



1 What is Public Financial Management (PFM)?

Public Financial Management (PFM) is the system by which public financial management resources are planned, directed and controlled to enable and influence the efficient and effective delivery of public service goals.

2 What is a Competency?

A Competency is a cluster of related Behavior, Attitudes, Skills and Knowledge (BASK) that is expected or desired of an employee in order to be effective in a job.

3 What do we mean by Behavior, Attitudes, Skills and Knowledge?

- Behavior: a specific action taken by an individual to achieve a predetermined outcome;
- Attitude: a relatively enduring predisposition to view people, places, things or events in a particular way;
- Skill: the learned ability to carry out predefined processes; and
- Knowledge: factual information gained by a person through experience or a course of study.

4 What is a Competency Model?

A Competency Model sets out how employers want the people within their organization to work. It details performance expectations in the form of desired competencies.

5 Why did we design a PFM Competency Model in the Government of the Philippines (GOP)?

The PFM Reform Roadmap projects the vision and commitment to improve the delivery of public services by ensuring the effective and efficient allocation, use, and management of resources. While reformed systems are key to achieving this goal, that alone may not be sufficient if the staff at various levels lack the competence required to make the systems function effectively.

6 Who will directly benefit from the PFM Competency Model?

The PFM Competency Model will benefit personnel with roles and responsibilities in the functions of budgeting, accounting, auditing, cash management and procurement.

7 How are competencies linked to job success?

It is accepted globally that competencies or BASKs are the key personal components that affect the major parts of a person's role or responsibility, correlate with performance on the job, can be measured against well-accepted standards, and can be enhanced via training and development.

8 What are some of the gaps that the PFM Competency Model will address?

In the GOP, competencies for employees with PFM roles and responsibilities are often not clearly defined and this can result in differences in the understanding of the PFM function as it relates to service delivery and governance. This situation is not unique and is one reason why Competency Frameworks have become widely used around the world in Public Sector Reforms during the last five years, frequently in the PFM area.

Often, learning interventions are also fragmented and targeted only to specific agencies. In some cases, the same staff receive different types of training overtime despite their different roles while leaving others with equally important roles undertrained or untrained.

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How was the Competency Model designed?

The most important aspect of the design is that the approach involved the participation of over 1,000 PFM practitioners from the Central, Regional and District Offices of 10 focus agencies including Civil Service Commission. The CM was validated with senior managers and technical experts during the testing and validation of the Competency Model.

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How shall the government use the PFM Competency Model?

In the GOP, the immediate use of the Model will be the introduction of competency-based training and development on PFM competencies. Other uses in the future include recruiting and selecting staff with the right skills to work effectively, identifying learning needs, evaluating staff performance, and supporting career and succession planning.

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What does the PFM Competency contain?

The PFM Model has been designed to support the overall PFM Reforms by including competencies required by the GOP's current and future PFM processes, including the integration of financial management information systems with GIFMIS. This includes Common PFM Competencies for all PFM Practitioners and Technical PFM Competencies for specific functional roles.

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What is the difference between common and technical competencies?

The PFM Competencies outline the desired personal profile for all PFM practitioners. The technical competencies are grouped in Frameworks specific to the Technical Functions – Budget, Procurement, Cash Management, Accounting and Audit.

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How will I know what Competency means?

Each Competency is defined in a Competency Statement. The statements contain a Definition that explains what the Competency means and a Rationale that explains the Competency's importance in the Philippine PFM environment. In addition, each Competency is described by a set characteristics describing levels of related BASK. Levels are key to establishing desired standards for BASK.

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How are competency levels described?

In the Competency Statement, each competency is divided into levels with descriptions of what is required to progress through the competency in two dimensions: 'Complexity of the Operating Environment' and relative 'Level of Supervision' the person applying the Competency requires. The behaviors generally build on each other and as the levels increase, elements of the preceding levels are usually, but not always, demonstrated. Equally, new Behavior, Attitudes, Skills and Knowledge may be introduced as needed by the degree of responsibilities or level of expertise.

The underlying characteristics (Attitudes, Skills and Knowledge) describe capacity aspects of behaviors which are demonstrated at each level. These must be considered as they influence the behaviors displayed.

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How is the Competency Model linked to CSC's competency frameworks?

The PFM Competency Model will complement and build on existing competency framework of CSC for the civil service – core, technical, organizational and leadership.