

# TESDA CIRCULAR

|   |   |  |
|---|---|--|
| <b>SUBJECT: TESDA Succession Program</b>  |   | <b>Page 1 of 8 page/s</b><br><b>Number <u>19</u>, Series of 2017</b> |
| <b>Date Issued:</b><br><b>April 24, 2017</b>  | <b>Effectivity:</b><br><b>Immediately</b> | <b>Supersedes:</b>   |
| <p>To institutionalize a system for developing TESDA's top performers while ensuring continuity of leadership, the following guidelines for the implementation of TESDA's Succession Program are hereby prescribed:</p> <p><b>I. Coverage</b></p> <p>The program is open to all qualified incumbents of technical and administrative positions with Salary Grades 18-29, with at least a Very Satisfactory performance for the last two rating periods, and are not more than 62 years of age.</p> <p><b>II. Objectives</b></p> <p>TESDA's Succession Program aims to:</p> <ol style="list-style-type: none"><li>1. Identify high potentials in TESDA and build TESDA's internal talent pool (ITP);</li><li>2. Provide learning and development opportunities in order to upgrade the competencies of every high potential official and employee;</li><li>3. Develop high potential successors' (HPS) readiness for career movement or promotion;</li><li>4. Retain managerial talent within the organization;</li><li>5. Promote the morale of the workforce, encourage better performance, and strengthen their employability; and</li><li>6. Facilitate knowledge transfer from outgoing incumbents to new incumbents.</li></ol> |   |  |

# TESDA CIRCULAR

|  |   |  |
|--|---|--|
| <b>SUBJECT: TESDA Succession Program</b>     |   | <b>Page 2 of 8 page/s</b><br><b>Number <u>19</u>, Series of 2017</b> |
| <b>Date Issued:</b><br><b>April 24, 2017</b> | <b>Effectivity:</b><br><b>Immediately</b> | <b>Supersedes:</b>   |

### III. Program Components

#### *A. Identification of Key Areas and Critical Leadership Positions*

Critical leadership positions or positions that exert a big and serious influence on the directions, operations and strategic priorities of TESDA shall be the subject of the succession program. When any of the following positions are vacated, a candidate from the ITP or High Potential Successors (HPS) will be promoted.

| <b>Central Office</b>   |              |
|---|--------------|
| Position  | Salary Grade |
| Deputy Director General   | 29           |
| Executive Director  | 28           |
| Assistant Executive Director  | 27           |
| Board Secretary VI<br>Attorney V  | 25           |
| Chief Administrative Officer<br>Chief TESD Specialist<br>Information Technology Officer III | 24           |
| Attorney IV   | 23           |
| Supervising Administrative Officer<br>Supervising TESD Specialist<br>Accountant IV          | 22           |
| Senior TESD Specialist  | 19           |
| Information Technology Officer I  | 19           |
| Administrative Officer V  | 18           |

# TESDA CIRCULAR

|  |   |   |
|--|---|---|
| <b>SUBJECT: TESDA Succession Program</b>     |   | <b>Page 3 of 8 page/s</b><br><b>Number <u>91</u> Series of 2017</b> |
| <b>Date Issued:</b><br><b>April 24, 2017</b> | <b>Effectivity:</b><br><b>Immediately</b> | <b>Supersedes:</b>  |

| <b>Regional/Provincial/District Office</b>            |              |
|---|--------------|
| Position  | Salary Grade |
| Regional Director<br>(Director IV)                    | 28           |
| Provincial/District Director<br>(Director III)        | 27           |
| Chief Administrative Officer<br>Chief TESD Specialist | 24           |
| Supervising TESD Specialist<br>Accountant IV          | 22           |
| Senior TESD Specialist                                | 19           |
| Administrative Officer V                              | 18           |

| <b>TESDA Training Institution</b>   |              |
|-------------------------------------|--------------|
| Position                            | Salary Grade |
| Vocational School Superintendent I  | 25           |
| Vocational School Administrator III | 24           |
| Chief TESD Specialist               | 24           |
| Vocational School Administrator II  | 23           |
| Associate Professor V               | 23           |
| Vocational School Administrator I   | 22           |
| Associate Professor IV              | 22           |
| Supervising TESD Specialist         | 22           |
| Associate Professor I               | 19           |
| Senior TESD Specialist              | 19           |

# TESDA CIRCULAR

|  |   |  |
|--|---|--|
| <b>SUBJECT: TESDA Succession Program</b>   |   | <b>Page 4 of 8 page/s</b><br><b>Number <u>19</u>, Series of 2017</b> |
| <b>Date Issued:</b><br><b>April 24, 2017</b>   | <b>Effectivity:</b><br><b>Immediately</b> | <b>Supersedes:</b>   |
| <p><b><i>B. Identification of Internal Talent Pool (ITP) or High Potential Successors (HPS)</i></b></p> <p>A talent pool is comprised of high-potential employees who meet the competency requirements of critical leadership positions. At the minimum, a candidate who wishes to be a part of the ITP or HPS must be a holder of a position with a salary grade between 18-27, and is not more than 62 years of age.</p> <p>The threshold criteria for assessment are as follows:</p> <ol style="list-style-type: none"><li><b>1. Performance</b><br/>The candidate must have a consistent Very Satisfactory or Outstanding performance for the last two (2) rating periods. This will be derived from the candidate's Career Executive Service Performance Evaluation System (CESPES) and the Individual Performance Commitment Review (IPCR).</li><li><b>2. Readiness</b><br/>The candidate must have the ability to assume bigger responsibilities in a higher-level position or in a more complex role based on demonstrated behavior of specific leadership competencies. The readiness of the candidate will be determined through a competency assessment provided by an assessment center. The competency assessment involves various modes of activities such as written examination, interviews, portfolio, and simulation exercises. Results of the assessment will determine the succession category of the candidate.</li><li><b>3. Willingness</b><br/>The candidate must be willing to accept new roles and assignments or bigger tasks. This will be determined through a Willingness Survey to be administered by the HRMD/Administrative Service (AS).</li></ol> |   |  |

# TESDA CIRCULAR

|  |   |  |
|--|---|--|
| <b>SUBJECT: TESDA Succession Program</b>     |   | <b>Page 5 of 8 page/s</b><br><b>Number <u>19</u>, Series of 2017</b> |
| <b>Date Issued:</b><br><b>April 24, 2017</b> | <b>Effectivity:</b><br><b>Immediately</b> | <b>Supersedes:</b>   |

**C. *Crafting of Succession Plan***

A Succession Plan for each critical leadership position with the following information shall be formulated:

1. Position Title and Salary Grade
2. Competency Requirements/Proficiency Level
3. Name of HPS and Succession Category

| <b>Assessment Result</b>  | <b>Succession Category</b>            |
|---|---------------------------------------|
| Highly Proficient<br><br><i>meeting ALL the competency requirements of the position</i>   | Ready Candidate within 1-2 years      |
| Proficient<br><br><i>meeting more than 70% but less than 100% of the competency requirements of the position and the corresponding proficiency levels</i> | Emerging Candidate within 2-4 years   |
| <i>only meeting the willingness aspect of the threshold criteria</i>  | Developing Candidate within 3-5 years |

# TESDA CIRCULAR

|  |   |  |
|--|---|--|
| <b>SUBJECT: TESDA Succession Program</b>   |   | <b>Page 6 of 8 page/s</b><br><b>Number <u>19</u>, Series of 2017</b> |
| <b>Date Issued:</b><br><b>April 24, 2017</b>   | <b>Effectivity:</b><br><b>Immediately</b> | <b>Supersedes:</b>   |
| <p><b><i>D. Learning and Development (L&amp;D) Programs/Strategies/Interventions</i></b></p> <p>Candidates who meet the threshold criteria will be considered as the HPS. They shall have access to learning and development interventions that would vary in nature, content and degree based on the succession category of the candidate. Any of the following L&amp;D strategies may be provided:</p> <ol style="list-style-type: none"><li><b>1. Training</b><br/>The HPS shall undergo a comprehensive Leadership Program in preparation to assume higher position and responsibility.</li><li><b>2. Executive Coaching</b><br/>A one-on-one collaborative process to help executives and managers improve or enhance their management and interpersonal skills by gaining greater competence and confidence to overcome barriers to improving performance.</li><li><b>3. Content Coaching</b><br/>A one-on-one process of providing the HR with the knowledge or skills in a specific content area and is conducted by an expert in that area.</li><li><b>4. Development Coaching</b><br/>A one-on-one process of helping the HP develop and fine-tune the skills, knowledge, and attitudes to support the organization's leadership values and philosophies.</li><li><b>5. Mentoring</b><br/>A structured approach in developing future leaders with the mentor providing support and expertise in learning the finer points of leadership.</li></ol> |   |  |

# TESDA CIRCULAR

|  |   |   |
|--|---|---|
| <b>SUBJECT: TESDA Succession Program</b>   |   | <b>Page 7 of 8 page/s</b><br><b>Number <u>19</u> Series of 2017</b> |
| <b>Date Issued:</b><br><b>April 24, 2017</b>   | <b>Effectivity:</b><br><b>Immediately</b> | <b>Supersedes:</b>  |
| <p>6. <b>Stretch Assignments</b><br/>Projects or tasks that go beyond the HPs job description and his/her comfort zone, and to acquire new skills as a result of the experience such as leading or implementing a new project, organizing a conference, leading a technical working group, a cross-functional team or an inter-agency group, or action research on a new program.</p> <p>7. <b>Job Rotation</b><br/>Working in different department or locations as part of a rotational program.</p> <p>8. <b>Networking</b><br/>Sharing information and services among individuals and groups.</p> <p>9. <b>Loaning and Community Involvement</b><br/>"Loaning" HPs to other government entities or to non-profit organizations to help with management issues and operations and to learn from experience.</p> <p>10. <b>Task Forces and Process Improvement Teams</b><br/>Formed by top management to resolve major problems. The HP gains broader organizational knowledge, develops new competencies, and gets exposure to new roles. Process improvement teams are composed of experienced individuals from different departments or functions. They are tasked to develop a new program, system or services that have organization-wide or national significance.</p> <p>11. <b>Knowledge Transfer</b><br/>Transfer of knowledge of an outgoing incumbent to an incoming or new incumbent during onboarding or transition period.</p> <p><b>IV. Performance Tracking</b><br/>The TDI, HRMD/AS shall track the progress of the HPS which may include the following: participation/Drop-out rate; supervisor and mentor's feedback and post career progress. It shall likewise use outcome measures to determine the effectiveness of the program on an annual basis, including the number of filled-up executive positions.</p> |   |   |

# TESDA CIRCULAR

|  |   |  |
|--|---|--|
| <b>SUBJECT: TESDA Succession Program</b>     |   | <b>Page 8 of 8 page/s</b><br><b>Number <u>19</u>, Series of</b><br><b>2017</b> |
| <b>Date Issued:</b><br><b>April 24, 2017</b> | <b>Effectivity:</b><br><b>Immediately</b> | <b>Supersedes:</b>   |

## V. Timetable

| <b>ACTIVITY</b>   | <b>TIMELINES</b>    |
|---|---------------------|
| Identification of Internal Talent Pool (ITP) or High Potential Successors (HPS) considering the Threshold Criteria for Assessment | May – December 2017 |
| Crafting of the TESDA Succession Plan   | January 2018        |
| Conduct of Management/Leadership Program  | Continuing activity |
| Conduct of other Learning & Development Interventions   | Continuing activity |
| Annual Review and Evaluation of the Programs  | December 2018       |

## VI. Budgetary Requirements and Source

Funds for the implementation of the TESDA Succession Program shall be chargeable against the Staff Development Program (SDP) funds subject to the usual government accounting and auditing rules and regulations.

This Circular shall take effect immediately.

  
**GUILING "GENE" A. MAMONDIONG**  
Director General/Secretary