INDICATORS AND MEANS OF VERIFICATION FOR EACH OF DOMAIN OF ANALYSIS

A. HRD Programs

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	**Who**	**How**	**Who**
IMPACT						
Prompt, efficient and more responsive delivery of public service.	Number of positive feedback received from clients	Completed feedback forms	Collect the feedback forms from the Suggestion Boxes placed in the various Offices.	PHRMO	Review the completed feedback forms and consolidate the number of positive feedback forms	Provincial Monitoring Group (PMG) HRD Core Team
OUTCOMES						
Enhanced the competency of elective and appointive officials and employees	Very Satisfactory (VS) Rating on the Agency's Balance Scorecard	Balance Scorecard Rating for the First and Second Semester	Coordinate Result of the Agency's Balance Scorecard Rating with the Provincial Planning Office	PHRMO PPDO	Analyze the Result of the Agency's Balance Scorecard Rating and ensure that Very Satisfactory Rating is achieved.	Provincial Monitoring Group (PMG) HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
OUTPUTS						
The SP has appropriated the funds for the SCHRD Programs.	Sustained or increased the Budgetary allocation for HRD Programs	Appropriated Ordinance on the SCHRD Plan Budget	Secure copy of appropriated ordinance on SCHRD Plan Budget	PHRMO	Assess the ordinance if the budgetary allocation for HRD Programs is sustained or increased.	HRD Core Team
The SP has enacted policies concerning the SCHRD plan and its implementation.	Number of Policies for HRD implementation	Appropriated Ordinances or Resolutions on SCHRD planning and implementation	Secure copy of appropriated ordinances related to SCHRD planning and implementation	PHRMO	Assess if the ordinances and resolutions support the SCHRD planning and implementation	HRD Core Team
The Provincial Government of Davao del Norte has an updated and fully implemented SCHRD Plan	Updated SCHRD Plan	SP Ordinance approving the updated SCHRD Plan	Secure a copy of the update SCHRD Plan	PHRMO	Ensure that the SCHRD Plan is updated	HRD Core Team
The Provincial Government of Davao del Norte identified the Learning Needs of the Officials Employees	Number of competency gaps identified and prioritized	Report on the result of the Competency Assessment	Generate a copy of the result of the Competency Assessment	PHRMO	Analyze that competency gaps have corresponding prioritized learning interventions	HRD Core Team
	Number of Learning &	Approved Activity Designs of the	Secure a copy of the Approved	PHRMO	Analyze the appropriateness	

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
	Development packages utilized/activated	Learning and Development packages	Activity Designs of the Learning and Development packages		of the Learning and Development with the Competency Gaps	
		Sex-desegregated data on the attendance sheets of names of the participating employees.	Acquire copies of the attendance sheets	PHRMO	Calculate the percentage of participating employees with the targeted participants.	HRD Core Team
	Number of elective/appointive officials and employees benefiting from learning interventions					
The Provincial Government of Davao del Norte provided equal opportunity of continuous learning to employees	Number of short term and long term capacity development initiatives	Approved Activity Designs for the Capacity Development initiatives	Secure a copy of the approved Activity Design of the capacity development initiatives	PHRMO	Analyze and assess the short term and long term plan of capacity development initiatives to	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
		Sex-desegregated data on the attendance sheets of names of the participating employees.	Acquire copies of the attendance sheets	PHRMO	ensure that it support continuous learning Calculate the percentage of participating employees with the targeted participants	HRD Core Team
The Provincial Government of Davao del Norte involved participation of employees from various offices in the planning of SCHRD interventions.	Number of workshops conducted relative to the SCHRD Planning	Administrative Order of the creation of the HRD Core Team and Pool of Trainers.	Secure copy of the Order of the creation of the HRD Core Team and Pool of Trainers.	PHRMO	Analyze the functions of the HRD Core Team and Pool of Trainers and ensure that it included the planning process of the SCHRD Plan	HRD Core Team
	Number of members from various offices involved in the SCHRD Planning	Meeting Minutes of the HRD Planning Workshops	Acquire copies of the Meeting Minutes of the SCHRD Planning Workshops	PHRMO	Assess the documentation of the SCHRD Planning workshops	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
The Provincial Government of Davao del Norte involved participation of employees from various offices in the monitoring and evaluation of HRD interventions.	Number of workshops conducted relative to the HRD Monitoring and evaluation	Meeting Minutes of the HRD M&E Workshops Learning Action Plan Report on HRD M&E Result5	Acquire copies of the Meeting Minutes of the SCHRD M&E Workshops Secure copy of M&E Results Report	PHRMO PHRMO	Assess the documentation of the SCHRD M&E workshops Analyze the M&E Results Report	HRD Core Team HRD Core Team
The Provincial Government of Davao del Norte involved participation of employees from various offices in the implementation of HRD interventions.	Number of HRD Programs conducted and facilitated for and by various Offices	Administrative Order of the creation of the HRD Core Team and Pool of Trainers. Terminal Report on the HRD Programs conducted and facilitated.	Secure copy of the Order of the creation of the HRD Core Team and Pool of Trainers. Acquire a copy of the Terminal Reports on the HRD Programs conducted and facilitated.	PHRMO PHRMO	Analyze the functions of the HRD Core Team and Pool of Trainers and ensure that it included the facilitation of the implementation of the SCHRD Plan Assess the Terminal Reports to ensure that the implementation of the SCHRD Plan included the participation of employees from	HRD Core Team HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	**Who**	**How**	**Who**
					various offices	
The Provincial Government of Davao del Norte Officials and Employees espousing the core values of integrity, competence and commitment	Number of core competency gaps prioritized.	Terminal Report on the conducted Learning and Development Interventions on the Core Competencies.	Acquire a copy of the Terminal Report on the conducted Learning and Development interventions	PHRMO	Analyze the Terminal Report and ensure that the intervention addressed the gaps in the core competencies	HRD Core Team
The Provincial Government of Davao del Norte Officials and Employees espousing the required technical competencies	Number of core competency gaps prioritized.	Terminal Report on the conducted Learning and Development Interventions on the Technical Competencies.	Acquire a copy of the Terminal Report on the conducted Learning and Development interventions	PHRMO	Analyze the Terminal Report and ensure that the intervention addressed the gaps in the technical competencies	HRD Core Team
The Provincial Government of Davao del Norte Officials and Employees espousing the required leadership competencies	Number of core competency gaps prioritized.	Terminal Report on the conducted Learning and Development Interventions on the Leadership Competencies.	Acquire a copy of the Terminal Report on the conducted Learning and Development interventions	PHRMO	Analyze the Terminal Report and ensure that the intervention addressed the gaps in the leadership competencies	HRD Core Team
ACTIVITIES						
Conduct of regular competency assessment as inputs of the HRD Plan	Number of Competency Needs Assessment	Competency Needs Assessment Report	Secure a copy of the Competency Needs	PHRMO	Ensure that the Competency Assessment is	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
(every 3 years)			Assessment Report		conducted as a foundation for the SCHRD Planning.	
Conduct of Strategic Competency-based HRD Planning every three (3) years	Strategic Competency-based HRD Plan	Updated Strategic Competency-based HRD Plan	Acquire a copy of the Strategic Competency-based HRD Plan	PHRMO	Ensure that the Strategic Competency-based HRD Plan is updated	HRD Core Team
Conduct budgetary harmonization with the interventions prioritized in the HRD Plan	Allotted the budgetary requirements of the prioritized interventions in the plan	Appropriated Ordinance on the SCHRD Plan Budget	Secure copy of appropriated ordinance on SCHRD Plan Budget	PHRMO	Assess the ordinance if the budgetary allocation for HRD Programs is sustained or increased.	HRD Core Team
Conduct of Capacity Development of Pool of Trainers and HRD Core Team	Number of capacity development initiatives conducted for the Pool of Trainers and HRD Core Team	Approved Activity Designs for the Capacity Development initiatives	Secure a copy of the approved Activity Design of the capacity development initiatives	PHRMO	Analyze and assess the capacity development initiatives approved activity design and terminal report to ensure that it support continuous learning of the	HRD Core Team
		Terminal Reports of conducted learning interventions for the Pool of Trainers and	Acquire copy of the Terminal Reports of conducted			

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
		HRD Core Team	learning interventions for the Pool of Trainers and HRD Core Team		Pool of Trainers and HRD Core Team	

B. HRM Systems

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
IMPACT						
Clients are satisfied with the transactions at the provincial government offices.	High rating of client's satisfaction	Completed feedback forms	Collect the feedback forms from the Suggestion Boxes placed in the various Offices.	PHRMO	Review the completed feedback forms and consolidate the number of positive feedback forms	Provincial Monitoring Group (PMG) HRD Core Team
OUTCOMES						
Cost efficient and responsive HRM Business Processes	Number of HRM Business Processes Reviewed and Implemented	Documentation of HRM Business Processes	Acquire copies of the HRM Business Processes Documentation Acquire copies of HRM Business Processes Review Report	PHRMO	Analyze the documentation of the review and implementation of the HRM Business Processes	Provincial Monitoring Group (PMG) HRD Core Team
Highly motivated employees	Very Satisfactory Rating in the Office Performance Commitment and Review (OPCR) and Individual Performance Commitment and Review	OPCR and IPCR Rating of PG Departments and Employees	Acquire a copy of OPCR and IPCR Summary of Rating	PHRMO	Analyze the OPCR and IPCR Summary report and ensure that the rating of various Departments and	Provincial Monitoring Group (PMG) HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
	(IPCR)				employees is Very Satisfactory	
Enhanced institutional capacity to design and implement competency-based recruitment, selection; performance evaluation; and placement; rewards and recognition mechanisms	High rating in the HRM Technical competency assessment	HRM Technical Competency Assessment Result	Acquire copy of HRM Technical Competency Assessment Result	PHRMO	Analyze the Result of the HRM Technical Assessment	Provincial Monitoring Group (PMG) HRD Core Team
A sound & responsive HRMD	Increase or maintain level of maturity of the four HRM systems in PRIME- HRM of CSC from level 2 (process- define) -Recruitment, Selection and Placement -Learning and Development -Performance Management -Rewards and Recognition	CSC Resolution	Secure copy of assessment results from the CSC	PHRMO	Review of assessment result and check the maturity level rating increases or maintained from level 2 (process-defined)	PHRMO and PMG
OUTPUTS						
Competency-based HRM Systems/ infrastructures established	Number of competency-base HRM System/ infrastructure established	Documentation of the establishment of the competency-based HRM Systems/	Obtain copies of the documentation of the establishment of	PHRMO	Assess the documentation to ensure that competency-	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
		infrastructures	the competency-based HRM Systems/ infrastructures		based HRM Systems/ infrastructures are established Evaluate the document report and check the number of implemented competency based HR systems	
Competent people are recruited	Number of employees recruited based on Qualification Standards and Competencies	Appointments of employees recruited based on QS and Competencies	Secure copies of the Appointments of employees recruited based on QS and Competencies	PHRMO	Analyze the documentation and ensure that competency assessment was considered in the assessment criteria	HRD Core Team
SP has appropriated funds for Human Resource Management Programs	Sustained or increased the Budgetary allocation for HRM Programs	Appropriated Ordinance that include Budget for HRM Programs	Secure copy of appropriated ordinance that includes Budget for HRM Programs	PHRMO	Assess the ordinance if the budgetary allocation for HRD Programs is sustained or increased.	HRD Core Team
SP has enacted resolutions	Number of Policies for	Appropriated	Secure copy of	PHRMO	Assess if the	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
for HRM Programs	HRM Programs	Ordinances or Resolutions on the implementation of HRM programs	appropriated ordinances related to HRM Programs		ordinances and resolutions support the implementation of HRM Programs	
The Provincial Government of Davao el Norte has established guidelines for recruitment, selection and placement.	Establishment of the Recruitment, Selection and Placement Guideline/ Manual	Approved Recruitment, Selection and Placement Guideline/ Manual	Secure a copy of the approved Recruitment, Selection and Placement Guideline/ Manual	PHRMO	Examine the Recruitment, Selection and Placement Guideline/ Manual and its alignment with the Civil Service Commission mandates Assess the completeness and the utilization of the manual	HRD Core Team
The Provincial Government of Davao del Norte has established guidelines for various Rewards and Recognition	Establishment of the Rewards and Recognition Guideline/ Manual	Approved Rewards and Recognition Guideline/ Manual	Secure a copy of the approved Rewards and Recognition Guideline/ Manual	PHRMO	Examine the Rewards and Recognition Guideline/ Manual and its alignment with the Civil Service Commission	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
					mandates Assess the completeness and the utilization of the manual	
Performance evaluation of employees and offices is regularly and properly conducted in the Provincial Government of Davao del Norte	Establishment of the Strategic Performance Management System	SPMS Manual Administrative Order of the Creation of the Performance Management Minutes of the PMT Meeting Memorandum Circulars on the establishment of the Agency's SPMS in the PGDDN. OPCR and IPCR Rating Summary Report	Secure a copy of documentation relative to SPMS implementation: *SPMS Manual *Administrative Order *Minutes of Meeting *Memorandum Circulars * Summary of OPCR and IPCR Ratings	PHRMO	Examine the SPMS related documentation to ensure its appropriate implementation in the PGDDN Assess the completeness and the utilization of the manual	HRD Core Team
Personnel Mechanisms are established and functional:	Number of Personnel Mechanisms established in the PGDDN	Administrative Order of the creation of the various Personnel	Secure a copy of documentation relative to the	PHRMO	Examine the documents related to the	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
*Program On Awards And Incentives For Service Excellence (PRAISE) Committee *Personnel Development Committee (PDC) *Provincial Administrative and Investigation Committee (PAIC) *Committee On Decorum And Investigation (CODI) *Personnel Selection Board (PSB) *Performance Management Team (PMT)		Mechanisms in the PGDDN. Minutes of the Personnel Mechanism Meetings Approve resolutions of the members of the Personnel Mechanisms	establishment of various Personnel Mechanisms: *Administrative Order *Meeting Minutes *Approved Resolutions		establishment of various Personnel Mechanisms	
Succession System is established	Guideline for Succession System Number. of employees included/covered by the Succession	Guideline/ Manual for Succession Planning List of employees included by the Succession Scheme	Acquire copies of documents related to the establishment of the Succession System: * Guideline/	PHRMO	Examine the documents related to the establishment of the Succession System	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
	Scheme Number of employees utilizing self-directed learning Number of employees joining accelerated/ ladderized education	List of employees utilizing self-directed learning List of employees joining accelerated/ ladderized education	Manual for Succession Planning * List of employees included in the Succession Scheme, utilizing Self-directed learning and joining accelerated education			
Establishment of an integrated Human Resource Information System (HRIS)	Number of HR modules integrated in the HRIS	Documentation of the implementation of the integrated HRIS.	Acquire copies of integrated HRIS documentation/ report	PHRMO	Examine the documentation of the HRIS implementation and the number of HR modules integrated.	HRD Core Team
Established staffing plan based on the short term and medium term needs of the Province.	Number of personnel appointed as provided in the plan	Document report	Secure copy of document report from PHRMO	PHRMO	Evaluate the report if the number of appointed personnel is within the staffing plan	HRD Core Team
ACTIVITIES						

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
Continuous conduct of Performance Standard/ Measures Review	Number of Reviews conducted for enhancing the Performance Standard/ Measure	Meeting Minutes of the Performance Standard/ Measure Review	Obtain copies of the Meeting Minutes of the Performance Standard/ Measure Review	PHRMO	Examine the documents and ensure that the PMT regularly review the Performance Standard/ Measure Review	HRD Core Team
		Revised Performance Standard/Measure approved by the Performance Management Team	Acquire copies of the updated/revised and PMT approved Performance Standard/Measure approved			
Conduct of Learning Sessions on Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM)	Number of Learning Session on Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM)	Approved Activity Designs for the Learning Sessions on PRIME-HRM	Secure a copy of the approved Activity Design and Terminal Report of the conducted Learning Sessions on PRIME-HRMS	PHRMO	Analyze and assess the capacity development initiatives approved activity design and terminal report to ensure that it support continuous learning of the Pool of Trainers and HRD Core	HRD Core Team
		Terminal Reports of conducted learning sessions on PRIME-HRM				

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
					Team	
Conduct regular assessment on the Agency's Rewards and Recognition System	Number of assessment/ review on the Agency's Rewards and Recognition System	Meeting Minutes of the assessment/ review on the Agency's Rewards and Recognition System	Obtain copies of the Meeting Minutes of the assessment/ review on the Agency's Rewards and Recognition System	PHRMO	Examine the documents and ensure that the Agency's Guideline on the Rewards and Recognition is updated and relevant.	HRD Core Team
Conduct regular assessment on the Agency's Recruitment, Selection and Placement	Number of assessment/ review on the Agency's Recruitment, Selection and Placement	Meeting Minutes of the assessment/ review on the Agency's Recruitment, Selection and Placement	Obtain copies of the Meeting Minutes of the assessment/ review on the Agency's Recruitment, Selection and Placement	PHRMO	Examine the documents and ensure that the Agency's Guideline on the Recruitment, Selection and Placement is updated and relevant.	HRD Core Team
Continuing 100% compliance to Process-defined (Maturity Level-2) requirement in SPMS as prescribed by CSC	Degree of compliance to process defined requirements in SPMS	Document report	Secure copy of document report from PHRMO	PHRMO	Evaluate the completeness and compliance of the document report	HRD Core Team

C. Health, Wellness and Safety (HW&S)

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
IMPACT						
Improved achievement of Individual Performance Targets	Number of employees with improved ratings in Individual Performance Commitment and Review	Individual Performance Commitment and Review	Secure a copy of employees' summary of IPCR Ratings	PHRMO	Compare the employees' IPCR rating with the previous rating period.	Provincial Monitoring Group (PMG) HRD Core Team
		Accomplishment Report	Secure a copy of employees' Accomplishment Summary Report	PHRMO	Analyze the employees' Accomplishment Report to note improvements.	
OUTCOME						
Officials and Employees practicing and cultivating health, wellness and safety in the workplace	Number of officials and employees engaging health, wellness and safety in the workplace	Attendance Report of officials and employees attending Health, Wellness and Safety in the workplace.	Secure a copy of attendance Report of officials and employees attending Health, Wellness and Safety in the workplace Acquire copies of	PHRMO	Analyze the number/ percentage of officials and employees attending the Health, Wellness and Safety initiatives/ activities.	Provincial Monitoring Group (PMG) HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
	Number of Health, Wellness and Safety initiatives in the PGDDN	Terminal Reports of the activities on Health, Wellness and Safety initiatives in the PGDDN.	Terminal Reports of the activities on Health, Wellness and Safety initiatives in the PGDDN	PHRMO	Assess the Terminal Reports if conducted activities contribute to the improvement of health, wellness and safety of officials and employees in the workplace	Provincial Monitoring Group (PMG) HRD Core Team
Improved Health and Wellness status of officials and employees in the workplace	Reduced incidence of absences due to sickness and disabilities	Leave applications (Sickness/ Disabilities)	Acquire summary of officials and employees' leave applications due to sickness and disabilities	PHRMO	Analyze the number/ percentage of officials and employees' Leave applications (Sickness/ Disabilities)	Provincial Monitoring Group (PMG) HRD Core Team
OUTPUT						
Health, Wellness and Safety programs for officials and employees implemented	Number of Health, Wellness and Safety programs for officials and employees implemented	Terminal Report of the Health, Wellness and Safety programs for officials and employees	Obtain copies of the Terminal Report on the Health, Wellness and Safety Programs conducted and	PHRMO	Assess the Terminal Reports to ensure that there is an implementation of Health, Wellness and	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
			facilitated in the PGDDN.		Safety programs for officials and employees	
Health, Wellness and Safety in the workplace guidelines/ policies implemented	Number of Health, Wellness and Safety in the workplace guidelines / policies implemented	Report on Health, Wellness and Safety in the workplace guidelines/policies	Obtain copy of Report on Health, Wellness and Safety in the workplace guidelines/policies implemented	PHRMO	Analyze the various guidelines/ policies on Health, Wellness and Safety in the Workplace are implemented in the PGDDN.	HRD Core Team
ACTIVITIES						
Conduct of Health, Wellness and Safety in the workplace Programs in the PGDDN	Number of Health, Wellness and safety in the workplace guidelines/ policies inventoried	Terminal Report of the Health, Wellness and Safety programs for officials and employees	Obtain copies of the Terminal Report on the Health, Wellness and Safety Programs conducted and facilitated in the PGDDN.	PHRMO	Assess the Terminal Reports to ensure that there is an implementation of Health, Wellness and Safety programs for officials and employees	HRD Core Team
Inventory of Health, Wellness and safety in the workplace guidelines/ policies	Number of Health, Wellness and safety in the workplace guidelines/ policies inventoried	Inventory Report on Health, Wellness and Safety in the Workplace guidelines/ policies	Obtain copy of Inventory Report on Health, Wellness and safety in the	PHRMO	Consolidate and assess the Health, Wellness and safety in the workplace	HRD Core Team

Hierarchy of Objectives	Indicator	Means of Verification	Data Collection		Data Analysis	
			How	Who	How	Who
			workplace guidelines/ policies		guidelines/ policies for proper implementation in the PGDDN	