

## CORE COMPETENCIES

<b>INTEGRITY</b>			
The ability to speak, act, and perform all tasks and responsibilities with fairness and accountability, devoid of any personal interest and undue influence and to remain steadfast in honesty even amidst challenging situations. Adheres strictly to the AFP core values and Norms of Conduct for Public Officials and Employees as embodied in R.A. 6713 also known as the “Code of Conduct and Ethical Standards for Public Officials and Employees”			
<b>BASIC</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>SUPERIOR/EXPERT</b>
Knows the established CSC rules & regulations, AFP & DND policies	Complies with the established CSC rules & regulations, AFP & DND policies	Internalizes CSC rules & regulations, AFP and DND policies in all transactions always	Promotes and sustains application of established CSC rules & regulations, AFP and DND policies in all transactions always
Performs tasks objectively and according to priority as instructed by the superior	Exhibits behaviors that foster priority for organizational interest above self interest	Proactively and consistently prioritizes organizational values over self gain or self interest	Shows highest sense of fairness and accountability not just within AFP but also with external stakeholders or other government agencies
Knows and understands the 8 Norms of Conduct for Public Officials & Employees	Practices the 8 norms of Conduct for Public Officials & Employees in the workplace	Internalizes & integrates the 8 Norms of Conduct for Public Officials and Employees to the existing culture of the organization	Influences subordinates and peers to sustain and promote adherence to the 8 Norms of Conduct for Public Officials & Employees always (at all times)
Uses office materials and resources responsibly	Takes responsibility and ownership of one’s decorum and actions including use of office resources	Embodies responsible planning & management of resources for the whole organization’s benefit or progress	Makes a profound difference that will benefit the whole organization by manifesting and upholding the AFP core values & Norms of Conduct for Public Officials & Employees to inspire transformational change
Considers the privacy of others	Develops sensitivity to the needs of others	Applies existing confidentiality policies in the workplace	Maintains confidentiality by formulating policies that promote high level of secrecy and sensitivity
Believes in honesty and truthfulness when talking about a fact or situation	Acts in a way that matches his speech; walks his/her talk in a number of situations mostly in public places	Talks and acts/behaves consistently in all situations, whether in private or public places	Practices and teaches integrity to others and ensures being a positive role model of impeccable integrity
Fulfills his obligations upon prompting from his superior	Voluntarily fulfills obligations with occasional request for more time to complete them	Consistently fulfills obligations on time, with high quality output considering the advantage for the organization	Proactively fulfills obligations ahead of time, whether submitting a report or taking action to preserve the organization’s assets and resources
Provides needed information for decision-making whenever	Occasionally volunteers information useful for decision-making	Consistently provides reliable, accurate, and complete information for	Volunteers reliable, accurate and complete information as basis for

requested to		decision-making	decision-making; teaches and urges others to do the same
Still needs supervision often	Requires minimal supervision to fulfill his obligations	No supervision or direction needed; takes appropriate acts voluntarily and promptly	Anticipates potential danger with utmost concern in the workplace and initiates action to prevent its occurrence. Encourages others to cooperate accordingly when danger occurs

### EXCELLENCE

Setting high standards of performance by being responsible for work results through continuous improvement and cost-efficient process, and delivering superior quality results at prescribed timeline that meet or exceed organizational goals of AFP

BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Understands and accepts the norms and processes of excellent work performance	Strives to perform assigned tasks under supervision and with minimal errors	Ensures the performance of duties with accuracy, timeliness, and less supervision	Serves as the model of excellent performance and coaches others to do the same
Knows by heart what it takes to be able to achieve high quality work results by reading the manual of procedures	Applies the appropriate procedures at work whenever given an assignment	Assesses quality and load of work; prioritizes tasks according to urgency of need; checks and provides constructive feedback on results	Formulates a system to deliver quality output and institutionalizes this for implementation in the whole AFP organization
Shows willingness and readiness to perform one's job promptly and according to prescribed standard of quality whenever assigned to do so	Performs one's job promptly and with high quality while behaving according to AFP-prescribed code of conduct under minimal supervision	Performs one's job ahead of schedule with quality output that consistently meets standard, accompanied by proactive observance of AFP code of conduct; explores ways to improve processes	Performs one's job proactively and excellently ahead of schedule; sets high standards of performance to be followed AFP-wide; initiates programs on continuous improvement toward cost-efficiency

### PROFESSIONALISM

To conduct oneself in a manner that depicts the respect for the AFP organization through service above self, patriotism, fairness, duty, dedication, perseverance, persistence and compliance to processes and procedures; being resourceful and flexible in providing responsive and timely service to stakeholders; being mindful of the dignity of one's profession by committing oneself to continuous learning, growth, and self-mastery

BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Ability to display proper decorum and deportment under guidance and supervision	Ability to adhere to AFP and other government laws, policies, rules and regulations with patriotism and nationalism	The ability to question and/or improve the AFP policies and to engage in continuous learning, development, and self-mastery	The ability to initiate relevant AFP policies and procedures and create a culture of continuous learning, growth, and self-mastery; serves as a positive role model to all
Ability to follow AFP and other government laws, policies, and regulations	Displays moderate commitment and dedication to service	Has earned and demonstrates distinct professional status and	Models the ability to implement strategies and reflects on one's

whenever reminded	above one's self	consistent service reputation	improvement in both personal and professional life
Demonstrates foundational competence and basic knowledge of subject matter	Shows fairness, dedication, and persistence when faced with difficult situations or challenges	Expresses personal developmental goals and engages consistently in activities to achieve them	Demonstrates a high level of patriotism, personal responsibility, and dependability that inspire others in the AFP organization
Fulfills commitments, observes proper processes, meets prescribed deadlines, and achieves desired results	Modifies behavior and work performance as appropriate in order to meet the expectations of the position and specific situation	Acknowledges others' desire for development and creates a nurturing team atmosphere towards mutual improvement	Proactively exhibits the values, attitudes, & positive culture of the organization toward providing a healthy AFP climate and a lasting legacy

### INTERPERSONAL RELATIONS

Develops and maintains effective relationship with officers, enlisted personnel, civilian workforce and stakeholders of the organization to promote teamwork and solidarity in achieving the mission of AFP

BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Understands and accepts one's self in terms of both personal strengths and areas for improvement; resolves to improve himself through his/her own efforts	Acknowledges one's weaknesses and acts on them by striving to correct them through deliberate efforts, seeking help from superior or peer	Behaves confidently about one's personality, capitalizing on his/her strengths and improving on his/her weaknesses by engaging in team activities and soliciting feedback	Fully grateful for his/her strengths and uses these to advance his relationship with others; helps others overcome their weaknesses by coaching and mentoring people
Understands and recognizes the importance of harmonious interpersonal relationships in the work place	Demonstrates harmonious interpersonal relations with people within and outside the organization in order to achieve the mission of the AFP	Inspires and motivates people to display harmonious interpersonal relations in any given environment that will support the mission of the AFP	Serves as a role model in sustaining the ideals of solidarity and unity in the work place that will achieve the mission of the AFP.

### COMMUNICATION

The ability to convey a message and idea accurately, clearly, and concisely in oral or written form, or other modes of communicating to an individual or group; The ability to effectively present information through logical sequencing of ideas, converting raw data into an organized correspondence, document or report using a variety of media and language that suits the reader's needs and characteristics

BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Oral Communication:  Has working knowledge on the principles of basic communication	Uses appropriate words, language, volume, pace, tone, and inflection of voice to suit the target audience's number, needs, characteristics, and capabilities	Gives interesting and well received formal and informal presentations to small or large groups inside the organization	Performs the role of an "expert speaker" who is frequently invited to deliver lectures in conferences outside the organization
Provides information in a clear, concise and logical manner	Commands attention and manages group process during presentation. Keeps the audience engaged through the use of techniques such as analogies, illustration, humor, an appealing	Changes tactics or strategy when something is not working while delivering a presentation	Responds articulately with finesse to unrehearsed comments and questions being posed by the other party or the audience

	style, and voice inflection		
Establishes communication objective/s that clearly reflects the needs of the audience	Uses a variety of presentation methods to establish rapport with participants and to maintain group focus effectively	Presents and conducts self in a credible and approachable manner to an audience consisting of AFP senior managers	Presents competently and confidently to internal/ external clients e.g. other government institutions, stakeholders, etc.
Prepares a communication plan to enable him/her to deliver the message objectively and elicit audience participation	Purposely uses verbal and non-verbal communication that is free of bias (e.g. sexual, racial, religious, cultural, and age) to promote audience engagement	Uses a variety of techniques, aids and media to establish rapport, elicit audience participation, and enhance their learning and understanding	Evaluates the use of language, tone, grammar and general message delivery during presentations to provide guidelines in ensuring that language and tone used are suitable to target audience
Observes generally acceptable standards of physical preparation in order to appear decent and credible; Responds to ordinary inquiries using standard techniques appropriate to the situation	Encourages questions and uses different questioning techniques to check if objectives of presentation are achieved	Organizes key concepts and covers key points clearly and concisely, simplifies complex concepts, ideas and information	Uses summarization, bridging, and segue techniques appropriately; Maintains continuity among sections of the presentation
Written Communication: Writes concise, clear, and coherent sentences which address a defined purpose	Organizes subject matter and data in a logical and progressive manner to ensure that message is accurate, complete, and easy to understand	Reviews, edits, critiques correspondence, document, and report based on accepted standards of business writing	Approves detailed and precise correspondence, report, document and formal communications ready for transmittal to the intended audience
Uses correct grammar, sentence structure, and style in writing business correspondence and report	Captures both qualitative and quantitative data in the report.	Translates and simplifies technical information to simple and understandable form	Gives inputs and constructive feedback prior to the finalization of report
Drafts standard memo and letters using appropriate and complete information	Reviews and edits standard memoranda or letters drafted by lower level staff	Creates design formats, or communications materials that optimally convey intended messages to target audiences with clarity and precision	Performs final evaluation on accuracy, clarity and completeness of the memo, letter, report, and other communication materials
Correctly accomplishes pro-forma documents. Follows the standard format in correspondence and report writing	Drafts summary reports and other documents related to one's tasks, duties, and responsibilities	Anticipates the data/information needed by the management or recipient and captures these on the report and other communication materials	Conducts final review of the information needed by senior management or external audience and provides suggestions on the content as well as the format of the material
Starts to learn how to produce simple and short business correspondence or reports with close supervision	Validates accuracy and consistency of data gathered prior to inclusion in the correspondence or report with minimum guidance	Aligns content of the report with the agency policies/guidelines, thrust, and direction of the program. Consolidates and summarizes data to supplement the report	Gives a sense of mutual accountability in reviewing the content of report. Calls the attention of those involved in reviewing documents when discrepancy is spotted

## LEADERSHIP COMPETENCIES

<b>MANAGING PERFORMANCE</b>			
<p>The ability to set performance targets, monitor and evaluate subordinates' performance, sustain high performance and provide the needed intervention to address poor performance. The ability to create an enabling environment that promotes civilian workforce effectiveness and efficiency in setting goals and attaining outputs aligned with the organizational targets tracked through established performance measures within a specific timeline</p>			
<b>BASIC</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>SUPERIOR/EXPERT</b>
Sets goals & targets of individuals based on established performance measures (quality, quantity, and timeliness)	Reviews alignment of the individual set goals to job description and performance commitment	Validates alignment of individual set targets (IPCR) to organizational goals (OPCR, DPCR)	Approves aligned targets vis-a-vis the organizational goals
Monitors and tracks subordinates' performance based on prescribed standards	Evaluates outputs and provides constructive and continuing feedback on performance to improve delivery of outcomes	Implements a system/ mechanism to track performance against unit goals and the practice of appropriate behaviors, knowledge and skills	Designs, improves and institutionalizes a monitoring system to track performance against AFP goals in line with established performance measures and existing procedures as well as best practices.
Identifies and discusses individual accomplishments of staff/ subordinate	Evaluates individual's accomplishment and discusses in detail the appropriate development modes to address areas for improvement	Recognizes accomplishment of subordinate/staff through equitable rewards and recognition, and provides mentoring and coaching to subordinates to improve work	Integrates and practices consistently the key principles supporting a performance-based culture for rewards and recognition.
Plans for training and other development opportunities for improving performance	Provides information; implements and helps administer developmental activities to enhance staff/subordinate competencies	Demonstrates commitment in enhancing overall job effectiveness by ensuring that mechanisms to improve individual performance are in place	Establishes a mechanism to capacitate key personnel in the organization to develop mentoring and coaching skills. Serves as a coach and performance development partner

<b>DEVELOPING PEOPLE</b>			
<p>The ability to develop people by planning for, designing, implementing, monitoring and evaluating training programs, coaching, and other development interventions in order to improve performance and meet the customers' expectations; The ability to understand the needs, interests, strengths and weaknesses of subordinates and to enhance their capacity by motivating, guiding and providing training to reach the full potential of the AFP workforce</p>			
<b>BASIC</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>SUPERIOR/EXPERT</b>
Able to identify development needs of subordinates based on Training Needs Analysis results and other data sources	Able to assess the identified developmental needs of subordinates and prioritize those needs	Able to plan and design appropriate developmental programs to address the needs of subordinates	Able to implement, monitor and evaluate the impact of developmental programs
Helps the subordinates identify their opportunities for learning and development within AFP	Identifies the ideal or desired competencies for the position and the gap between the ideal and present level of competency	Implements a successful Learning and Development effort for his/her work unit	Communicates expectations clearly and regularly in order to develop a culture of continuing learning and development

Encourages his/her staff to take every opportunity available to improve their competencies	Plans jointly with subordinates/staff learning and development activities that will bridge the competency gap	Continuously assesses results of learning and development programs and uses lessons learned to improve future programs	Sets the direction towards which all agency-wide efforts for continuous learning and improvement will focus
Identifies specific ways to develop competencies in order to achieve performance improvement	Assesses continually incremental results by identifying evidences of improvement in performance	Uses data to analyze the results of the learning and development programs and determines whether these made a difference or not	Provides constant encouragement to employees to develop and sustain a culture of continuous improvement in performance and in organizational results

### MANAGING CHANGE

The ability to anticipate, accept, advocate, initiate, influence, and champion change as an essential means to improving the agency's systems, processes, and resources that lead to organizational effectiveness and employees' satisfaction

BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Understands and accepts the principles, types and stages of change and prepares himself/ herself to experience the inevitable change	Consistently remains open to new ideas, supports positive ideas, including change, in order to solve problems and address issues	Uses change as an opportunity to advance business objectives and to improve organizational health in his/her respective unit	Assesses organization's readiness for the change and builds the change plans and key messages accordingly
Knows the tools and methodology to draw on when facilitating change	Assesses employees readiness for change and competently applies the behaviors and skills in managing change	Communicates and manages effectively the costs and benefits of change with due consideration of the agency's strategy, structure, systems, shared values, etc.	Clarifies direction and facilitates the process of change. Rewards employees' efforts to change for the better
Anticipates and welcomes changes that are meant to improve his/her immediate environment or own unit	Initiates and advocates changes in order to improve the systems, processes and resources of other units within the Department	Applies any appropriate change that may be warranted to enhance the systems, processes and resources of different Departments	Influences and champions change to achieve significant improvement in the systems, processes and resources of the entire organization

### CONFLICT MANAGEMENT

The ability to prevent, contain, manage and resolve conflicts and issues in the work place, while protecting confidentiality, in order to continuously maintain harmonious working relationships and professional ethics

BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Recognizes the existence of conflict between two or more individuals or groups	Addresses conflicts as they arise to ensure that the conflict does not stand in the way of meeting work unit goals and commitments	Introduces innovative strategies for dealing with conflict like mediation, collaborative and "mutual gains" approaches	Creates an environment where conflict is resolved appropriately by anticipating and identifying where potential conflicts could emerge and putting in place mechanisms and procedures to avoid/ reduce them
Recognizes differences in personalities and opinions when	Asks open-ended and objective questions to understand the different	Refocuses individuals and teams on work and end-goals and away	Models constructive approaches to solving issues and conflicts and

addressing conflicts and issues	viewpoints of both parties	from personality issues	coaches and encourages others to do so as well
Is diplomatic and tactful in discussing the issue/conflict with concerned individuals and/or groups	Listens emphatically to both sides pointing out areas of agreement as a starting point to resolving the issue/conflict	Works and negotiates with both parties to arrive at win-win outcomes/ solutions by bringing out the different viewpoints and consistently focusing on issues at hand and not allowing secondary or unrelated issues to interfere	Resolves conflicts arising at the organization level due to competing objectives, limited resources or differing perspectives

### PROBLEM SOLVING AND DECISION MAKING

The ability to come up with solutions and courses of action to situational problems or issues in the work place by analyzing the problem or issue. Makes fair, sound and timely decisions based on problem analysis taking into consideration the possible impact or repercussions of possible courses of action and taking accountability for results

BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Identifies problems that affect one's work, acknowledges it and deals with it	Identifies the problem, or issue in one's work unit and directs staff to take appropriate action	Identifies interconnected problems or issues affecting one's work unit and other work units and works together with the other units to find a solution beneficial to all parties	Anticipates and recognizes problems that affect the whole organization and develops solutions to mitigate impacts
Collects information from different sources through different methods and verifies accuracy of information	Looks for new sources of information to address gaps in data and weeds out biased and unverified data	Develops new data collection techniques and uses statistical methods to ensure consistency and reliability of data	Allows access to sensitive and confidential information necessary to solve a problem and determines what information may be shared and with whom
Analyzes information, identifies observable connections and trends to determine causes of common problems or issue	Analyzes information and identifies connections and trends in seemingly unrelated data to determine underlying or hidden causes of common problems or issues	Analyzes critical components of complex problems or issues to determine root causes of the problem or issue	Uses a systems perspective to analyze problems and issues to uncover new dimensions of the problem and detect causes and triggers of complex problems or issues
Decides on and implements solutions at one's level of authority using information that is clear and adequate	Collaborates with other units to generate, decide on and implement solutions even when information is incomplete. Adapts decisions to new and changing data and situations	Leads cross-functional teams to select and implement solutions to complex problems and issues when information is unclear, limited and/or contradictory. Makes tough decisions that may not be readily accepted by others	Considers present and future consequences and implications of possible courses of action. Balances competing priorities and interests of internal and external stakeholders. Decides on multi-level solutions and strategies to solve complex and unprecedented problems and issues
Uses clear criteria, pre-defined options and AFP policies and procedures	Makes decisions where some criteria, policies and procedures are	Makes complex decisions where there are no set guidelines,	Makes difficult high risk decisions that have significant

in making decisions	partially defined and/or subject to different interpretations and conclusions	policies or procedures	consequences on the future of the AFP organization
Takes personal responsibility for own decisions	Takes responsibility for team and/or work unit decisions	Takes responsibility for decisions made across teams and/or work units	Takes responsibility for organization-wide decisions

### STRATEGIC MANAGEMENT

Analyzes and interprets the long-term direction of the AFP organization. Formulates goals and objectives, develops policies and implements plans that are consistent with long-term directions and aligned with the AFP's vision, mission and core values. Allocates resources to implement strategies to meet organizational objectives

BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Understands and supports the organization's charter statements [Vision, Mission, Core Values] and sets goals [personal scorecard] that are aligned with them	Explains to staff the organization's charter statements and strategic objectives and guides them on how to relate their scorecards as well as the work unit scorecards to them	Directs the alignment of scorecards of different work units to overall strategic objectives and charter statements	Provides a clear and exciting vision of short and long term strategic objectives of the organization that motivates employees and stakeholders to transform the vision to reality
Updates oneself on local and national events that may influence one's job	Tracks new technological, socio-economic and political trends that may impact work unit goals	Analyzes changes in the operating environments and identifies risks to the organization; Recommends plans and solutions as to how AFP can respond positively to risks	Analyzes long-term implications of national and global events, developments and trends to the AFP and revises strategies and directions accordingly
Suggests improvements and/or shares information on possible barriers in one's work to achieving the AFP strategic objectives	Leads work unit in designing plans and programs and encourages staff to think 'outside the box' to achieve unit goals. Recommends policy changes as necessary	Develops and implements new and alternative strategies when usual strategies are no longer effective to achieve goals across different work units; Develops new policies to conform to changes in work goals	Foresees and develops necessary infrastructure, systems and processes to support the vision and strategic direction of AFP



## TECHNICAL COMPETENCIES

<b>CRITICAL THINKING</b>			
The ability to see the big picture, look at situations from multiple perspectives and understand the various components involved in an activity or undertaking, cognizant of the resulting linkages, interactions and consequences of different courses of action			
<b>BASIC</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>SUPERIOR/EXPERT</b>
Understands, supports and tries to link tasks and responsibilities with the vision, mission, values [charter statements] and goals of the organization	Explains alignment and coaches others how to link roles and performance commitments to the organization's charter statements and goals	Directs the alignment of roles and performance commitments to overall strategic goals and charter statements of the organization	Sets strategic directions based on analysis of the wider context in which the organization operates and builds collaborative partnerships with internal and external stakeholders to deliver or enhance outcomes
Gathers and analyzes information by identifying observable links, patterns, trends and interactions	Analyzes information and identifies links, patterns, trends and interactions that are not obviously related	Analyzes large amounts of information and makes intelligent assumptions when information is unclear, limited and/or contradictory	Adopts a systems perspective in analyzing vast amounts of diverse information and identifies multiple relationships and disconnections in data to make deductions
Open to alternative viewpoints	Expands one's perspective by consulting subject matter experts in order to examine information in a different way	Seeks clarification on the viewpoints of others in order to identify biases and unsubstantiated assumptions and come up with more objective conclusions	Asks specific and pointed questions to gain more information and get the missing facts when sources are limited and others are hesitant or reluctant to divulge information
Receives information and makes initial conclusions	Evaluates whether information is current, up-to-date or accurate prior to making conclusions	Explores other elements that could be of influence instead of just sticking to information presented to reach a conclusion	Balances logic and intuition in a systematic manner to fill in 'gaps' and sense whether something is right or wrong prior to reaching sound conclusions
Decides on courses of action within the bounds of one's authority and responsibilities when information presented is clear and sufficient	Decides on courses of action when information is incomplete; Secures higher level support when necessary in choosing the right option	Selects courses of action in complex situations when information is unclear, limited and/or contradictory	Considers current and future consequences and implications of courses of action and balances competing priorities and interests of internal and external stakeholders

<b>PROFESSIONAL EXPERTISE</b>			
Mastery and skillful execution of one's field of specialization to perform of one's duties and responsibilities and contribute to the attainment of organizational goals			
<b>BASIC</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>SUPERIOR/EXPERT</b>
Possesses the academic qualifications and basic technical skills applicable to the job or chosen profession	Possesses relevant working experience of the technical functions and responsibilities of the job	Possesses broad working knowledge of one's job or profession and is updated on the latest trends, developments and best practices in the local and	Is recognized by peers, fellow professionals, AFP colleagues and partners and other stakeholders for in-depth technical knowledge and expertise and trains

		international scene	others in the profession
Consults with technical experts and superiors as needed	Accomplishes routine technical tasks independently	Accomplishes complex technical tasks in a variety of situations independently and in conjunction with other work teams	Directs technical teams to accomplish highly technical tasks and solve complex technical problems or issues in a variety of difficult situations and contexts
Strives to improve knowledge and skills needed to perform one's job effectively and contribute to the attainment of work unit goals	Sets personal developmental goals and continues to broaden knowledge and expertise through research and post graduate education in order to contribute to the attainment of department goals	Predicts areas for development based on changing goals of the Agency and technological advancements in the field and continuously upgrades knowledge and skills to keep up with the times and effectively take on new assignments	Models self-improvement behaviors by constantly developing one's technical competencies to meet the changes Agency's strategic directions; Creates an environment that encourages and provides opportunities for continuous professional development in the AFP to meet changing goals and technological advancements
Gives feedback on technical issues and concerns and makes recommendations to address work problems and issues	Resolves technical issues promptly by identifying and addressing problems and concerns	Ensures that processes conform to quality standards. Trains others and acts as subject matter expert in cross-functional committees and teams providing advice on technical issues and concerns	Provides technical support to AFP management and serves as consultant to both internal and external stakeholders and partners on complex and controversial matters
Applies new skills, techniques and procedures in own area of work	Conducts research and works with others to improve work processes and outcomes and implement new procedures and techniques	Develops manuals, policies, guidelines and revises them regularly to improve organizational efficiency	Encourages and rewards exemplary performance of AFP employees in terms of quality, precision, safety, and continuous improvement

### **RISK MANAGEMENT**

The identification, assessment and prioritization of risks followed by coordinated and economical application of resources to the development and implementation of risk management plans to minimize, monitor and control the impact of such risks

<b>BASIC</b>	<b>INTERMEDIATE</b>	<b>ADVANCED</b>	<b>SUPERIOR/EXPERT</b>
Identifies potential sources of risks and probabilities of risk occurrence	Analyzes and assesses events that precede the risk occurrence and identifies possible causes to recommend procedures and measures to avoid or lessen the effects or consequences of foreseen risks	Prioritizes risks and develops a risk management plan to mitigate and contain the effects of risk should they occur	Provides directions and resources for the improvement of processes and procedures to mitigate risks and the continuous upgrading of the risk management plan
Identifies possible risks in the performance of one's duties and responsibilities and	Designs and puts in place internal controls in one's work unit to contain and address	Regularly evaluates and reviews existing risk management plans for interrelated projects and	Realigns organizational objectives, goals and resources to manage risks and responds

modifies work processes to mitigate them. Reports noticed and potential hazards to the appropriate individuals	risks taking into consideration feedback from staff	activities of various AFP work units and partners taking into consideration feedback from various stakeholders	proactively to changing needs of the organization
Complies with safety requirements and procedures in the performance of one's work	Analyzes existing safety procedures and requirements and makes the necessary adjustments as needed	Ensures that emergency supplies and safety equipment are adequate and sufficient for the current working environment and any recognized or associated risks	Makes work safety a top priority and ensures that the organization has adequate health, safety and security measures and processes
Participates in required safety training and maintains a safe and hazard free work area	Inspects work area, notices when others are acting in an unsafe manner and works with them to ensure compliance with proper safety practices and procedures	Analyzes risk warnings, events or safety concerns and develops preventive measures or action plans	Assigns responsibility for safety and risk management plans and works with stakeholders to ensure that all employees and work teams are accountable for work safety

### TECHNOLOGY PROFICIENCY

Uses technology such as knowledge, equipment, machines, tools and techniques in one's respective field to accomplish one's job more efficiently and effectively			
BASIC	INTERMEDIATE	ADVANCED	SUPERIOR/EXPERT
Uses basic technological knowledge and skills to accomplish routine tasks. Requests for assistance for tasks requiring more complex knowledge and skills	Uses technological knowledge and skills to accomplish routine and complex work assignments independently	Uses technological knowledge and skills to develop new methods and procedures for doing one's job	Uses technological knowledge and skills to teach and train others and serve as resource person/subject matter expert
Uses tools, machines and equipment required in one's job with minimal supervision	Uses tools, machines and equipment required in one's job skillfully and gives feedback on the effectiveness of tools, machines and equipment being used	Makes innovations on existing tools, machines and equipment to accomplish one's work more efficiently	Trains others in the use of new and existing tools, machines and equipment to improve work performance and productivity
Open to new technological resources	Continuously upgrades one's knowledge and skills in the use of new technological resources	Analyzes strengths and weaknesses of current technologies. Keeps updated on new technologies in one's field and implements them in the organization	Foresees trends and developments in technology and includes them in future thrusts of the organization; Leads the organization in technology transfer projects and activities