Charter/ARTA)
- Assists in the implementation of other programs and activities of the HR division

**ORGANIZATIONAL CHART**  
**ADMINISTRATIVE AND HUMAN RESOURCE DEPARTMENT**

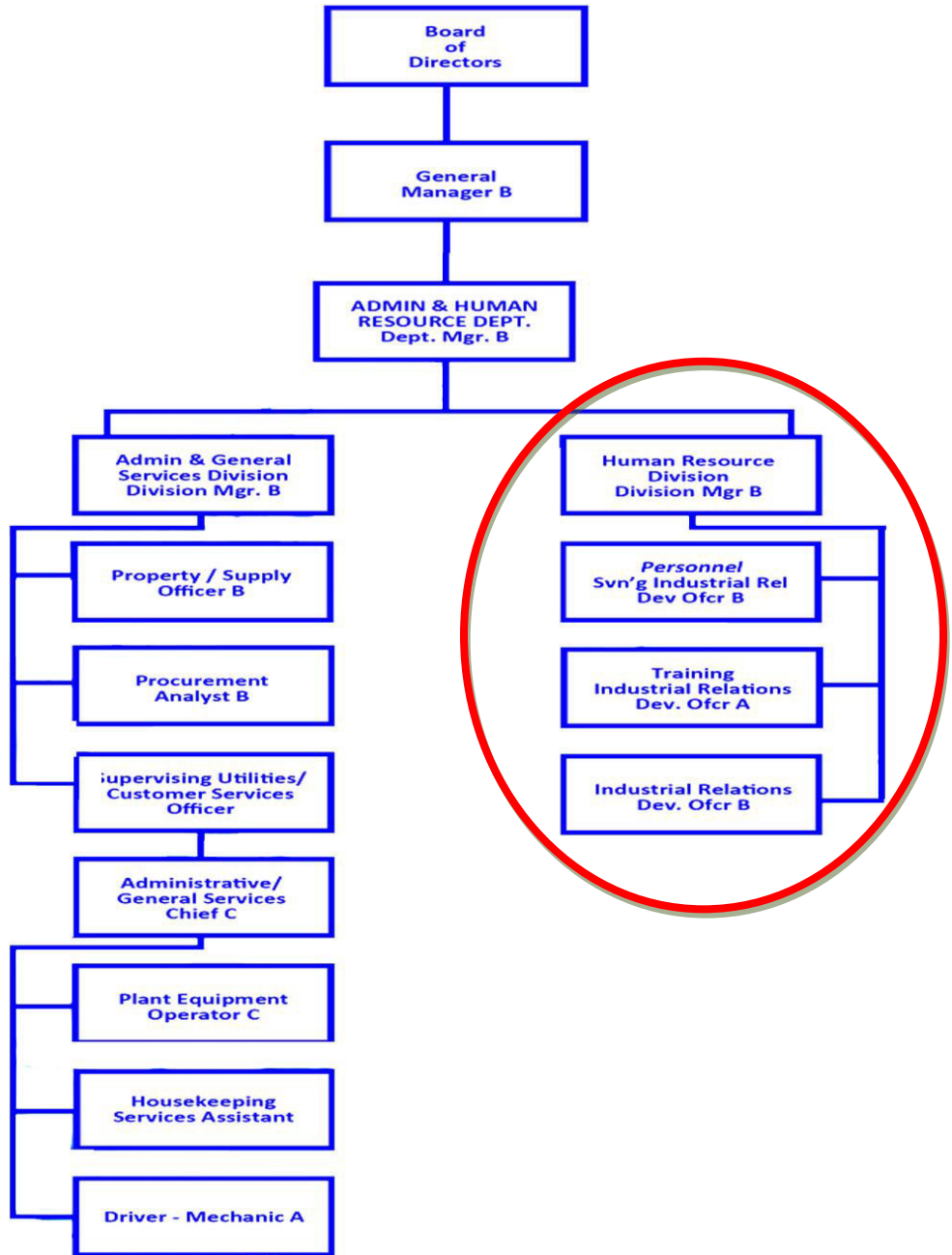


Figure 1. Organizational Chart of AHRD

#### **IV. OPERATIONAL CONTROL AND SUPERVISION**

The operation of the Human Resource Division is under the direct supervision of the Administrative and Human Resource Department Manager, who is under the direct control and supervision of the General Manager.

As implementer of the various CSC rules, policies and regulations, the AHRD and HR Division Manager are also in close coordination with the CSC personnel in Camarines Norte Field Office and with the LWUA advisor and DBM officers for some personnel matters.

#### **V. OPERATING PROCEDURES**

This section provides the overview of procedures of operation of the existing personnel mechanisms which are being implemented by the CNWD, through the Human Resource Division. The process in availing of leave of absences and privileges are also described in this portion. The procedures of implementation of employee discipline follow pertinent provisions of Rule XVI (Discipline) of the Omnibus Rules Implementing Book V of E.O. 292 and the procedural steps under the Uniform Rules on Administrative Cases in the Civil Service per CSC Memorandum Circular No. 991936.

##### **A. PERSONNEL MECHANISMS**

###### **1. Strategic Performance Management System (SPMS)**

The CNWD is implementing a performance management system through the Human Resource Division which is guided by the CSC-approved Strategic Performance Management System.

###### *A. Performance Planning and Commitment (Setting of Performance Targets)*

1. Organizational Targets - Office Performance Commitment and Review (OPCR). Not later than 35 days prior the preceding rating period, each department prepares Office Performance Commitment and Review (OPCR) to set the organizational targets.
2. Employee/Individual Targets – Individual Performance Commitment and Review Form (IPCR)- targets. Each employee/individual then prepares his/her IPCR based on the WDP and submits the same to the unit head for approval and submission to the HR Office. It is a must that the unit head/supervisor and the employee agree on the targets set.

###### *B. Performance Monitoring and Coaching*

During the performance monitoring and coaching phase, the performance of the offices and every individual is regularly monitored at various levels.

Performance monitoring and mentoring should be done regularly using the Performance Monitoring and Coaching Journal. Interventions are given to those behind work targets.

### *C. Performance Review and Evaluation*

#### 1. Office Performance Assessment

The PMT Secretariat in the CNWD consolidates the initial performance assessment of the Heads of Offices/Departments based on reported office accomplishments against success indicators as indicated in the MFO Listings.

The result of the assessment is submitted to the PMT for calibration and recommendation to the General Manager. The General Manager determines the final rating of units/departments/divisions.

#### 2. Performance Assessment for Individual Employees

The immediate supervisor assesses the individual employee performance based on the commitments made at the beginning of the rating period.

Employee's assessment is discussed by the supervisor with the concerned ratee.

The Head of Office determines the final assessment of performance level of the individual employees in his/her unit/division based on proof of performance.

The Human Resource Division prepares the Summary List of Individual Ratings.

### *D. Performance Rewarding and Development Planning*

The result of the assessment shall be discussed by the Heads of Offices and supervisors with the individual employee at the end of each rating period. Appropriate developmental interventions shall be made available by the General Manager and supervisors in coordination with the HRM Office to improve or correct performance of employees with Unsatisfactory and Poor performance ratings.

The results of the performance evaluation/assessment serve as inputs to the:

1. Heads of Offices in identifying and providing the kinds of interventions needed, based on the developmental needs identified.

2. Agency HRM Office/Personnel Office in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives.
3. PMT in identifying potential PRAISE Awards nominees for various awards categories
4. PRAISE Committee in determining top performers of the CNWD who qualify for awards and incentives.

## **2. Career and Personnel Development Plan (CPDM)**

The CNWD has an existing Career and Personnel Development Plan (CPDP) which was approved by the Civil Service on December 29, 2009. This is in pursuance to Rule VIII of the Omnibus Rules Implementing Book V of EO 292 and Other Pertinent Civil Service Laws.

*A. Career Development Opportunities* – Every CNWD employee can avail of any or all of these opportunities:

1. Local Scholarship Program sponsored by the Civil Service Commission – the applicant/s should pass the CSC examination and comply with all other requirements:
  - Bachelor's Degree Completion
  - Masteral Degree Program
  - Skilled Workers in the Government
2. Attendance to Orientation Course, Employee Effectiveness Training Course and Frontline Service Management Program shall be required for the new entrants/transferee belonging to the first and second level positions, within a year including those who are already in the government service.
  - Induction Program
  - Orientation Program
  - Re-orientation Program
  - Professional/Technical/Scientific Program
  - Employee Development Program
  - Job Rotation Program
3. Socialization/Team Building Activities – per Section 1 and 5, Article XIII of the existing Collective Negotiation Agreement (CNA) between CNWD and Camarines Norte Water District Employees Association (CNWDEA-NAFLU).

*B. Health and Safety*

1. Health and Medical/Dental Services is made available to all employees as provided in the existing CNA.

2. Safety devices such as welding masks, goggles and gloves for welders; hard caps for construction workers; raincoats and boots for field men; gas masks for production operators; and safety shoes for shop workers and construction workers shall be lent to concerned employees/workers.

*C. General Guidelines*

1. Availment of all human resource development opportunities is based on performance, organizational need as well as the individual's career plan upon recommendation of the Division Manager.

2. Promotion of CNWD employees as an integral part of an employee's career development shall be guided by the CNWD MPP-SRP.

3. Rewards and Incentives for both individual and group performance shall be guided the CSC-approved PRAISE.

**3. Hiring and Promotion Policy**

The CNWD, thru a Personnel Selection Board (PSB) and with the assistance of the Human Resource Division, implements a Hiring and Promotion Policy based on the Book V of Executive Order 292 and Omnibus Rules of the Civil Service Commission. The CNWD is also a CSC-level 2 accredited in its personnel actions.

*A. Procedures*

1. Request for Authority to Fill is obtained from the CSC.

2. Filing of Notice of Vacancy to the CSC for publication in the bulletin of Vacant Positions in the Government

3. Selection based on the following criteria:

- Must pass the LWUA psychological test comprising IQ, aptitude, personality, supervisory skills (for supervisor) and report writing
- Applicants must meet the minimum requirements for each position based on the CSC Qualifications Standards to qualify for the written examination
- Personal interview is conducted by the PSB to determine the applicant's ability to communicate orally, interests, temperament and preparedness to handle responsibilities

4. The PSB submits to the General Manager a short list of applicants who passed the psychological test and interview for final interview and selection.



5. The General Manager, being the appointing authority of all employees below the Division Manager level, selects from among the list submitted by the PSB. The Board of Directors select from among the list submitted by the General Manager the applicants they believe is the most fit and meritorious for the Division Manager level position and above.

#### **4. Merit Selection Plan**

A Merit and Selection Plan was established in the CNWD in 2001 pursuant to Executive Order No. 292 and CSC memorandum circulars.

##### **A. Procedures**

1. The Human Resource Management Officer publishes vacant positions in the CSC Bulletin of Vacant Positions and posts the same in three (3) conspicuous places in the CNWD for at least 10 calendar days. Men and women are encouraged to apply.

2. The HRMO prepares a list of candidates aspiring for the vacant positions and conducts preliminary evaluation of the qualification of the candidates.

3. The selection line-up shall reflect the comparative competence and qualification of candidates on the basis of:

- Competitive examination
- Performance
- Education and training
- Experience and outstanding accomplishments
- Psycho-social attributes and personality traits
- Potential

4. The AHRD Manager notifies all applicants of the outcome of the preliminary evaluation

5. The AHRD Manager submits the selection line-up to the PSB for deliberation en banc.

6. The PSB makes a systematic assessment of the competence and qualifications of candidates for appointment.

7. The PSB submits a short list of candidates recommended for appointment to the General Manager.

8. The General Manager assesses the merits of the PSB's recommendation and in the exercise of sound discretion, select from among the top five ranking applicants deemed most qualified for appointment.

9. The General Manager issues appointment in accordance with the provisions of the CNWD Merit Selection Plan.

10. The Human Resource Division Manager posts a notice announcing the appointment of an employee in three (3) conspicuous places in the CNWD a day after the issuance of the appointment for at least 15 days.

## **5. Grievance Machinery**

The CNWD adopts a Grievance Machinery in line with the CSC Memorandum Circular No. 02, series 2001.

### **A. Grievance Procedures**

1. Discussion with the Immediate Supervisor - The aggrieved party presents a grievance verbally or in writing to his/her immediate supervisor.
2. Appeal to the Higher Supervisor – The aggrieved party, if not satisfied with the verbal decision of the immediate supervisor, may submit the grievance in writing, within 5 days to the next higher supervisor.
3. Appeal to the Grievance Committee – The decision of the next higher supervisor may be elevated to the Grievance Committee within 5 working days from receipt of the decision of the next higher supervisor.
4. The Grievance Committee may conduct an investigation and hearing within 10 working days and render a decision within five working days after the investigation.
5. Appeal to the top management – If the aggrieved party is not Satisfied with the decision of the grievance committee, he/she may elevate his/her grievance within five (5) working days from receipt of the decision to the top management.
6. The top management shall make the decision within 10 working days after receipt of the grievance.
7. Appeal to the Civil Service Commission Regional Office – If the aggrieved party is not satisfied with the decision of top management, he/she may appeal or elevate the grievance to the CSC Regional Office concerned within 15 working days from receipt of such decision. Together with the appeal, the aggrieved party shall submit a Certification on the Final Action on the Grievance (CFAG).
8. The Civil Service Commission shall rule on the appeal in accordance with the existing civil service laws, rules and regulations.

## **6. Policy on Sexual Harassment**

The CNWD is committed to maintain a work environment that is free of sexual harassment and all forms of sexual intimidation and exploitation. Hence, CNWD established and adopted Sexual Harassment policy.

### **A. Procedures**

1. The Agency Head/General Manager creates a CNWD Committee on Decorum and Investigation.
2. The Committee has the following functions:

- Receives complaints, investigate and hear sexual harassment cases, prepares and submits reports with the corresponding recommendations.
  - Conducts meetings with employees and workers to increase understanding and prevent incidents of sexual harassment
  - Promulgates rules on proper decorum and behavior in the workplace
3. Investigation procedures – the investigation procedures and resolution of sexual harassment cases is in accordance with CSC Resolution No. 01-0940:

*3.a Complaint*

1. The complainant may file his/her complaint which is signed and under oath, at any time with the General Manager or with the Committee of Decorum and Investigation. The complaint shall contain the following:

- The full name and address of the complainant
- The full name, address and position of the respondent
- A brief statement of the relevant and materials facts and specification of the charge or charges
- A certification of non-forum shopping

*3.b Answer*

1. The answers shall be filed within 10 days from receipt of the complaint. It shall be in writing, signed and sworn to by the respondent and copy furnished the complainant.

2. In support of the answer, the respondent shall submit any evidence he/she has, including affidavits of witnesses, if any.

3. Unless directed by the Committee, failure of the respondent to file an answer or to appear in the investigation shall be construed as a waiver to present evidence in his/her behalf.

4. On basis of evidence and pleadings submitted and report/recommendation of the Committee, the head of the Human Resource Management Office shall resolve the case.

*3.c Reply* – the complainant may file a reply within 10 days from receipt of the answer.

*3.d Preventive Suspension*

1. Upon recommendation by the Committee on Decorum, the General Manager may suspend any officer or employee for 90 days pending an investigation, if there are strong reasons to believe that the respondent is guilty of charge which would warrant his/her removal from the service.

2. When the case against the officer or employee under preventive suspension is not finally decided within a period of 90 days after the date of suspension, he/she shall be automatically reinstated in the service.

*3.e Hearing*

1. The CNWD Committee conducts a hearing not earlier than five days nor later than 10 days from the date of receipt of the respondent's answer or complainant's reply, if any.

2. A report and recommendation shall be submitted by the CNWD Committee to the General Manager within 15 days after conclusion of the investigation or hearing.

*3.f Decision*

1. Within 30 days from receipt of the CNWD Committee report and recommendation, the General Manager renders his/her decision.

2. The decision of the General Manager becomes final and executor 15 days after receipt of the copy by the parties unless a motion for reconsideration or appeal is file with the General Manager.

*3.g Motion for Reconsideration*

1. The aggrieved party may file a motion for reconsideration with the General Manager within 15 days from receipt of the copy of the decision.

2. A motion for reconsideration filed within the prescription period suspends the decision rendered by the General Manager.

3. Nothing in this Procedure shall preclude the victim of sexual harassment from instituting a separate action in the proper courts.

**B. LEAVE ADMINISTRATION AND PRIVILEGES:**

The CNWD strictly adheres to the provisions in the Omnibus Rules on Leave, Rule XVI of the Implementing Book V of E.O. 292 in implementing leave laws.

**A. Guidelines**

1. Five days forced/mandatory leave is allowed to all officials and employees with 10 days or more vacation leave credits, subject to the conditions thereat.

2. The Collective Negotiation Agreement between CNWD and CNWD employees association also authorizes the grant of Union Leave when attending official union matters at a maximum of seven (7) days

per official in one (1) year, subject to approval of the Head of Office. Also, in addition to Maternity Leave and Paternity Leave and the three days privilege leave granted under CSC MC No. 6, s. 1999, CNWD implements additional three non-cumulative/non-commutable leave privileges for any of the following purposes:

- Birthday leave
- Burial/mourning leave
- Emergency leave
- Parental leave
- Personal milestone leave
- Parental obligation leave
- Filial obligation leave
- Domestic obligation leave
- Calamity/accident/hospitalization leave
- Gender sensitivity leave

4. The CNWD, pursuant to Section 18 of RA 9710 (Magna Carta of Women), grants two (2) months special leave benefit with full pay based on her gross monthly compensation following surgery by gynaecological disorders.

5. Monetization of leave credits is also being implemented by the CNWD, provided that an employee has an accumulated 15 days of vacation leave credits and at least five (5) days is retained. Monetization of 50% or more of vacation/sick leave credits is also allowed for valid and justifiable reasons, subject to the approval of the agency head and availability of funds.

## B. Procedures

### Application For Vacation/Sick Leave

1. An employee who is applying for vacation or sick leave should accomplish in duplicate CSC Form No. 6, revised in 1984.
2. Instructions at the back of the leave application form must apply, viz.:
  - Application shall be filed in advance or whenever possible (5 days) before going on such leave.
  - Application for sick leave filed in advance, or exceeding five (5) days shall be accompanied by a medical certificate. In case medical consultation was not availed of, affidavit should be executed by the applicant.
  - An employee who is absent without approved leave shall not be entitled to receive his salary corresponding to the period of his unauthorized leave of absence
  - An application for leave of absence for thirty (30) calendar days or more shall be accompanied by a clearance from money and property accountabilities.
3. Supervising Internal Relations Development Officer B (SIRDO B) determines and certifies as to the Leave Credit balance of the employee before the date of availment of leave.

4. The Department Managers recommend for the approval/disapproval of the leave application of their respective subordinates to the General Manager.
5. The General Manager acts on the final approval/disapproval of the leave application.
6. Approved leave applications are recorded/posted to the respective Attendance and Leave Credit Report (Leave Ledgers) of employees.
7. Copy of the approved Leave form is received by the concerned employee/s and the duplicate copy is filed/maintained by the Human Resource Division.
8. At the end of the month, the SIRDO B prepares the Statement of Unused Leave Credits which is posted in the CNWD bulletin board for employees' information.

#### Monetization of Leave Credits

1. A letter request of an employee to monetize stating the purpose/reason of the monetization must be submitted and be approved by the General Manager.
2. After the approval, the concerned employee shall fill up leave application form in duplicate by checking the box – requested, part 6(d) for commutation of leave credits.
3. The Supervising Internal Relations Development Officer B (SIRDO B) shall certify as to the balance of unused leave credits as of the date of application.
4. Determination of valid and justifiable reasons for monetization and the formula for computation of Monetization of Leave Credits are based on Rule XVI of the Omnibus Rules Implementing Book V of Executive Order No. 292 Sections 22, 23 and 24.
5. The application to monetize shall then be forwarded to the Department Managers (AHRD, FSD, EOD and CSD), or the General Manager (for Executive Assistant B) or the Chairman of the Board of Directors (for Technical Assistant B) to recommend approval/disapproval to the General Manager.
6. The General Manager shall render the final approval of the request for commutation of leave credits.
7. Approved application for monetization of leave credits is forwarded to the Accounting Division for processing and the duplicate copy is recorded to the Attendance and Leave Credit Report (Leave Ledgers of employees) and reflected in the SULC.

### **C. EMPLOYEE DISCIPLINE**

The CNWD, being a government entity, implements employee discipline by following provisions and the procedural steps under Rule XIV (Discipline) of the Omnibus Rules Implementing Book V of Executive Order No. 292 and Other Pertinent Civil Service Laws. When deemed appropriate, CNWD also adopts CSC Resolution No. 991936 on the Uniform Rules on Administrative Cases in the Civil Service.

Among others, the following are some of the important provisions of the said CSC rules on discipline, viz.:

1. No officer or employee in the Civil Service shall be removed or suspended except for cause as provided by law and after due process.
2. No action shall be taken on an anonymous complaint unless there is obvious truth or merit to the allegations set forth in the complaint.
3. The disciplinary authority may impose the penalty or removal/dismissal from the service, forced resignation with or without prejudice to benefits, demotion in rank, suspension for not more than one year without pay, fine in an amount not exceeding six month's salary, transfer or reprimand.
4. A reprimand whether given by the Civil Service Commission or the head of the department agency shall be considered a penalty. However, a warning or admonition shall not be considered a penalty.
5. Preventive suspension is not a punishment or penalty for misconduct in office but is considered to be a preventive measure.
6. Administrative offenses with its corresponding penalties are classified into grave, less grave, and light, depending on the gravity of its nature and effects of said acts on the government service.
7. The proper disciplining authority may preventively suspend any subordinate officer or employee under his authority pending investigation, if the charge against such officer or employee involves:
  - (a) Dishonesty
  - (b) Oppression
  - (c) Grave misconduct
  - (d) Neglect in the performance of duty
  - (e) If there are reasons to believe that the respondent is guilty of charges which would warrant his removal from the service

## **VI. CONTROL OF RECORDS AND DOCUMENTS**

The HR Division controls its records and documents by simple logbook entries per category of document. All incoming and outgoing documents are properly received and recorded in the corresponding logbook. Hard copies are filed in folders and maintained with proper label and stored in steel filing cabinets and/or wooden shelves.

Soft copies of documents emanating from the HR Division are maintained/stored in the PC and important documents are backed up in CDs.