

**METRO MANILA AIR SHED
GOVERNING BOARD**

MODULE 2

**MANAGEMENT SYSTEM FOR THE
TECHNICAL ADMINISTRATIVE
SECRETARIAT OF THE MMASGB**





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Information Page

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Section 1: Introduction

This Module introduces a management system for the Technical Administrative Secretariat of the Metro Manila Air Shed Governing Board. It describes the structure, functions and job descriptions of the Secretariat and its work process (i.e. flow of information). It also describes an administrative system for the Technical Secretariat which includes human resources, legal and regulatory procedures, health and safety, records management, and procedures for calling a Board meeting.

Since the Technical Administrative Secretariat of the MMASGB is organically embedded within the DENR-EMB organization, the policies and procedures discussed in this manual essentially follows that of the mother organization.



Section 2: Technical Administrative Secretariat

2.1 Duties and Functions of the Technical Administrative Secretariat

The Technical Administrative Secretariat shall perform the following functions in support of the MMASGB:

- (a) Assist the Board in identifying air pollution problems, needs and priorities
- (b) Assist in formulating policies, strategies and action plans for air quality management in the air shed
- (c) Assist in identifying, accessing and allocating funds for implementing the plans and programs
- (d) Assist in coordinating and monitoring the implementation of plans and programs
- (e) Liaise with Board members and their organizations on air quality matters
- (f) Draft the annual air quality status report for the air shed
- (g) Facilitate the involvement of stakeholders through the Technical Working Groups
- (h) Assist in providing technical advice to the Board on air quality matters
- (i) Organize and provide secretarial services for Board, Executive Committee and TWG meetings
- (j) Manage the Board's financial and administrative systems and records

2.2 Composition and Organizational Set-up of the Technical Administrative Secretariat

The Technical Administrative Secretariat (TAS) shall be headed by the TAS Chairperson. The members shall be as follows:

- (a) Air Quality Management Specialist
- (b) Information Management Specialist
- (c) Public Relations Officer
- (d) Administrative and Finance Officer
- (e) Technical Administrative Secretariat Staff



Section 2: Technical Administrative Secretariat

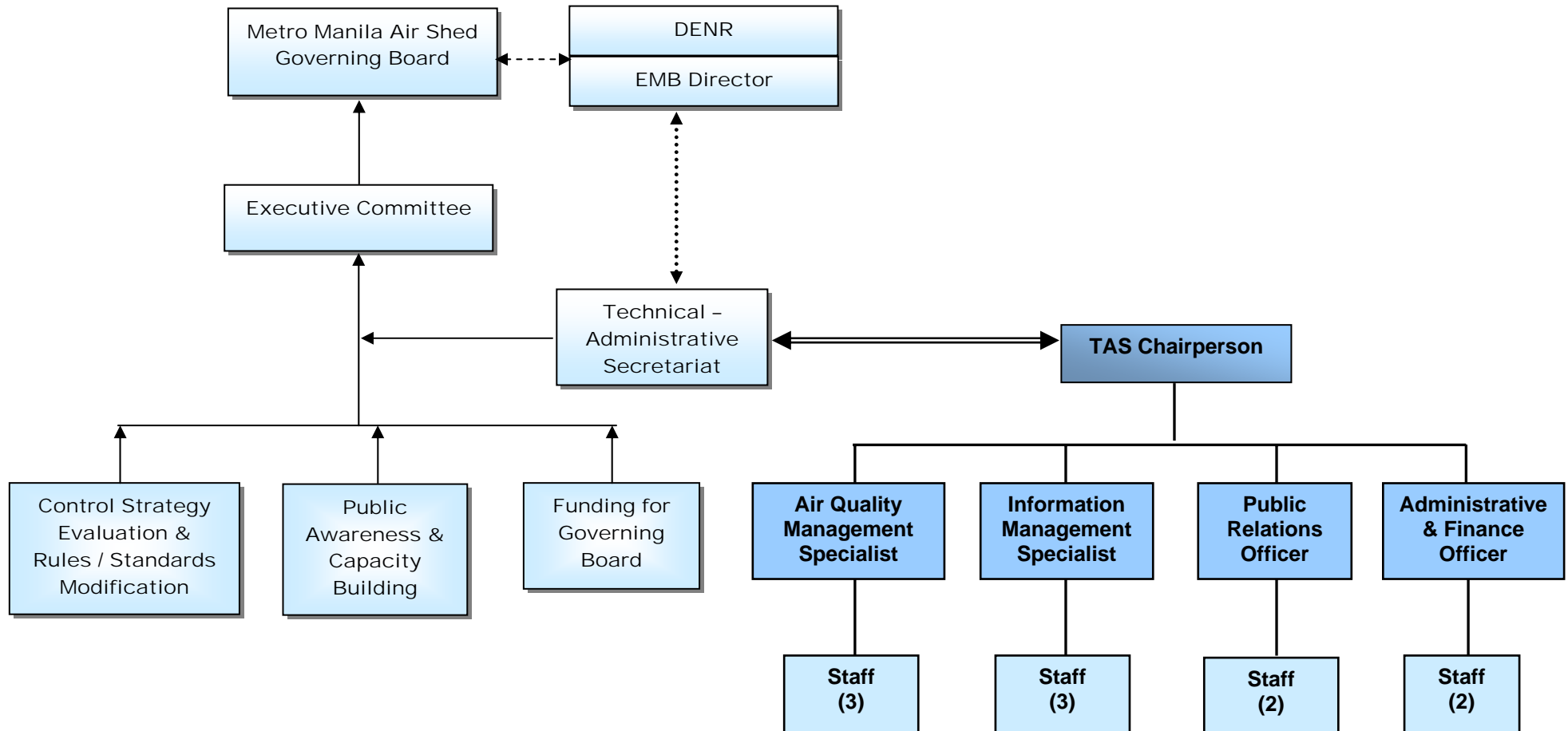


Figure 1. Proposed Organizational Structure of the Technical-Administrative Secretariat and Its Relation to the MMASGB and DENR



Section 2: Technical Administrative Secretariat

2.3 Job Descriptions of the Technical Administrative Secretariat

2.3.1 Job Description of the TAS Chairperson

POSITION TITLE: TAS Chairperson

DEPARTMENT: Environmental Management Bureau (EMB)

TITLE OF IMMEDIATE SUPERVISOR: Executive Committee Chairperson

POSITION SUMMARY:

The purpose of this position is to supervise the overall technical and administrative functions of the Metro Manila Air Shed Governing Board Technical Administrative Secretariat in order to ensure the successful operation of the Metro Manila Air Shed Governing Board.

JOB FUNCTIONS:

1. Facilitate the identification of air pollution problems, needs and priorities quantitatively and qualitatively with substantive supporting information
2. Supervise the formulation of policies, strategies and action plans for air quality management in the MMAS
3. Review and approve funding proposals, policy recommendations and other reports and communications for submission/recommendation to the Executive Committee, Technical Working Groups, the Governing Board and other concerned parties
4. Ensure the timely accomplishment of the Governing Board Action Plan, the disbursement of necessary funds, including the generation of technical and financial reports
5. Participate in all meetings of the Executive Committee and Governing Board
6. Liaise with stakeholders and partners

JOB REQUIREMENTS:

This position requires at least a Master's Degree in Public Administration, Environmental Science, Environmental Engineering or related fields. A PhD degree in these fields will be highly regarded. At least five (5) years of supervisory experience in air quality management and project management are needed. Ability to communicate effectively with a wide range of stakeholders, manage & motivate multi-skilled staff, manage financial resources and write technical reports are also highly preferred. Familiarity with government systems is also a plus. Civil Service Eligibility (Professional level), proficiency in English and computer literacy are musts.



Section 2: Technical Administrative Secretariat

SUPERVISION OF OTHERS:

All members & staff of the TAS.

2.3.2 Job Description of the Air Quality Management Specialist

POSITION TITLE: Air Quality Management Specialist

DEPARTMENT: Environmental Management Bureau

TITLE OF IMMEDIATE SUPERVISOR: MMASGB TAS Chairperson

POSITION SUMMARY:

The purpose of this position is to provide overall supervision in the conduct of technical tasks of the Technical Secretariat such as air quality modeling, emission inventory, control technologies, fuel oil, and emission standards.

JOB FUNCTIONS:

1. Facilitate the collection and analysis of emission inventory (stationary, mobile and area sources)
2. Process air quality report
3. Assess existing policy on private emission testing
4. Supervise the development of local emission factor (i.e. collection and analysis of stack sampling data, conduct of consultations, report writing, etc)
5. Supervise the establishment of Geographical Information System database (i.e. collection of data, encoding, modeling)
6. Supervise the conduct of air quality carrying capacity studies for the Metro Manila air shed
7. Supervise the development of policy recommendations on the management of vehicular and stationary emissions
8. Supervise the review and revisions of air quality guideline values
9. Prepare guidelines for designation of air shed
10. Participate in Board, ExeCom and TWG meetings, when needed

JOB REQUIREMENTS:

This position requires at least a Master's Degree in Environmental Science or Environmental Engineering including five (5) years experience in air quality management and project management. Ability to communicate effectively with a wide range of stakeholders, manage multiple tasks, prepare technical reports and manage financial resources highly preferred. Civil Service Eligibility (Professional level), proficiency in English and computer literacy are musts.



Section 2: Technical Administrative Secretariat

SUPERVISION OF OTHERS:

Concerned Staff

2.3.3 Job Description of the Information Management Specialist

POSITION TITLE: Information Management Specialist

DEPARTMENT: Environmental Management Bureau

TITLE OF IMMEDIATE SUPERVISOR: MMASGB TAS Chairperson

POSITION SUMMARY:

The purpose of this position is to provide overall supervision in the management of all technical information that would support air quality modeling, emission inventory, control technologies, fuel oil, and emission standards.

JOB FUNCTIONS:

1. Assist in the collection and analysis of emission inventory (stationary, mobile and area sources) and all other data required for decision support systems
2. Provide information systems to process air quality report, assess existing policy on private emission testing, develop local emission factor (i.e. collection and analysis of stack sampling data, conduct of consultations, report writing, etc), establish the GIS database (i.e. collection of data, encoding, modeling), and
3. Provide information support for the preparation of guidelines for the designation of air shed
4. Participate in Board, ExeCom and TWG meetings, when needed

JOB REQUIREMENTS:

This position requires at least a Master's Degree in Information Systems or Database Management including five (5) years experience in air quality management and project management. Ability to communicate effectively with a wide range of stakeholders, manage multiple tasks, prepare technical reports and manage financial resources highly preferred. Civil Service Eligibility (Professional level), proficiency in English and computer literacy are musts.

SUPERVISION OF OTHERS:

Concerned Staff



Section 2: Technical Administrative Secretariat

2.3.4 Job Description of the Administrative & Finance Officer

POSITION TITLE: Administrative & Finance Officer

DEPARTMENT: Environmental Management Bureau

TITLE OF IMMEDIATE SUPERVISOR: MMASGB TAS Chairperson

POSITION SUMMARY:

This position will be fully responsible for the administrative and financial functions of the MMAS Governing Board (GB), including but not limited to finance, budgets, financial plans and analysis, cash management including banking relationships, and overseeing the accounting and financial reporting functions.

JOB FUNCTIONS:

1. Initiates the formulation of fund raising plans and the establishment of an organizational structure to implement the plans.
2. Oversees the implementation of the fund raising plans.
3. Coordinates the preparation of the GB's Work Plan and Budget
4. Monitors the GB's capital and operating budget
5. Oversees the maintenance of GB's administrative, financial and accounting records.
6. Ensures accurate compilation, analysis and timely reporting of results of GB operations.
7. Provides administrative support to the GB.
8. Supervises the GB support staff including management of work-flow.
9. Develops and enforces financial and accounting controls
10. Prepares necessary financial management and monitoring reports
11. Advises the Governing Board from a financial perspective.
12. Participate in Board, ExeCom and TWG meetings, when needed

JOB REQUIREMENTS:

This position requires at least a Bachelor's Degree in Accounting or Business Management/Commerce with Accounting as Major. Certified Public Accountant preferred. At least five (5) years supervisory experience in office and financial administration and project management. Ability to manage multiple tasks, write and package funding proposals, and familiarity with budgetary, financial and administrative systems of the government also preferred. Civil Service Eligibility (Professional level), proficiency in English and computer literacy are musts.



Section 2: Technical Administrative Secretariat

SUPERVISION OF OTHERS:

Concerned Staff

2.3.5 Job Description of the Public Relations Officer

POSITION TITLE: Public Relations Officer

DEPARTMENT: Environmental Management Bureau

TITLE OF IMMEDIATE SUPERVISOR: MMASGB TAS Chairperson

POSITION SUMMARY:

This position will be fully responsible for the design, implementation, monitoring and evaluation of all advocacy and educational activities of the Metro Manila Air Shed Governing Board.

JOB FUNCTIONS:

1. Create public awareness on the provisions of the Clean Air Act among the various stakeholders of the Metro Manila Air Shed
2. Advocate for the creation of Anti-smoke Belching Units (ASBU) and Environment & Natural Resources Officer/Municipal Environment & Natural Resources Officer positions in all cities and municipalities within the air shed
3. Prepare an annual report on air quality initiatives within the air shed
4. Facilitate the conduct of trainer's training on Clean Air Act advocacy and IEC
5. Facilitate the conduct of forums on the provisions of Clean Air Act through information dissemination (multi-media), identification of speakers & stakeholders
6. Conduct research on implementation issues of Clean Air Act for review and consideration of the Executive Committee and Governing Board
7. Develop and coordinate a program to recognize best environmental/clean air practices in all municipalities (i.e., define criteria; conduct information campaigns; collect, review & approve entries; and select the winners)
8. Coordinate the creation of a speakers' bureau (i.e., define criteria, identify experts, prepare recommendation, develop & publish database)
9. Coordinate with the Department of Education on the integration of Clean Air Act in the school curriculum
10. Facilitate the development of Clean Air Modules to be recommended to Department of Education
11. Establish linkage with media networks to promote and advocate for the implementation of the Clean Air Act



Section 2: Technical Administrative Secretariat

12. Assist in developing policy papers for consideration and recommendation of the Governing Board
13. Participate in Board, ExeCom and TWG meetings, when needed

JOB REQUIREMENTS:

This position requires at least a Master's Degree in Mass Communication or Development Communication and at least five (5) years of supervisory experience in designing and implementing IEC strategies. Ability to work and communicate effectively with a wide range of stakeholders, write technical reports and manage multiple tasks highly desired. Familiarity with government systems is a plus. Civil Service Eligibility (Professional level), proficiency in English and computer literacy are musts.

SUPERVISION OF OTHERS:

Concerned Staff

2.3.6 Job Description of the TAS Staff

POSITION TITLE: Technical Administrative Secretariat Staff

DEPARTMENT: Environmental Management Bureau

TITLE OF IMMEDIATE SUPERVISOR: Concerned TAS Officer

POSITION SUMMARY:

This position will provide overall technical and administrative assistance for the successful undertaking of the various activities of the Technical Secretariat.

JOB FUNCTIONS:

1. Assist in the collection and analysis of emission inventory (stationary, mobile and area sources)
2. Assist in the establishment of GIS database
3. Assist in the preparation of the technical and financial report relating to the implementation of the Governing Board Action Plan
4. Assist in the preparation and implementation of fund raising plans
5. Assist in the preparation of the GB's Work and Financial Plan, including monitoring of the GB's capital and operating budget
6. Assist in preparing and maintaining necessary administrative, financial and accounting records



Section 2: Technical Administrative Secretariat

7. Assist in the preparation of the annual report on air quality within the air shed
8. Assist in implementing various IEC strategies
9. Prepare communications (i.e. Notices, Invitations, Minutes of Meetings, Workshop Proceedings, etc.)
10. File, store and retrieve documents as needed
11. Provide logistical support during meetings, workshops, trainings, etc. (i.e. mobilization, documentation)

JOB REQUIREMENTS:

This position requires at least a Bachelor's Degree appropriate for the assigned task. Civil Service Eligibility (Professional level), proficiency in English and computer literacy are musts.

SUPERVISION OF OTHERS:

None

2.4 Work Process

2.4.1 Internal Flow of Information: From TAS to GB, ExeCom, TWGs

All control strategy evaluation and standards modification related tasks shall be categorized into two: general information requirement (data-generation-oriented) or air quality specific work (analysis-oriented). These tasks shall be assigned to the Information Management Specialist and the Air Quality Management Specialist, respectively, or collaboratively should the case need be.

All public awareness & capacity building related tasks shall be assigned to the Public Relations Officer while all the administrative and financial tasks shall be assigned to the Administrative and Finance Officer.

The ratio of staff support to these key personnel shall depend on the workload assignment of each key personnel.

The Technical Administrative Secretariat shall act as the creator and producer of the following documents for the TWG1 through the Information Management Specialist & his/her staff:

- Updated emission inventory report on vehicle, stationary, point and area sources



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- GIS database
- Meteorological data

The Technical Administrative Secretariat shall act as the creator and producer of the following documents for the TWG1 through the Air Quality Management Specialist & his/her staff:

- Report on local emission factors
- Technical Reports on air quality carrying capacity of Metro Manila Air Shed
- DENR AO on updates on air quality guideline values
- Approved guidelines for designation of attainment/non-attainment areas
- Draft policy to amend existing law on PETC
- Approved monitoring and implementation guidelines for CAA

The Technical Administrative Secretariat shall act as the creator and producer of the following documents for the TWG2 through the Public Relations Officer & his/her staff, which shall be disseminated to the General Public through the line agencies concerned:

- Metro Manila Air Shed Air Quality Status Report
- Proceedings of fora on CAA
- Position paper supporting amendment to RA7160 regarding ENRO/MENRO creation for each LGU
- Competition guidelines and Proceedings of award ceremonies for best environmental/clean air practices
- IEC materials, news releases
- Training Modules; documentation of trainings conducted
- Documentation of education campaigns conducted
- Documentation of best practices in CAA implementation
- List of members of the speakers' bureau on CAA
- Modules on CAA for integration in school curriculum

The Technical Administrative Secretariat shall act as the creator and producer of the following documents for the TWG3 through the Administrative and Finance Officer & his/her staff:

- Reports on funding sources identified and accessed
- Work and Financial Plan
- Financial Reports or progress reports on funds/resource utilization (monthly, quarterly)



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The Technical Administrative Secretariat shall also produce the following documents relating to the organization's personnel and any meetings undertaken by the Board and its sub-groups:

- TAS Personnel Documents
- Agenda of all scheduled meetings in MMAS GB, EC, TWG & TAS
- Minutes of all scheduled meetings in MMAS GB, EC, TWG & TAS

The reports from TWG1, 2 & 3 shall be perused and approved by the Executive Committee, before they are submitted to the MMAS Governing Board for their information and/or decision making.

Administrative and personnel concerns shall be coordinated with the Personnel department of DENR. All copies of financial reports shall be furnished to the finance department of DENR and coordinated with the AQMF.

2.4.2 External Flow of Information: From Technical Administrative Secretariat to Other Entities

AGENCY/ ENTITY	Report or Information Given
EMB-DENR	<ul style="list-style-type: none"> • Air Quality Status Report for the MMAS • List of Attainment & Non-attainment Areas • Penalty/Fines for Non-attainment Areas • History of Fine & penalties per area per period • Source Emission Reports • GIS Maps showing location of plants & main thoroughfares of vehicles, and level of Air Quality/Emission • DENR AO on Updates on Air Quality Guideline Values
LGUs from MM Air Shed	<ul style="list-style-type: none"> • Approved Policies & Standards • Guidelines on Designation of Attainment & Non-attainment Areas • Best Practices in LGUs • Position paper on the Creation of ASBU • Position paper on the RA 7160 on installing ENRO/MENRO in LGUs
Industry and Companies	<ul style="list-style-type: none"> • Clean Air Act Information Dissemination • Penalties & Fines/Policies



AGENCY/ ENTITY	Report or Information Given
Private Emission Testing Centers	<ul style="list-style-type: none"> • Performance Requirements on PETC
Academe	<ul style="list-style-type: none"> • Clean Air Act Information Dissemination in Curricula
Transport Operators & Drivers	<ul style="list-style-type: none"> • Education campaign
Trainers	<ul style="list-style-type: none"> • Training modules • Training design • Training materials
Air Quality Management Fund/ Finance Department, DENR	<ul style="list-style-type: none"> • Funding Budget Proposal • Financial Reports or progress reports on funds/resource utilization (monthly, quarterly) • Reports on Funding Sources Identified & Accessed • Work & Financial Plan
Personnel Department, DENR	<ul style="list-style-type: none"> • Personnel Documents
DOST/PAGASA	<ul style="list-style-type: none"> • Meteorological Data
DOST/PNRI	<ul style="list-style-type: none"> • Complementary Air Monitoring Data
DOH	<ul style="list-style-type: none"> • Health Effects
DPWH/DOTC	<ul style="list-style-type: none"> • Guidelines on Local Emission Factors



Section 3: Human Resources

3.1 Personnel Procedures

General Guidelines

The Office of Human Resources (HR) keeps information, policy and procedures relevant to human resource issues at Department of Environment and Natural Resources (DENR).

All new MMAS-Technical Administrative Secretariat employees are required to complete an employment package (tax forms, Personal Data form, Contract, etc.) in the DENR-HR on their first day of employment.

Procedures

Forms

- All approved positions of employment must be processed according to employment procedures of the DENR.
- If the individual you wish to hire does not have a Social Security Card, they must provide HR a receipt from the Social Security Administration verifying that they have applied for a Social Security number that allows them to work.
- New employees are provided a document requiring HR certification of the successful completion of all required HR employment paperwork and the Form I-9. All new employees must submit the HR certification document to their hiring manager before their employment can begin.

Forms

- Employee's Resume or Curriculum Vitae
- Contract of Employment

3.1.1 Regular Employment of TAS Staff

General Guidelines

Staff positions in the TAS are entitled to the same benefits as DENR employees and are subject to the same hiring guidelines and procedures.



Section 3: Human Resources

Procedures

Regular Staff employment within DENR adheres to the following guidelines and/or processes:

- To initiate the hiring process, an approved Job Requisition form must be submitted to the HR. Job postings may be advertised internally at DENR only OR externally. If posted internally, it must be advertised for a minimum of five working days. If posted externally, it must be advertised for a minimum of ten working days.
- The Job Requisition is reviewed by HR for content and submitted for posting to the DENR bulletin board. See HR Hiring and Documentation Process for Staff. Suggested below are job posting recommendations:
 - A position is considered closed once a candidate has been selected and HR has granted an approval to offer the position.
 - It is recommended that an alternate candidate (when viable) be identified with each hiring package in the event an offer is declined by the first choice.
- When a candidate has been selected, the hiring manager/department submits the hiring package to the EMB Director for review. The hiring package is then submitted to RM for review and approval. The electronic hiring package consists of the following items:
 - The Applicant Review screen. This document lists all referred applicants for the position; if they were interviewed and the date; and if you consider them a potential hire.
 - The application and resume for all referrals. You must indicate your reason for selection or non-selection. For the candidate of choice include proposed salary and start date in the appropriate fields. If you have indicated any alternate candidates, provide the order of your choice(s).
 - Completed hiring packages should be reviewed and approved by the EMB Director prior to being submitted to HR for review and submission to HR.
 - EMB Director must provide a minimum of two completed *Employment Reference Requests* for the selected candidate.
- HR reviews packet for completion, content, offer rate, and compliance with governing rules and regulations. Any concerns will be addressed at this time.
- HR notifies EMB Director of approval to proceed with letter of offer.
- The candidate indicates their acceptance by signing the offer letter.
- If the candidate is new to DENR, HR requests a DENR ID #. Once a DENR ID# is assigned, a Personal Services Form (PSF) is prepared to activate official employment. Other items that are prepared for the new employee at this time are as follows:



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- Notice to Employee
- Contract of Services
- Original Personal Services Form
- Notice to Employee - Completion of I-9 form
- Acceptable ID documents
- If the candidate is a current regular DENR employee, EMB submits the PSF to HR, no further action required by candidate with regard to employment paperwork. Candidate needs to be advised to contact HR Benefits when their status changes, particularly when changing compensation frequency, i.e., going from bi-weekly to monthly. If the candidate is currently employed as a Student Assistant or a Tech Temp, they must hand carry the PSF to HR and complete employment paperwork in HR.

Forms

- Job Requisition Form
- Employment Reference Request
- Personal Data Form

3.1.2 Temporary Staff Employment

General Guidelines

Tech Temps are temporary employees of the DENR and are not eligible to participate in any of the benefits programs offered by the DENR. Tech Temp appointments are for a period of **six** calendar months; however, HR may approve an additional six months if the employing supervisor needs the services of that individual. Once an individual has served as a "temporary" employee for a twelve-month period, his/her appointment shall end until a period of **thirty** (30) calendar days has elapsed.

Procedures

- All temporary staff employment within TAS must adhere to the following guidelines and or processes:
 - The EMB Director must submit a *Tech Temp Services Job Order Request form* to HR. If a qualified candidate has already been identified for the temporary position, indicate such in the upper section of the form and provide the name of the candidate in the "Applicant" field.



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- HR Manager reviews the *Tech Temp Services Job Order Request form* for content.
 - If a candidate is identified before submitting the request, the completed and OIT approved *Tech Temp Services Job Order Request form* and a "Notice to Employee to start work" document are provided to the candidate to take to HR. Once the candidate provides the hiring manager with the certified "Notice to Employee " document, they may begin working.
- HR prepares the hiring Personal Services Form and forwards a copy to EMB.

Forms

- Tech Temp Services Job Order Request Form
- Notice to Employee To Start Work

3.1.3 Consultants vs. Employees

General Guidelines

The department/unit must make the determination whether an individual is an employee or independent contractor because of the familiarity of the relationship. If the answer is "yes" to any of the following questions, the individual must be treated as an employee

- Does the individual provide essentially the same service as an employee of the DENR?
- Is the individual a current employee (or within the previous 12 months) of DENR providing the same or similar services?
- Is it expected that the DENR will hire this individual as an employee immediately following the termination of his/her services as a consultant?
- Does the DENR control how the individual will perform or accomplish the service?
- Will the individual supervise or control DENR employees in accomplishing the service?

If any of the above questions are answered as "yes", please consult Human Resources to determine whether the individual can be treated as an independent contractor/consultant. If there is uncertainty about some of the questions, please contact the Office of Legal Affairs for assistance. If all answers are "no", then new applicants are sought.



Section 3: Human Resources

3.1.4 Termination of Employment

General Guidelines

Regular employees should provide at least a 30-day notice of their intention to resign. All regular employees whose employment will terminate must go through the termination clearance process.

Procedures

- The employee notifies the HR Manager of pending termination and provides a copy of the *letter of resignation* for files. This letter can be in the form of memo or e-mail correspondence. Any vacation that has been taken or will be taken during the pay period in which the termination occurs should also be provided.
- The HR Manager prepares the terminating PSF and notifies the employee of their option of participating in an internal Exit Interview. The employee also has the option of participating in an exit interview conducted by HR Staff.
- The termination PSF is forwarded to HR.
- The HR Manager forwards a Termination Clearance form to the terminating employee's supervisor for completion of the departmental section of the form. Once the appropriate sections of this form have been completed, the original form is given to employee to take to HR on their last day of employment and a copy is forwarded to TAS. The final paycheck will not be released without completion of this process.

Forms

- Exit Interview
- Termination Clearance Form

3.1.5 Payroll

General Guidelines

DENR policy requires that all employees participate in payroll direct deposit.

Procedures

- Fiscal Year Payroll schedules provide DENR mandated deadlines relevant to processing payroll documents.



Section 3: Human Resources

- Bi-weekly timesheets for the following time period are distributed to employees with their check advice.
- Timesheet completion and reporting accuracy are the responsibility of the supervisor. If a bi-weekly timesheet is submitted late, a paycheck should not be expected until the next regularly scheduled bi-weekly pay date.
- The HR Manager distributes a reminder notice prior to each bi-weekly payroll deadline.

Forms

- Bi-weekly Time Documents

3.1.6 Vacation and Sick Leave

General Guidelines

Regular employees who work 50% or more accrue vacation and sick leave. The reporting of leave hours must strictly adhere to DENR policy. The employee's supervisor must approve requests for vacation leave in advance of the leave being taken. The maximum number of vacation hours an employee can carry over from one calendar year to the next or be paid for upon termination is _____. Note that vacation accrual in excess of 360 hours at the end of the calendar year is forfeited.



Section 3: Human Resources

3.1.7 Annual Performance Evaluations

Probationary Performance Appraisal

General Guidelines

DENR policy requires that all classified employees serve the first six months of their employment on a provisional basis. Once the employee completes this period, the supervisor should review the employee's performance from that period and advise the employee of his/her progress in meeting assigned job duties and responsibilities. This review also provides an opportunity to review the employee's developmental needs and formulate and communicate a development plan designed to improve performance.

Procedures

- Approximately two weeks prior to the employee's completion of six months of employment, HR notifies the EMB Director/HR Rep by memo that the TAS employee is due a performance review. Attached to this memo is a document entitled Monthly Report that lists the employee who is due a performance appraisal and their employment date. A Monthly Report is generated for each department that has an employee(s) who is due the six- month evaluation.
- The HR Manager sends the documentation and internal correspondence to the EMB/TAS department. The HR Manager tracks the distribution and receipt of the completed appraisal, reviews it to determine internal routing and forwards it to HR by their due date.

Forms

- Classified Employee Performance Appraisal Following Completion of Probationary Period

Non-probationary Performance Appraisal

General Guidelines

The DENR will establish and maintain a formalized system of appraisal and documentation of classified employee job performance including recognition of and response to individual developmental needs. This process is designated as the Performance Appraisal System. The objectives of the System are to:



Section 3: Human Resources

- Provide employees with a sense of their work accomplishments relative to expectations and predefined performance indicators.
- Support employee development through discussion of assigned opportunities and training.
- Emphasize the DENR's commitment to continuous improvement and learning.
- Encourage an appropriate relationship between pay levels and work performance.
- Avoid surprises; keep lines of communication open.
- Provide the option to document performance in a narrative format relative to specific accomplishments during the review period.

Procedures

- The HR Manager is designated as the person responsible for monitoring the Annual Performance Evaluation process and accumulation and timely submission of the evaluation documentation for all TAS regular employees.
- The suggested TAS practice for the annual Performance Communication System (PCS) review is as follows:
 - Each PCS should include professional development plans for the upcoming year and overall comments for each employee. All Highly Successful or Unsatisfactory ratings must include specific examples that support the rating. Any Unsatisfactory rating must also define specific expectations that will assist the employee move to Making Progress or above.
 - Prior to the employee review/discussion, the HR Director review PCSs with an overall rating of Highly Successful or Unsatisfactory. Once this review is complete, the PCS is returned to the unit director.
 - The supervisor reviews the PCS with the employee. Both the employee and supervisor sign the PCS form. In addition to the PCS, each employee is provided a copy of their training record for the previous year; their generic job description; and a copy of their Individual Workload Assignment.

Forms

- Classified Performance Appraisal Record for Non-Supervisory Employees
- Classified Performance Appraisal Record for Supervisory/Managerial Employees
- Individual Annual Workload Assignment



Section 3: Human Resources

3.2 Sexual Harassment

General Guidelines

It is the policy of the DENR that no member of its community, including administrators and staff should be subjected to sexual harassment by another. This policy is intended to create an atmosphere in which individuals who believe that they are the victims of harassment are assured that their complaints will be dealt with fairly and effectively. Toward this end, the DENR supports the principle that sexual harassment represents a failure in ethical behaviour and that sexual exploitation of professional relationships will not be condoned.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature when: (1) submission to such conduct is made, either explicitly or implicitly; or (2) submission to or rejection of such conduct is used as the basis for employment affecting the individual; or (3) such conduct has the effect of unreasonably interfering with an individual's work or creates an intimidating, hostile working environment. Both men and women may be either the initiators or victims of sexual harassment.

Procedures

- TAS will communicate the DENR's policy on sexual harassment to all employees on an annual basis.
- Employees can discuss any concerns about this subject with the departmental human resources representative.



Section 4: Legal & Regulatory

4.1 Contracts/Legal Documents

General Guidelines

A contract is any document that creates an obligation, right, or liability for the DENR.

All contracts entered into in the name of the DENR are subject to the Policies and Procedures of the Government of the Philippines. In addition, many of the Department's contracts are subject to State purchasing regulations and to the statutory constraints on contracts entered into by line agencies.

No member of the DENR or staff may sign a contract without specific written authorization from the Secretary. The law provides that persons entering into contracts without complying with all applicable laws and regulations become personally liable for any amounts due under those contracts.

All contracts are processed through Resource Management to Procurement Services and the Office of Legal Affairs for review and signature.

4.2 Gifts to Employees

General Guidelines

"An employee of the system shall not accept gratuities, courtesies, or gifts in any form whatsoever, from any person or persons, corporations, or association that, directly or indirectly, may seek to use the connection thus formed for securing favorable comment or consideration on any commercial commodity, process or undertaking."

For purposes of this policy a gift is defined as lodging, transportation, personal services, a gratuity, subscription, membership, trip, loan, extension of credit, forgiveness of debt, advance or deposit of money, or anything of value. A gift shall not include:

- Food or beverage consumed at an occasional meal or event, provided the value is reasonable under the circumstances but in no event exceeds PhP1000 per person;
- Food, beverages, and registration at group events to which substantial numbers of employees of an institution are invited.



Section 4: Legal & Regulatory

- Food, beverage, or expenses afforded employees, relatives or others that are associated with normal and customary business or social functions or activities;
- Actual and reasonable expenses for food, beverages, travel, lodging and registration provided to permit participation in a meeting, demonstration, or training related to official or professional duties if participation has been approved in writing by the DENR;
- Promotional items generally distributed to the general public;
- An award, plaque, certificate, memento, or similar item given in recognition of the recipient's civic, charitable, political, professional, private or public service or achievement;
- Legitimate salary, honoraria, benefit, fees, commissions, or expenses associated with the recipient's non-public business, employment, trade, or profession;
- Gifts from a person or entity who is neither a lobbyist nor a vendor nor a student or patient at an institution;
- Consulting fees, honoraria, or financial benefits from sponsors or foundations;
- Gifts to or from foundations or other separately incorporated, charitable entities.

Procedures

- Employees must disclose any gifts received and discuss with TAS Financial Manager/Financial Specialist to ensure no policies have been broken.



Section 5: Health & Safety

5.1 Safety of Workplace

General Guidelines

All employees are expected to perform their duties in as safe a manner as possible. Any unsafe conditions or practices observed by an employee should be reported to their supervisor. Supervisors should in turn report unsafe conditions to the Facilities Manager for action. An employee injured on the job should immediately report the injury to the supervisor, who works with Human Resource Management to arrange for necessary medical treatment, and file an injury report.

Procedures

- Facilities Manager advises senior management of any unsafe conditions found in the facility.
- Emergency evacuation routes, depicted on drawings for each floor of each building, are posted at exits, stairwells, and elevators.
- Manuals containing emergency procedures will be distributed to each director and to designated building contact persons. Manuals contain general emergency procedures applicable to all employees and specific information for the associated building.
- Work related injuries should be reported within 24 hours by the supervisor to the HR Manager. Only injuries requiring medical care or lost time from work should be reported. Injuries requiring only first aid or requiring no medical care should be recorded within the department as an incident only. Incident only reports should be given to HR to be filed.



Section 6: Records Management

6.1 Data Steward and Data Access

General Guidelines

All access by MMAS GB, EC, TWG and TAS employees to the following systems, whether expressed or implied, are governed by the DENR policies governing the appropriate use of resources.

Procedures

6.1.1 TAS Internal File-Server

For the TAS Internal File-Server:

- TAS internal record-keeping system is maintained on the TAS Fileserver. The Executive Committee Chair grants access to these records thru the Information Management Specialist. General guidelines for access include:
 - DENR Secretary and EMB Director have read-access only for the MMASGB records.
 - Information Management Specialist have read and write-access to all TAS Data
 - Other access are approved at the EC Chair's discretion based on employees' need to fulfil a job, or at the EC Chair's request.

6.1.2 TAS Internal Records

- Internal records which shall be kept in databases, with sufficient back-ups in hard and soft copies, shall be :
 - Updated emission inventory report on vehicle, stationary, point and area sources
 - GIS database
 - Meteorological Data
 - Report on local emission factors
 - Technical Reports on air quality carrying capacity of Metro Manila Air Shed
 - DENR AO on updates on air quality guideline values
 - Approved guidelines for designation of attainment/non-attainment areas
 - Draft policy to amend existing law on PETC
 - Approved monitoring and implementation guidelines for Clean Air Act
 - Metro Manila Air Shed Air Quality Status Report



Section 6: Records Management

- Proceedings of fora on Clean Air Act
 - Position paper supporting amendment to RA7160 regarding ENRO/MENRO creation for each LGU
 - Competition guidelines and Proceedings of award ceremonies for best environmental/clean air practices
 - IEC materials, news releases
 - Training Modules; documentation of trainings conducted
 - Documentation of education campaigns conducted
 - Documentation of best practices in CAA implementation
 - List of members of the speakers' bureau on CAA
 - Modules on CAA for integration in school curriculum
 - Personnel Documents
 - Agenda of all scheduled meetings in MMAS GB, EC, TWG & TAS
 - Minutes of all scheduled meetings in MMAS GB, EC, TWG & TAS
 - Funding proposals
 - Progress Reports on funds/resource utilization (monthly, quarterly)
 - Reports on funding sources identified & accessed
 - Work & Financial Plan
 - Other Reports for MMAS GB, EC, TWG & TAS
-
- Internal records which shall be clustered, grouped and segregated according to the following concerns:
 - MMAS Governing Board
 - Executive Committee
 - Technical Administrative Secretariat
 - Technical Working Group 1
 - Technical Working Group 2
 - Technical Working Group 3

6.1.3 TAS Reports

- The above listed TAS internal records and data shall be inputs in order to provide decision-makers at the MMASGB, EC, and TWGs at quarterly meetings and at specific time periods, as may be requested:
 - Metro Manila Air Shed Air Quality Status Report
 - List of Attainment & Non-attainment Areas per period
 - Penalty/Fines Demanded for Non-attainment Areas/List of Paid Penalties
 - History of Fine & penalties per area per period
 - Emission Inventory Reports per period and trends
 - GIS Maps with Level of Air Quality/Level of Emission at various time periods, trends and location
 - Reports on Performance Requirements & Compliance on PETC



Section 6: Records Management

- Technical Reports (i.e. air quality carrying capacity study, local emission factor)
- Position Papers and Guideline Documents (i.e, amendment to laws on PETC, RA 7160, standards and air quality guideline values, designation of attainment/non-attainment areas, creation of ASBU, other relevant laws/policies)
- Annual Best Practices in LGUs
- Summary of Education campaign scope & efficacy reports
- Funding Proposals
- Progress Reports on Financial Standing (monthly, quarterly)
- Reports on Funding Sources Identified & Accessed
- Future Work & Financial Plan
- Annual Financial Reports

6.1.4 Record Keeping and Files Management

The Guidelines and Procedures for Record Keeping and Files Management shall follow the one being developed for DENR-EMB by the Records Management and Archives Office (RMAO). A section on the MMASGB will be included in the Records Management Manual of Operations for the DENR-EMB.



Section 7: Meetings

7.1 Procedures

General Guidelines

The Board shall meet at least once every quarter. The Executive Committee shall meet at least once every month.

In the absence of the Chair, the Deputy Chair will preside the meeting of the Governing Board.

The Board, the Executive Committee and the Technical Working Groups may convene for special meetings as deemed necessary.

The Chair of the Executive Committee prepares the agenda and sends such through the Technical Administrative Secretariat (TAS) to each required member: Governing Board (GB), Executive Committee, Technical Working Group member. Any member may propose items for the agenda. It is included as a motion already made and seconded through a previous vote of the Governing Board, the Executive Committee, or the Technical Working Group. It also provides for the Chair of the Executive Committee to have officials of the DENR address matters of interest.

In cases where a member cannot attend a scheduled meeting, the said member can be represented by an authorized representative. The representative shall carry all the rights and responsibilities of the official member in such meetings.

The Technical Administrative Secretariat of the Board shall prepare the notices as well as the minutes of the meetings of the Board, the Executive Committee and the Technical Working Groups for approval by the Head of the convening group. Notices and copies of minutes of previous meetings shall be issued five (5) working days before each meeting. The secretary sends approved minutes to members of the Governing Board, and the Technical Working Group, and the Office of the Executive Committee, which keeps them in a permanent file.

In cases where immediate action is required on matters discussed during the meeting, the minutes shall be made available within five (5) working days after the meeting by the TAS.

The Department shall provide basic funding from the Air Quality Management Fund for the conduct of regular meetings of the Governing Board, the Executive Committee, Technical Working Groups and other activities to be conducted in the implementation of the Act. Additional funding shall be made available to support civil society activities aligned with the implementation of the Act provided these activities are included in the common Action Plan for the air shed.



Section 7: Meetings

7.2 Quorum

A quorum shall consist of a majority (50 percent + 1) of the members of the group meeting. Meetings are open, and special interest groups who are not members may address the GB with the permission of its presiding officer.

7.3 Special Board Meetings

Procedures for Calling

Special meetings of the Board may be called by the GB Head upon request of the EC Chair or upon a request of a majority of the members of the Governing Board.

Agenda

The agenda for special meetings shall be announced in the call for such meetings but not less than 48 hours prior to the meeting. The agenda shall be prepared in writing and distributed in advance of the meeting to members. Topics for conference-type discussions at special meetings shall be proposed by Board members for inclusion in the agenda.



Appendix 1: Guidelines for Writing a Job Description

Overview

Before a job vacancy is advertised, a job description is completed. The requirements listed on the job description must support the necessary functions, and serve as the fundamental criteria for selecting/rejecting candidates. Knowing the necessary functions of the job will aid you in: writing appropriate interview questions; and determining whether a person is qualified to perform the necessary functions. After the employee is hired, this job description becomes the job assignment and forms the basis of the job function description on the Performance Evaluation Form. The manager should share the job description with the employee during his or her first few days on the job.

Writing a job description is a process of systematically collecting, analyzing, and documenting the important facts about a job. The main purpose of a job description is to identify the necessary functions of the position. The job description is critical to the assignment of responsibility for the accomplishment of goals and strategic initiatives. Necessary functions are those tasks relevant to a particular position that are fundamental to the job. In identifying necessary functions, be sure to consider whether employees in the position are actually required to perform the function and whether removing that function would fundamentally change the job. Several reasons why a function could be considered necessary:

- the position exists to perform the function (e.g., if you hire someone to proofread documents, the ability to proofread accurately is a necessary function);
- there are a limited number of other employees available to perform the function, or among whom the function can be distributed (e.g., it may be a necessary function for a file clerk to answer the telephone as the other three employees are very busy with other duties. Each employee has to perform many different tasks);
- a function is highly specialized, and the person in the position is hired for special expertise or ability to perform it (e.g., a company expanding its business with Japan is hiring a new salesperson, so requires someone not only with sales experience, but also with the ability to communicate fluently in the Japanese language).

To identify the necessary functions of the job, first identify the purpose of the job, and the importance of actual job functions in achieving this purpose. In evaluating the "importance" of job functions, consider, among other things, the frequency with which a function is performed, the amount of time spent on the function, and the consequences if the function is not performed. The EEOC



Appendix 1: Guidelines for Writing a Job Description

considers various forms of evidence to determine whether or not a particular function is necessary; these include, but are not limited to:

- the employer's judgment; the amount of time spent on the job performing that function; and the availability of others in the department to fill in for the person who performs that function.

Job descriptions should describe the job, not the person who fills it. They should always be dated so that there is no doubt when the documentation was generated. Make sure that your job descriptions do not include anything that might be considered discriminatory. Your job descriptions should not, for example, say that the person doing the job must be of a certain race, religion, or gender, unless it is a bona fide occupational qualification. Job descriptions should not make any mention of age or marital status requirements, either. The job description provides a basis for job-related selection procedures and performance standards. If you are creating a written job description, it is generally not necessary to list any duty that does not take up more than 5 percent of the jobholder's time. However, if there is some aspect of a job's duties that occur periodically or annually, but has a large impact on the business, it should be included.

The job description specifics:

- the specific job functions and tasks
- the functions and tasks which are necessary
- the percentage of time typically spent performing each function
- the skills, knowledge and abilities necessary to perform the job successfully
- the physical and mental requirements of the position
- special conditions of employment
- the level of supervision received and exercised

Format of Job Descriptions

1. Heading
2. Job summary
3. Duties and responsibilities; and
4. Job specifications (i.e., hiring or background requirements)



Appendix 1: Guidelines for Writing a Job Description

- Heading - The heading contains up front all the necessary descriptive information:

Job Title

Grade

Division

Department

Name and/or title of job to whom the position reports

Date

Name of the job incumbent

Name of the person who prepared the description

- Job Summary

The job summary is a brief description of the job and should sufficiently say why the job exists. This section is best written last. Only after the writer has struggled to understand and describe the job through writing all the other sections will he or she be prepared to summarize the job in two to four sentences. The writer should focus on the end results achieved by completing the rest of the job description, and should try to consolidate these results into a statement that clearly describes the job's contribution to the organization.

- Duties and Responsibilities

If the list format is used, this section would include the major duties and responsibilities performed by the job incumbent. It should not be a laundry list of activities, but rather a clear, concise grouping of related activities into a brief statement that defines a distinct contribution or end result.

It is important to remember that a job description should create a "picture" of the specific function and present why it is being done. No extraneous words should be included, and the style should not be verbose or obscure. Job descriptions are not exercises in creative writing; they should be written in a direct way that leaves no doubt in the reader's mind what is being done and why.

- Job Specifications

Job specification refers to the background or hiring requirements necessary for a job incumbent to do an acceptable job. The job specifications should not be a wish list of qualifications that a manager prefers a candidate to have, but rather the requirements necessary for good job performance. However, the specifications should not list just the bare essentials for entry into the job;



Appendix 1: Guidelines for Writing a Job Description

rather they should include the necessary qualifications to actually perform the full job at an acceptable level. The specifications should be neither inflated nor deflated.

Once a job description is written, the following steps occur:

- review and approval by all appropriate parties in your directorate
- review and approval by HR
- review and grading by HR (Compensation)

HR reviews, grades, discusses questions, and returns it to Human Resource Management

Do	Don't
Analyze job duties. Observe someone on the job and ask him or her to describe his or her job duties.	Create a fantasy job not grounded in reality.
Specifically state reporting relationships, frequency of tasks, and production goals.	Don't inflate reporting relationships to justify a higher job grade for the position.
Use facts to formulate requirements.	Use opinions to formulate requirements.
State requirements positively and use action words.	State requirements negatively.
List all the knowledge, skills, and abilities necessary to perform the job; prioritize and divide them into requirements and preferences	List minor, infrequent duties.
Ask for realistic capabilities.	Ask for superhuman capabilities.
Consider substitutions of requirements (ex. 4 years of professional experience or a bachelor's degree).	Lock yourself into strict requirements that may prevent you from considering qualified candidates.
Spell out job titles and state that additional duties may be added to the position.	
	Rely solely on a job description for hiring. Someone who may not have the "required" education may have comparable experience.
Review the job description on a regular basis and revise when necessary.	Use outdated job descriptions that no longer are relevant to the position.

METRO MANILA AIR SHED
GOVERNING BOARD

MODULE 1

House Rules



**METRO MANILA AIR SHED
GOVERNING BOARD**

MODULE 2

**MANAGEMENT SYSTEM FOR THE
TECHNICAL ADMINISTRATIVE
SECRETARIAT OF THE MMASGB**



METRO MANILA AIR SHED
GOVERNING BOARD

MODULE 3

**FINANCIAL MANAGEMENT
SYSTEMS AND PROCEDURES**



METRO MANILA AIR SHED
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MODULE 4

WORK PROCESS DESIGN



METRO MANILA AIR SHED
GOVERNING BOARD

MODULE 5

GUIDE FOR PROJECT
PLANNING AND BUDGETING



METRO MANILA AIR SHED
GOVERNING BOARD

MODULE 6

**MONITORING AND EVALUATION
SYSTEM MANUAL**



METRO MANILA AIR SHED
GOVERNING BOARD

MODULE 7

A SIMPLE GUIDE TO
BUILDING CONSENSUS

