



MALACAÑAN PALACE
MANILA

BY THE PRESIDENT OF THE PHILIPPINES

EXECUTIVE ORDER NO. 203

ADOPTING A COMPENSATION AND POSITION CLASSIFICATION SYSTEM (CPCS) AND A GENERAL INDEX OF OCCUPATIONAL SERVICES (IOS) FOR THE GOCC SECTOR COVERED BY REPUBLIC ACT NO. 10149, AND FOR OTHER PURPOSES.

WHEREAS, Presidential Decree No. 1597 (s.1978) required all agencies in the Executive Branch, including all GOCCs, both Chartered and Non-chartered, to observe such guidelines and policies as may be issued by the President governing compensation and position classification systems;

WHEREAS, Section 5, Article IX-B of the 1987 Constitution mandates that "Congress shall provide for the standardization of compensation of government officials and employees, including those in government-owned or -controlled corporations with original charters, taking into account the nature of the responsibilities pertaining to, and the qualifications required for their positions;"

WHEREAS, Joint Resolution No. 4, (s. 2009) of the Senate and the House of Representatives authorized the President to modify the existing CPCS of civilian personnel in the government, which includes all GOCCs, both Chartered and Non-chartered, and reiterated the continuing applicability and enforceability of P.D. No. 1597;

WHEREAS, under Republic Act (R.A.) No. 10149, or the *GOCC Governance Act of 2011*, the Governance Commission for Government-Owned or -Controlled Corporations (GCG), as the central advisory, monitoring, and oversight body with authority to formulate, implement and coordinate policies to govern GOCCs, has been mandated to:

- a. Classify GOCCs as may be necessary to guide it in exercising its powers and functions;
- b. Conduct compensation studies, develop and recommend to the President a competitive compensation and remuneration system which shall attract and retain talent, at the same time allowing the GOCC to be financially sound and sustainable; and
- c. Develop a CPCS which shall apply to all officers and employees of GOCCs whether under the Salary Standardization Law or exempt therefrom, and shall consist of classes of positions grouped into such categories as the GCG may determine, subject to approval of the President;



WHEREAS, Section 9 of R.A. No. 10149 provides that, any law to the contrary notwithstanding, no GOCC shall be exempt from the coverage of the CPCS developed by the GCG under said Act; and

WHEREAS, the GCG, after having conducted the requisite compensation studies, has developed the CPCS for GOCCs and submitted the same to the President for approval.

NOW, THEREFORE, I, BENIGNO S. AQUINO III, President of the Philippines, by virtue of the powers vested in me by the Constitution and by law, do hereby order:

SECTION 1. *The CPCS and Index of Occupational Services (IOS) Framework for the GOCC Sector.* – The CPCS and the IOS Framework for the GOCC Sector (attached hereto) are hereby approved and made effective to all GOCCs, GFIs, GICPs/GCEs (hereinafter referred to as “GOCCs”), including their subsidiaries, which are covered by R.A. No. 10149.

SEC. 2. *Collective Bargaining Agreements (CBAs) and Collective Negotiation Agreements (CNA) in the GOCC Sector.* – While recognizing the constitutional right of workers to self-organization, collective bargaining and negotiations, the Governing Boards of all covered GOCCs, whether Chartered or Non-chartered, may not negotiate with their officers and employees the economic terms of their CBAs.

CNA Incentives, which primarily cover savings from the COBs of Chartered GOCCs, shall continue to be governed by the policies and guidelines established by the DBM, but shall now be extended to cover non-chartered GOCCs to promote uniformity of allowable incentives within the GOCC Sector. Incentives allowed by the CSC such as, but not limited to, the Program on Awards and Incentives for Service Excellence, shall continue to be governed by the policies and guidelines of CSC, as well as other pertinent laws, rules and regulations.

SEC. 3. *Implementing Agency.* – The CPCS shall be implemented and administered by GCG, and supplemented with the necessary implementing rules and guidelines on matters such as, but not limited to, hiring rates, promotions, overtime pay, night shift differential, merit increases, and Early Retirement Incentive Programs (ERIPs), taking into consideration prevailing practices in the private sector and the principles provided in the CPCS and in this Order.

SEC. 4. *Funding and Implementation.* – Implementation of the compensation adjustments shall depend on the financial capability of the GOCC and their corporate operating budget (COB) as approved by the GCG and those approved by the Department of Budget and Management (DBM) for entities receiving allocations or subsidies from the National Government.

SEC. 5. *Non-Diminution of Authorized Salaries.* – In the implementation of the CPCS, there shall be no diminution in the authorized salaries as of 31 December 2015 for incumbent officers and employees.



SEC. 6. Additional Incentives Outside the CPCS. – Pursuant to Section 10 of R.A. No. 10149, the GCG may recommend for the President's approval, incentives outside of the CPCS for certain position titles in consideration of the good performance of the GOCC: *Provided*, That no incentives shall be granted unless the GOCC has fully paid all taxes for which it is liable, and the GOCC has declared and paid all the dividends required to be paid under its charter or any other law.

SEC. 7. Early Retirement Incentive Plan (ERIP). – All Officers and Employees covered by the CPCS who voluntarily elect to be retired or may be separated from the service, as part of the performance by GCG of its mandate under Section 5(a) of R.A. No. 10149 to rationalize, reorganize, merge, or restructure a GOCC, shall be granted the following early retirement incentive *in addition* to retirement or separation benefits under existing laws:

Government Service	Rates
First 20 years	1.00 x BMP* x No. of years
20 years and 1 day to 30 years	1.25 x BMP x No. of years
30 years and 1 day and above	1.50 x BMP x No. of years

*Basic Monthly Pay (BMP)

SEC. 8. Transitory Provision. – Notwithstanding the effectivity of the CPCS, all GOCCs that have not been subjected to rationalization or reorganization and those covered by pending recommendations from the GCG for abolition, dissolution, or privatization, shall maintain their current compensation framework.

SEC. 9. Repeal. – All orders, circulars, issuances, board resolutions, rules and regulations or parts thereof which are inconsistent with the provisions of this Order are hereby repealed or modified accordingly.

SEC. 10. Separability Clause. – If any provision of this Order is declared invalid or unconstitutional, the other provisions not affected thereby shall remain valid and subsisting.

SEC. 11. Effectivity. – This Order shall take effect immediately upon publication in a newspaper of general circulation.

DONE, in the City of Manila, this 22nd day of March, in the year of our Lord, Two Thousand and Sixteen.

By the President:

PAQUITO N. OCHOA, JR.
Executive Secretary



CERTIFIED COPY:

MARIANITO M. DIMAANDAL
DIRECTOR IV

COMPENSATION AND POSITION CLASSIFICATION SYSTEM (CPCS) FOR THE GOCCs COVERED BY REPUBLIC ACT NO.10149

I. GUIDING PRINCIPLES. – This CPCS shall be implemented, enforced and interpreted in accordance with the following guiding principles:

1. The CPCS has been designed to provide GOCCs with adequate operational autonomy and flexibility towards ensuring efficient and effective implementation of a total compensation framework within their organizations to ensure that:
 - (a) The adoption of reasonable, justifiable and appropriate remuneration schemes prevent or deter the granting of unconscionable and excessive remuneration packages;
 - (b) The total compensation framework shall generally be competitive with the private sector doing comparable work in order to attract, engage, and retain the right talent and in compliance with prevailing laws on minimum wages;
 - (c) The compensation frameworks adopted by GOCCs shall operate within their affordability limits and sustainability capacities, and in accordance with their Overall Size as provided herein;
 - (d) There shall be adherence to the principle of equal pay for work of equal value, with due regard for other verifiable factors such as the Sector where the GOCCs are classified; and
 - (e) The rewards system supports and encourages performance-driven, productive, and efficient organizations.
2. The CPCS shall be updated periodically by GCG based on the following parameters:
 - (a) A review of the GOCC compensation rates;
 - (b) The performance of the GOCC and its overall contribution to the national economy; and
 - (c) Drastic changes in market or business environment.

II. DEFINITION OF TERMS. –

“Annual Base Salary” refers to the Monthly Basic Salary multiplied by 12.

“Basic Guaranteed Compensation” refers to the Annual Base Salary plus fixed and guaranteed bonuses (e.g., 13th month pay).

“Board of Directors/Trustees” or *“Governing Board”* refers to the collegial body that exercises the corporate powers, conducts all business and controls or holds all properties, of a GOCC, whether it be formally referred to as the “Board of Directors” or “Board of Trustees” or some other term in its Charter, Articles of Incorporation or By-laws.



"Board Officers" refer to Officers whose primary task is to serve the Board or to pursue the immediate functions of the Board, such as the Chairman, Vice-Chairman, Corporate Secretary, and Compliance Officer.

"Career Bands" refer to relative groupings of jobs to help determine the nature (i.e., either management or individual contributor) and assess the level of contribution of a particular role in the organization.

"Career Levels" are discernible broad steps in a Career Band that reflect progression of jobs requiring higher levels of competence and knowledge.

"Chief Executive Officer" ("CEO") refers to the highest ranking corporate executive who heads Management, who could be named as the President or the General Manager, Chairman, Chief Operating Officer, Executive Director, or the Administrator of a GOCC.

"Charter" refers to the formal act of Congress creating a Chartered GOCC and defining its franchise.

"Chartered GOCC" refers to a GOCC, including Government Financial Institutions, created and vested with functions by a special law.

"Executive Officers" ("Officers") refers to the CEO or whoever is the highest ranking officer in the GOCC, and such other corporate officer of the GOCC as expressly provided for in its Charter (for a Chartered GOCC) or By-laws (for a Nonchartered GOCC), such as the Vice-President, Chief Financial Officer, Chief Investment Officer, and Corporate Treasurer. As distinguished from Board Officers, Executive Officers primarily form part of the Management of the GOCC.

"Fixed and Guaranteed Bonuses" refer to compensation items paid in cash with a fixed amount or fixed multiple of pay, and the timing of the grant, as determined by the Governing Board through Management, is not dependent on any variable such as performance or attendance. Such items are not considered for the purpose of determining overtime pay, night-shift differential, and other similar items tied to the basic salary.

"Fixed Cash Allowance" refers to fixed cash payments made through payroll with a fixed amount and for a specified purpose, where the amount and timing are not dependent on any variable such as number of days employee reported for work, number of overtime hours, or on presentation of receipts (e.g. rice allowance, meal allowance).

"Full-Time Equivalent (FTE) Employees" refers to employees holding permanent and full time positions in the plantilla of a GOCC.

"Government Financial Institutions (GFIs)" refer to financial institutions or corporations in which the government directly or indirectly owns majority of the capital stock and which are either: (1) registered with or directly supervised by the Bangko Sentral ng Pilipinas; or (2) collecting or transacting funds or contributions from the public and places them in financial instruments or assets such as deposits, loans, bonds and equity including, but not limited to, the Government Service Insurance System and the Social Security System.

"Government Instrumentalities with Corporate Powers (GICPs)/ Government Corporate Entities (GCEs)" refer to instrumentalities or agencies of the



government, which are neither corporations nor agencies integrated within the departmental framework, but vested by law with special functions or jurisdiction, endowed with some if not all corporate powers, administering special funds, and enjoying operational autonomy usually through a charter including, but not limited to, the following: the Manila International Airport Authority (MIAA), the Philippine Ports Authority (PPA), the Philippine Deposit Insurance Corporation (PDIC), the Metropolitan Waterworks and Sewerage System (MWSS), the Laguna Lake Development Authority (LLDA), the Philippine Fisheries Development Authority (PFDA), the Bases Conversion and Development Authority (BCDA), the Cebu Port Authority (CPA), the Cagayan de Oro Port Authority, the San Fernando Port Authority, and the Local Water Utilities Administration (LWUA).

"Government-Owned or -Controlled Corporation (GOCC)" refers to any agency organized as a stock or non-stock corporation, vested with functions relating to public needs whether governmental or proprietary in nature, and owned by the Government of the Republic of the Philippines directly or through its instrumentalities either wholly or, where applicable as in the case of stock corporations, to the extent of at least a majority of its outstanding capital stock: ***Provided, however, That for purposes of the CPCS, the term "GOCC" shall include GICP/GCE and GFI as defined herein.***

"Individual Performance" refers to the performance appraisal rating score of an Officer or Employee.

"Job Grade" is a numerical representation of the relative internal values of jobs in a GOCC's plantilla; it is determined by using quantifiable factors to assess the minimum requirements to perform a job as defined in the job description; the Job Grade will dictate the Monthly Basic Salary of said job based on the Salary Structure.

"Job Title" refers to the name given to a position appearing in the GCG-approved plantilla of the GOCC, and determined following the guidelines on job titling herein, which labels jobs in the same Career Band, Career Level and Job Grade with consistency while continuing to recognize their functional groups.

"Monthly Basic Salary" refers to the amount actually received per month by an Officer or Employee and determined in accordance with the applicable Salary Structure, policies and guidelines of the CPCS.

"Nonchartered GOCC" refers to a GOCC organized and operating under the *"Corporation Code of the Philippines"* (Batas Pambansa Bilang 68).

"Officers" refer to both Board Officers and Executive Officers.

"Overall Organization Performance" refers to company-wide metrics as may be indicated in the Organizational Performance Indicator Framework (OPIF) and may include such items as (a) For profit organizations: Revenue/Sales and Profit (b) For non-profit organizations: Savings.

"Pay Mix" refers to the ratio of Total Guaranteed Compensation to Variable Pay as a percentage of Total Cash Compensation.

"Payout Criteria" refer to the conditions or targets or hurdles that must be met or overcome to trigger the payout process.



"Performance Evaluation System" ("PES") refers to the process of appraising the accomplishments of GOCCs in a given fiscal year based on set performance criteria, targets and weights, as provided in GCG M.C. No. 2013-02 or any amendments or revisions thereof.

"Performance Measures" refer to the key result areas against which performance is assessed.

"Position" refers to a job title with a corresponding Job Grade and organizational unit in the plantilla of a GOCC, as approved by GCG.

"Sector" refers to the particular industry that characterizes a GOCC's business operations for purposes of determining, among others, benchmarks of performance, competitiveness of total compensation, and market forces that affect the fulfillment of the GOCC's mandate;

"Subsidiary" refers to a corporation where at least a majority of the outstanding capital stock is owned or controlled, directly or indirectly, through one or more intermediaries, by the GOCC.

"Total Cash Compensation" refers to the Total Guaranteed Compensation plus Variable Pay.

"Total Guaranteed Compensation" refers to basic guaranteed compensation plus fixed cash allowances.

"Variable Pay" refers to compensation that is tied to expected results, such as a commission, incentive or Performance-Based Bonus.

III. COVERED POSITIONS. – The CPCS shall apply to all positions, on full or part time basis, now existing or hereafter created in GOCCs, including their Subsidiaries, whether Chartered or Nonchartered, and whether previously covered by, or previously exempted from the Salary Standardization Law (R.A. No. 6758).

Excluded from the coverage of the CPCS are those individuals hired by GOCCs without employer-employee relationships and paid from non-Personal Services appropriations/budgets, as follows:

- (a) Members of the Governing Board;
- (b) Consultants and experts hired to perform specific activities or services with expected outputs;
- (c) Laborers hired through job contracts (*pakyaw*) and those paid on piecework basis;
- (d) Student laborers and apprentices; and
- (e) Individuals and groups of people whose services are engaged through job orders, contracts of service, or others similarly situated.

The CPCS shall likewise not apply to the Bangko Sentral ng Pilipinas (BSP), state universities and colleges (SUCs), cooperatives, local water districts (LWDs),



economic zone authorities, and research institutions which are expressly outside the coverage of R.A. No. 10149.

IV. CLASSIFICATION OF GOCCs. – As going concerns, GOCCs are engaged in competitive industries, operate under market conditions and thus directly compete with the private sector in attracting, retaining and motivating a corps of competent personnel.

Rep. Act No. 10149 provides that the GOCCs are to be classified by mandates as: (a) Developmental/Social Corporations; (b) Proprietary Commercial Corporations; (c) Government Financial, Investment and Trust Institutions; (d) Corporations with Regulatory Functions; and Others as may be classified by the GCG, without prejudice to further sub-classifications in each category and/or any other classifications based on parameters as it may find relevant.

In order to ensure that the CPCS for GOCCs is competitive and aligned with the rates and practices of the private sector doing *comparable work*, it is necessary to classify GOCCs as follows:

A. BY MANDATE AND SECTOR. Each GOCC shall be compared or benchmarked with those private sector entities that are engaged in the same industry or sector as the GOCC. Towards this end and without prejudice to future amendments, GCG has classified GOCCs into the following Mandates and Sectors pursuant to RA 10149 (ANNEX 1):

A.1. By Mandates:

- (a) *Developmental/Social Corporations;*
- (b) *Proprietary Commercial Corporations;*
- (c) *Government Financial, Investment and Trust Institutions; and*
- (d) *Corporations with Regulatory Functions.*

A.2. By Sector:

- (a) *Government Financial Institutions (GFIs)*
- (b) *Gaming*
- (c) *Energy and Materials*
- (d) *Utilities and Communications*
- (e) *Area Development, Trade and Tourism*
- (f) *Agriculture, Fisheries and Food*
- (g) *Educational and Cultural*

B. BY OVERALL SIZE. – Within each Sector, each GOCC shall also be compared or benchmarked with those private sector entities that are similar in size, in terms of finances and operations. Accordingly, GOCCs shall also be classified by their overall size based on the average grade of each GOCC on the following three (3) Factors:



- (a) **Company Financials**
- (b) **Number of Full-Time Equivalent (FTE) Employees**
- (c) **Geographical Scope and Business Complexity**

1. **Company Financials.** – GOCCs shall have a grade based on the average Total Revenues over the last three (3) years as reported in their audited financial statements:

GOCC GRADE	FINANCIAL RANGE (P)
16	< 3.0 billion
17	≥ 3.0 billion and < 6.5 billion
18	≥ 6.5 billion and <22.0 billion
19	≥ 22.0 billion and <43.5 billion
20	≥ 43.5 billion and < 87.5 billion
21	≥ 87.5 billion and < 218.0 billion
22	≥ 218.0 billion and < 436.5 billion
23	≥ 436.5 billion and < 2.0 trillion
24	≥ 2.0 trillion and < 4.0 trillion
25	≥ 4.0 trillion

2. **Number of FTE Employees.** – GOCCs shall have a grade based on the number of FTE Employees as follows:

GOCC GRADE	No. OF FTE EMPLOYEES
16	Up to 89
17	90 to 240
18	241 to 620
19	621 to 1,600
20	1,601 to 4,100
21	4,101 to 10,600
22	10,601 to 27,500
23	27,501 to 75,000
24	75,001 to 200,000
25	More than 200,000

3. **Geographical Scope and Business Complexity.** – The grade for the GOCC's Geographical Scope and Business Complexity shall be determined



as follows:

SCOPE	Global	20	22	24
	International	19	21	23
	Domestic	16	18	20
		Low	Medium	High
		BUSINESS COMPLEXITY		

3.1. **Geographical Scope.** –

- (a) Domestic if majority of operations are based in a single country or a small cluster of countries within one region
- (b) International if the organization is characterized by *multi-function* operations across an entire region or in several countries in two continents.
- (c) Global if the majority of functions are represented across three or more continents.

All GOCCs are automatically classified as domestic unless there is clear and substantial basis to classify the GOCC's actual operations otherwise.

3.2. **Business Complexity/Diversity.** – The complexity of a GOCC's business operations shall be determined on two levels, to wit:

- (a) First Level (Control), whether the GOCC Governing Board maintains end to end control of how it will exercise its business judgment in engaging in such activities and does not rely on another GOCC for setting policy and/or strategy.
- (b) Second Level (Operations), if the GOCC's operations involve one or more of the following activities:
 - i. Regulatory; and/or
 - ii. Revenue-Generation; and/or
 - iii. Social Services.

All GOCCs are automatically presumed to perform Social Services activities.

Based on the foregoing levels, the complexity of the GOCC's business operations shall be categorized as follows:



CATEGORY	DESCRIPTION
Low	- GOCC Governing Board does not have end to end control of the business. - GOCC's operations involve only one or two of the activities specified above - OR - - GOCC Governing Board has end to end control of the business. - GOCC's operations involve only one of the activities specified above.
Medium	- GOCC Governing Board does not have end to end control of the business. - GOCC's operations involve all three of the activities specified above. - OR - - GOCC Governing Board has end to end control of the business. - GOCC's operations involve only two of the activities specified above.
High	- GOCC Governing Board has end to end control of the business. - GOCC's operations involve all three of the activities specified above.

4. **Average Grade Based on the Three Factors.** – By following the parameters and grades for each of the Factors prescribed above in Sections 1 to 3 of this Chapter, a resulting average grade (*fractional average grade being rounded off to the nearest whole number*) shall be computed for each GOCC to achieve an overall size under the following categories:

CLASSIFICATION	AVERAGE GRADE
Small	16
Medium	17 to 18
Large	19 and Up

5. **Official Classification of GOCC.** – The Classification of a GOCC based on the foregoing Factors shall be based only on an official certification issued by the GCG upon an application by a GOCC covered by supporting instruments, such as audited financial statements for the previous three (3) years, certified listing of FTE Employees, etc.



6. **Change in Classification of Overall Size.** – GCG may change a GOCC's classification *motu proprio* or upon the formal application and demonstration by the GOCC that its position in any of the Factors has changed resulting in a change in its Overall Size.

- V. **LOSING AND/OR HIGHLY-SUBSIDIZED GOCCs.** – Notwithstanding the effectivity of the CPCS, all GOCCs that are losing and/or highly subsidized in their operations shall maintain their current compensation framework, without prejudice to the GOCCs improving their operations and applying with the GCG for the application of the CPCS.

The GCG shall approve the application of the CPCS to GOCCs which have improved their operations only if it has been determined that the GOCCs shall remain financially viable.

- VI. **POSITION CLASSIFICATION SYSTEM.** – All positions covered by the CPCS shall be allocated to their proper Job Titles and Job Grades, which shall be periodically updated and published by GCG. The Position Classification System consists of Career Bands grouped into three (3) main categories, namely:

- (a) **CEO/President/Business Unit Head**
- (b) **Management**
- (c) **Individual Contributor**

1. **CEO/President/Business Unit Head.** – This category includes positions of those who manage the overall operations or profitability and growth of the GOCC, and are directly accountable to the Board of Directors for all activities of the GOCC. He/she directs the GOCC in establishing long-range plans, strategy and policy. He/she manages, directs and coordinates all functions of the organization, and typically represents the organization in relations with customers and the business and non-business community.

The highest Job Grade within a GOCC shall be assigned to the CEO based on the overall size of the GOCC. No other plantilla position in the GOCC shall be considered to be of equivalent rank.

2. **Management.** – This category includes those focused on managing people or a team; roles that contribute and achieve results "through others." Performance of the jobholder is measured by the results of the team. At a minimum, roles that are accountable for managing people, setting direction, and deploying resources. Typically, does not spend more than 20% of time performing the work supervised, and is responsible for performance evaluation and pay reviews. This category consists of the following Career Bands:



- (a) *Executive (EX)*. – This covers personnel who typically are the most senior level within a major function, and are primarily involved in the development, evolution and approval of long-term vision across a market function, division, region, or country. In general, they are one rank/level below the CEO/President/Business Unit Heads. He/she may be a Board or executive committee member, or will have a comparable level of influence. Impacts broader organization performance directly. The main focus of the position is on strategy setting (either for the entire organization or a major function/division of the organization).

Positions in the Executive Career Band, which includes the CEO, are assigned to Job Grades 15 and above.

- (b) *Supervisory/Management (M)*. – This pertains to those who implement organization strategies through the effective direction and management of resources. Sets discipline or area strategy consistent with established organization strategies. Focused on policy making and/or implementation, ensuring compliance with organization policies. Accountable for managing people, setting direction and deploying resources. Accountable for business, functional, or operational areas, processes, or programs.

Positions in the Supervisory/Management Career Band are assigned Job Grades 10 to 17.

3. ***Individual Contributor***. – This covers personnel whose roles are designed around deep technical expertise rather than people management. Performance is measured by the individual's contribution (either through their subject matter expertise, specialization, or support they provide to the business - clerical/technical support). They may act as a lead, coordinating the work of others - but are not considered as supervisors.

This category consists of the following Career Bands:

- (a) *Professional (P)*. – This category includes positions whose work is primarily achieved by an individual or through project teams. These positions are typically filled by qualified professionals who are expected to use their judgment to apply expertise gained through education and/or experience. They are expected to work independently with minimal supervision. Progression within the career band is defined by increasing depth of professional knowledge, project management, and ability to influence others. Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts. Such positions also typically require mastery of a specialized field of expertise related to a professional qualification which may be in the form of a professional certification (e.g., Engineers, CPA, etc.)

Professional Career Band positions are assigned Job Grades 8 to 17.

- (b) *Customer/Client Management & Sales (S)*. – This category includes positions primarily involved in direct contact with customers/clients to acquire new business or develop existing business or accounts. He/she



participates in sales presentations, developing bids, and responding to proposals. At senior levels, such positions are likely to set/negotiate product/service terms (contracts). A portion of their compensation is likely to be based on sales results.

Positions in the Customer/Client Management & Sales Career Band are assigned Job Grades 8 to 17.

- (c) *Technical Support (T)*. – This category includes those who perform technical tasks required to support ongoing business operations (e.g., technicians, IT administrators). Such positions require vocational training or the equivalent experience, but do not require a university degree. They are typically skilled technicians in a hands-on environment, often highly specialized.

Positions in the Technical Support Career Band are assigned Job Grades 5 to 10.

- (d) *General Staff (G)*. – This category includes personnel who support the business through performing clerical/ administrative support tasks. Work is typically rule-based, covered by standard operating procedures, and the jobholder has very limited opportunity to deviate from agreed processes and standards. Requires vocational training or the equivalent experience, but does not require a university degree.

General Staff Career Band positions are assigned to Job Grades 4 to 9.

- (e) *Labor (L)*. – This category includes positions of those who perform operational, craft or manual tasks. They perform tasks according to established procedures, with limited opportunity for independent decision-making. The position typically performs unskilled or semi-skilled work.

Positions in the Labor Career Band are assigned to Job Grades 1 to 7.

VII. COMPENSATION SYSTEM. – The total compensation granted to Officers or Employees for services rendered shall hereinafter be limited to the following:

- (a) ***Basic Salaries***
- (b) ***Standard Allowances and Benefits***
- (c) ***Specific-Purpose Allowances and Benefits***
- (d) ***Variable Pay***

Provided, That the CPCS does not cover indirect compensation regulated under existing laws such as, but not limited to: life and retirement insurance benefits; employee compensation insurance; health insurance; Pag-IBIG Fund benefits; and Provident Fund benefits.

Each covered GOCC, acting through its Governing Board, shall adopt a Total Compensation Framework for their Officers and Employees pursuant to the terms herein and the attached Index of Occupational Services (IOS), Position Titles and Pay Grades, subject to the approval of the President of the Philippines in



accordance with the favorable recommendation of the GCG. The Office of the President shall communicate the President's decision on each Compensation Framework submitted, or changes thereto, to GCG within forty-five (45) days after the date of receipt. If, however, no action is taken by the Office of the President thereon within the same period, the same shall be deemed approved, unless the Office of the President informs the GCG otherwise.

1. **Basic Salaries.** – The Monthly Basic Salaries shall be set in accordance with the following guidelines:

1.1. **Job Grades.** – The Job Grades below shall be implemented in each covered GOCC pursuant to a formal resolution of the Board of Directors and approved and validated by the GCG using the Salary Structure below.

The Governing Board may propose a salary range for each Job Grade that falls below the salary ranges prescribed below taking into account the financial standing of the GOCC as well as the sustainability of the compensation framework.

1.1.1. **Job Grades 1 to 10 (Labor, General Staff, Technical Support).** – Labor, General Staff, and Technical Support positions falling within Job Grades 1 to 10:

JOB GRADE	SALARY RANGE (P)
1	11,068 – 11,756
2	11,761 – 12,461
3	12,466 – 13,209
4	13,214 – 14,787
5	14,788 – 16,547
6	16,548 – 18,518
7	18,519 – 20,722
8	20,754 – 25,946
9	25,947 – 32,439
10	32,440 – 40,557



- 1.1.2. **Job Grades 8 to 11 (Professionals, Client Management).** – Professionals/Client Management positions falling within Job Grades 8 to 11:

JOB GRADE	SALARY RANGE (P)
8	20,754 – 25,946
9	25,947 – 32,439
10	32,440 – 40,557
11	40,558 – 50,702

- 1.1.3. **Job Grades 12 to 17 (Professionals, Client Management).** – Professionals/Client Management positions falling within Job Grades 12 to 17; and

Job Grades 12 and Above (Supervisory, Executives). – Supervisory and Executive positions falling within Job Grades 12 or higher shall be differentiated per Sector based on the following Sector-Specific Salary Structures, to wit:

(a) **Government Financial Institutions (GFIs) and Gaming**

Job Grade	SALARY RANGE	
	MINIMUM	MAXIMUM
12	53,814	73,186
13	73,186	99,534
14	99,534	135,366
15	138,897	180,566
16	180,567	234,736
17	238,579	322,080
18	322,081	434,808
19	434,809	586,991
20	591,339	798,307
21	804,221	1,085,699



(b) **All Other Sectors**

Job Grade	SALARY RANGE	
	MINIMUM	MAXIMUM
12	55,652	72,348
13	72,348	94,052
14	94,052	122,268
15	124,985	156,231
16	156,231	195,289
17	195,289	244,111
18	244,111	305,139
19	310,446	403,579
20	403,579	524,653
21	524,653	682,049

1.2. **Guidelines on Hiring Rate.** – The following guidelines shall apply on hiring rates:

1.2.1. For Job Grades 1 to 11, the hiring rate may be set up to minimum during the probationary period, but in no case lower than the applicable minimum wage rate mandated by law. In the case of individuals who exceed the minimum qualification standards, the hiring rate may be set until five percent (5%) above the minimum of the salary range. Upon appointment to regular status, the pay may be increased to the minimum of the hiring range.

1.2.2. For Job Grades 12 and above, the hiring rate may be set up to 10% above minimum if the individual *exceeds* the minimum requirements in accordance with the Civil Service Commission's Qualification Standards, by taking into consideration such factors as graduation from a reputable school, relevant experience, and more than the required educational attainment (*i.e.*, Master's, PhD, Multiple Master's and Multiple Certifications).

1.3. **Promotion.** – The Governing Board through Management may promote an individual through any of the following ways:

1.3.1. Raise the salary to the minimum pay in the Job Grade of the vacant plantilla item to which the Officer or Employee will be promoted to;



1.3.2. If the salary of the Officer or Employee already exceeds the minimum pay in the Job Grade of plantilla item to which the Officer or Employee will be promoted to, raise the salary by the percentage difference in the salary range minimums of the current Job Grade to the new Job Grade;

1.3.3. Raise the salary by the percentage difference in the salary range midpoints of the current Job Grade to the new Job Grade;

1.3.4. If the Officer or Employee moves from an overtime-earning job to a non-overtime earning job, consideration must likewise be made for the earning potential lost on account of overtime work.

1.4. **Merit Increases.** – Merit increases should be designed to support a performance-driven organization. A GOCC may recommend implementation of a Merit Increase, subject to approval of GCG, as follows:

Step 1. Determine the salary increase budget for the year, considering projected market salary increase and the GOCC's affordability to pay.

Step 2. Determine the performance rating distribution under the GOCC's Strategic Performance Management System (SPMS) or its equivalent. Implementing guidelines may vary year-on-year depending on considerations such as budget.

Performance Rating	Recommended Distribution
Outstanding	10%
Very Satisfactory	20%
Satisfactory	50%
Unsatisfactory	15%
Poor	5%

Step 3. Allocate percentage increases depending on the Officer's or Employee's performance. The following additional factors may also be considered:

- The Officer's or Employee's current position in the salary range may also be considered;
- The Officer's or Employee's rate of progress and future potential (e.g., increase the time interval and/or decrease the size of the increase for an Officer/Employee approaching what appears to be their ultimate potential);
- Foreseeable promotional opportunities for the Officer or Employee concerned.



1.4.1. The Governing Board through Management may withhold unearned increases from a poor performer where appropriate.

1.4.2. In no case shall such implementation of a merit increase result in raising the current salary of an Officer or Employee above twenty-five percent (25%) of the maximum of his/her JG.

2. **Standard Allowances, Benefits and Bonuses.** – These refer to Fixed Cash Allowances and Fixed and Guaranteed Bonuses that are given across-the-board to Officers and Employees based on the prescribed rates for each Sector. These items shall be limited to the following:

- (a) **Rice Allowance**
- (b) **Clothing/Uniform Allowance**
- (c) **Fixed Bonuses**
- (d) **Meal Allowance**
- (e) **Healthcare Plan supplementing the benefits under the Philippine Health Insurance Corporation (PHIC)**

2.1. For All Sectors. –

(a) Fixed Bonuses: Mid-year Bonus and Year-end Bonus

(b) Allowances:

- i. Rice ₱16,000 (Annual)
- ii. Clothing ₱ 6,000 (Annual)
- iii. Meal ₱18,000 (Annual)

2.2. Healthcare Plans. – Subject to further guidelines to be issued by the GCG, the Governing Board of a GOCC which is financially capable of sustaining services of a Healthcare Plan, may procure pursuant to the “Government Procurement Reform Act” (R.A. No. 9184) a Healthcare Plan which may include the following benefits: Hospitalization Benefit, Clinical/Outpatient Benefit, Dental Care, Optical Benefit, etc.

3. **Specific-Purpose Allowances and Benefits.** –

3.1. Hazard Pay. – Personnel in GOCCs actually exposed to hazardous situations arising from the performance of their duties and responsibilities may be granted Hazard Pay at the following rates:

Period of Assignment in a Month (in work days)	Monthly Rates
1 to 7 days	₱500
8 to 14 days	₱625
15 or more days	₱750



Provided, that the GCG, upon application of the GOCC concerned, has determined and certified that the area of assignment of the subject personnel pose occupational risks or perils to life. *Provided further*, that the GCG shall have the authority to make reasonable adjustments to the foregoing rates, taking into consideration the sector/industry in which the GOCC concerned operates.

- 3.2. Overtime Pay. – Individuals whose positions fall within the Technical Support, General Staff and Labor Career Bands as defined in Chapter V (Position Classification System) shall be entitled to additional compensation equivalent to his/her regular hourly wage plus at least twenty-five percent (25%) thereof. Work performed beyond eight hours on a holiday or rest day shall be paid an additional compensation equivalent to the rate of the first eight hours on a holiday or rest day plus at least thirty percent (30%) thereof.

Total overtime payments in a given calendar year shall not exceed five percent (5%) of the total salaries of authorized positions of the GOCC.

Undertime work on any particular day shall not be offset by overtime work on any other day. Permission given to the employee to go on leave on some other day of the week shall not exempt the employer from paying the additional compensation required in this Chapter.

The overtime pay shall also apply in emergency cases, such as:

- When the country is at war or when any other national or local emergency has been declared by the Congress or the President;
- When it is necessary to prevent loss of life or property or in case of imminent danger to public safety due to an actual or impending emergency in the locality caused by serious accidents, fire, flood, typhoon, earthquake, epidemic, or other disaster or calamity;
- When there is urgent work to be performed on machines, installations, or equipment, in order to avoid serious loss or damage to the employer or some other cause of similar nature;
- When the work is necessary to prevent loss or damage to perishable goods; or
- Where the completion or continuation of the work started before the eighth hour is necessary to prevent serious obstruction or prejudice to the business or operations of the employer.

- 3.3. Night-Shift Differential Pay. – An Officer or Employee shall be paid a night shift differential of not less than ten percent (10%) of his/her regular wage for each hour of work performed between ten o'clock in the evening and six o'clock in the morning.

- 3.4. Honorarium. – This refers to the remuneration for individuals who concurrently occupy a Board/Corporate Officer position (in addition to their primary position) that does not require the services of a full time

employee and which is compensated in the form of honoraria rather than salaries or *per diems*. The positions entitled to honoraria and the rates shall be determined by GCG using as reference the *per diem* rates set for Appointive Directors. In no case shall the honoraria be equivalent to or higher than the *per diem* of an Appointive Director of the GOCC concerned.

- 3.5. Allowance for Lawyer-Personnel. – Lawyer-personnel appearing in court hearings to represent GOCCs under the control and supervision of the Office of the Government Corporate Counsel shall be entitled to an allowance of ₱1,250 for each attendance at hearings, except if pursuant to motions for extension or postponement but not exceeding ₱5,000 per month, *provided*, that this allowance shall not be granted to lawyer-personnel appearing before quasi-judicial and administrative tribunals.
- 3.6. Other Allowances and Benefits Peculiar to Certain GOCCs. – Upon the application of a GOCC, the GCG may allow the granting of other forms of allowances and benefits that are necessary and unique to the operations of the GOCC, such as but not limited to, living quarters allowance, family/home visit privilege. The said application shall be based upon a Board Resolution requesting for such authority and supported by documents justifying the necessity of the same as may be prescribed by GCG.

4. **Variable Pay**

- 4.1. Anniversary Bonus. – GOCCs are authorized to grant an Anniversary Bonus to their Officers and Employees on the occasion of their respective milestone years; *Provided*, that the GOCC has paid all taxes and dividends for which it is liable under existing laws; *Provided further*, that the officer/employee has rendered at least one (1) year service in the same GOCC as of the date of the milestone year. For this purpose, a “milestone year” shall refer to the 5th anniversary and every fifth year thereafter.

The payment of such Anniversary Bonus shall be in an amount not exceeding ₱5,000, or such rate as shall be promulgated by the GCG. *Provided*, that the GCG, upon application of the GOCC, may authorize the grant of an increased amount in consideration of the good performance of the GOCC, taking into account the fiscal realities of the GOCC. Funds for implementation shall be taken from the GOCC’s corporate funds under its approved Corporate Operating Budget (COB).

- 4.2. Productivity Enhancement Incentive (PEI). – The PEI, as determined by the Department of Budget and Management (DBM), shall be granted across-the-board to qualified Officers and Employees.

- 4.3. Performance-Based Bonus Systems

- 4.3.1. Organizational Performance-Based Bonus (OPBB). – The OPBB is granted to all Officers and Employees of the GOCC within the first quarter of each year upon certification by the GCG the GOCC



has achieved a weighted-average score of at least 90% on its Performance Scorecard for the previous year, which shall be equivalent to one month basic salary.

The administration of the OPBB shall follow the same relevant criteria and processes pertaining to the IPBB as covered immediately hereunder.

4.3.2. *Individual Performance-Based Bonus (IPBB)*. – The grant of IPBB shall be subject to the following:

- i. *Eligibility*. – Officers and Employees who occupy regular positions shall be entitled to IPBB provided they have rendered at least six (6) months of service in the GOCC for the performance year.
- ii. *Plan Funding*. – Prior to the start of each financial year and during the budget planning cycle, amounts intended to be paid for IPBB shall be included in the payroll expense budget for the coming year. This budget shall be calculated based on the *targeted* payouts plus a buffer of ten percent (10%). If unspent, the amounts shall revert as savings for the GOCC. The budgeted amount shall also take into consideration the affordability constraints of the GOCC.
- iii. *Performance Measures*. – The IPBB *takes* into account two primary measures: Overall Organization Performance and Individual Performance.
- iv. *Payout Criteria*. – Pursuant to the “*Performance Evaluation System for the GOCC Sector*” (GCG MC No. 2013-02), including any future revision or amendment thereof, a GOCC in order to be eligible to grant IPBB to its qualified Officers and Employees must:
 - Achieve a weighted-average score of at least 90% on its Performance Scorecard; and
 - Comply with the Good Governance Conditions prescribed by GCG.
- v. *Calibration Between Measures and Awards*. – The IPBB amount shall be distributed based on individual performance under the GOCC’s Strategic Performance Management System (SPMS) or its equivalent. The individual performance shall be quantified to allow for ranking on a *performance bracket* basis within each of the levels below for the purpose of distribution as follows:
 - (a) Labor, General Staff, and Technical Support bands
 - (b) Client Management/Sales, Professional, and Management/ Supervisory bands
 - (c) Executives



Employees with JGs 1-7 who rated Satisfactory or higher shall be ranked, with the following multiple for each bracket:

Performance Bracket	Multiple
Top 10%	1.50
Next 25%	1.25
Remaining 65%	1.00

Employees with JGs 8-11 who rated Satisfactory or higher shall be ranked, with the following multiple for each bracket:

Performance Bracket	Multiple
Top 10%	2.00
Next 25%	1.75
Remaining 65%	1.50

Officers with JGs 12-15 who rated Satisfactory or higher shall be ranked, with the following multiple for each bracket:

Performance Bracket	Multiple
Top 10%	2.50
Next 25%	2.25
Remaining 65%	2.00

Officers with JGs 16-21 who rated Satisfactory or higher shall be ranked, with the following multiple for each bracket:

Performance Bracket	Multiple
Top 10%	3.50
Next 25%	3.25
Remaining 65%	3.00

- vi. *Amount of IPBB.* – The IPBB shall be based on the monthly basic salary.
- vii. *Performance Period and Payout Frequency.* – The performance period follows the calendar year. Payouts occur once a year, generally during the first half of the subsequent year.
- viii. *Implementation Guidelines.* – The GCG shall issue Memorandum Circulars on the implementation of the Performance-Based Bonus Systems.



ANNEX 1

CLASSIFICATION OF GOCCs BY MANDATE AND SECTOR

I. DEVELOPMENTAL/SOCIAL CORPORATIONS

Educational

- | | |
|---|-----|
| 1. Boy Scouts of the Philippines | BSP |
| 2. Development Academy of the Philippines | DAP |
| 3. Girl Scouts of the Philippines | GSP |

Cultural

- | | |
|---------------------------------------|-----|
| 4. Cultural Center of the Philippines | CCP |
| 5. Nayong Pilipino Foundation, Inc. | NPF |

Area Development

- | | |
|---|------|
| 6. National Housing Authority | NHA |
| 7. Quezon City Development Authority | QCDA |
| 8. Southern Philippines Development Authority | SPDA |

Gaming

- | | |
|--|------|
| 9. Philippine Charity Sweepstakes Office | PCSO |
|--|------|

II. PROPRIETARY COMMERCIAL CORPORATIONS

Trade

- | | |
|---|---------|
| 10. Center for International Trade Expositions and Missions | CITEM |
| 11. Duty Free Philippines Corporation | DFPC |
| 12. Philippine International Trading Corporation | PITC |
| 13. PITC Pharma, Inc. | PITC-PI |

Area Development

- | | |
|--|-------|
| 14. Bases Conversion Development Authority | BCDA |
| 15. Batangas Land Company, Inc. | BLCI |
| 16. First Cavite Industrial Estate, Inc. | FCIEI |
| 17. G.Y. Real Estate, Inc. | GYREI |
| 18. Independent Realty Corporation (PCGG) | IRC |
| 19. Kamayan Realty Corporation | KRC |
| 20. Mid-Pasig Land Development Corporation (PCGG) | MLDC |
| 21. Palacio Del Gobernador Condominium Corporation | PDGCC |
| 22. Partido Development Administration | PDA |
| 23. Pinagkaisa Realty Corporation | PiRC |

Tourism

- | | |
|---------------------------------|-----|
| 24. Corregidor Foundation, Inc. | CFI |
|---------------------------------|-----|



- | | |
|--|------|
| 25. Marawi Resort Hotel, Inc. | MRHI |
| 26. Tourism Promotions Board (formerly PCVC) | TPB |

III. GOVERNMENT FINANCIAL, INVESTMENT AND TRUST INSTITUTIONS

Banking Institutions

- | | |
|--|---------|
| 27. Al-Amanah Islamic Investment Bank of the Philippines | AIIBP |
| 28. Development Bank of the Philippines | DBP |
| 29. ***DBP Data Center, Inc. | DDCI |
| 30. ***DBP Management Corporation | DBPMC |
| 31. GSIS Family Bank | GSIS-FB |
| 32. Land Bank of the Philippines | LBP |
| 33. ***Land Bank Countryside Dev't Foundation, Inc. | LCDFI |
| 34. ***LBP Resources and Development Corporation | LRDC |
| 35. Philippine Postal Savings Bank, Inc. | PPSB |
| 36. UCPB Savings Bank (PCGG) | UCPB-SB |
| 37. United Coconut Planters Bank (PCGG) | UCPB |

Non Banking Institutions

- | | |
|---|-----------|
| 38. Credit Information Corporation | CIC |
| 39. DBP Leasing Corporation | DBP-LC |
| 40. Home Guaranty Corporation | HGC |
| 41. LBP Insurance Brokerage, Inc. | LBP-IBI |
| 42. LBP Leasing Corporation | LBP-LC |
| 43. Masaganang Sakahan, Inc. | MSI |
| 44. National Development Company | NDA |
| 45. National Home Mortgage Finance Corporation | NHMFC |
| 46. National Livelihood Development Corp. (Merged Livecor and NLSF) | NLDC |
| 47. People's Credit and Finance Corporation | PCFC |
| 48. Performance Investment Corporation (PCGG) | PIC |
| 49. Philippine Crop Insurance Corporation | PCIC |
| 50. Quedan & Rural Credit Guarantee Corporation | QUEDANCOR |
| 51. Small Business Corporation | SBC |
| 52. Social Housing Finance Corporation | SHFC |
| 53. Philippine Export-Import Credit Agency (TIDCORP) | PhilEXIM |
| 54. UCPB CIIF Finance and Development Corp (PCGG) | UCPB-CFDC |
| | UCPB |
| 55. UCPB Leasing (PCGG) | Leasing |

Social Security Institutions

- | | |
|--|------|
| 56. Employees Compensation Commission | ECC |
| Occupational Safety and Health Center (Special ECC Department) | OSHC |
| 57. Government Service Insurance System | GSIS |
| 58. Home Development Mutual Fund (Pag-IBIG) | HDMF |

59.	Philippine Health Insurance Corporation	PHIC
60.	Social Security System	SSS
61.	Veterans Federation of the Philippines	VFP

IV. CORPORATIONS WITH REGULATORY FUNCTIONS

Government Financial Institution

62.	Philippine Deposit Insurance Corporation	PDIC
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Area Development

63.	Clark Development Corporation	CDC
64.	John Hay Management Corporation	JHMC
65.	Poros Point Management Corporation	PPMC

Tourism

66.	Philippine Retirement Authority	PRA
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Agriculture and Fisheries

67.	National Food Authority	NFA
68.	National Tobacco Administration	NTA
69.	Philippine Coconut Authority	PCA
70.	Sugar Regulatory Administration	SRA

Area Development

71.	Laguna Lake Development Authority	LLDA
72.	Philippine Reclamation Authority (Formerly PEA)	PRCA
73.	Tourism Infrastructure & Enterprise Zone Authority (formerly PTA)	TIEZA

Gaming

74.	Philippine Amusement and Gaming Corporation	PAGCOR
-----	---	--------

Utilities

75.	Cebu Port Authority	CPA
76.	Civil Aviation Authority of the Philippines	CAAP
77.	Local Water Utilities Administration	LWUA
78.	Metropolitan Waterworks and Sewerage System	MWSS
79.	National Irrigation Administration	NIA
80.	Philippine Ports Authority	PPA

Energy

81.	National Electrification Administration	NEA
82.	National Transmission Corporation	NTC

Materials

83.	Philippine Mining Development Corporation (formerly NRMDC)	PMDC
-----	--	------



V. ENERGY AND MATERIALS SECTOR

Energy

- | | |
|--|---------|
| 84. National Power Corporation | NPC |
| 85. Philippine National Oil Company | PNOC |
| 86. Piedras Petroleum Company, Inc. (PCGG) | PIEDRAS |
| 87. Power Sector Assets and Liabilities Management Corporation | PSALM |
| 88. PNOC Exploration Corporation | PNOC-EC |
| 89. PNOC Renewables Corporation | PNOC-RC |
| 90. Philippine Electricity Market Corporation | PEMC |

Materials

- | | |
|---|-------|
| 91. Batong Buhay Gold Mines, Inc. | BBGMI |
| 92. Bukidnon Forest, Inc. | BFI |
| 93. Chemfields, Inc. (PCGG) | CI |
| 94. Natural Resources Development Corporation | NRDC |
| 95. North Davao Mining Corporation | NDMC |

VI. AGRICULTURE, FISHERIES AND FOOD SECTOR

Agriculture and Fisheries

- | | |
|--|-----------|
| 96. National Dairy Authority | NDA |
| 97. Philippine Fisheries Development Authority | PFDA |
| 98. Philippine Sugar Corporation (PMO) | PHILSUCOR |
| 99. Phividec Panay Agro-Industrial Corp. (PMO) | PPAC |

Food

- | | |
|---|----------|
| 100. Food Terminal, Inc. (PMO) | FTI |
| 101. National Sugar Development Company (PMO) | NASUDECO |
| 102. Northern Foods Corporation (PMO) | NFC |

VII. UTILITIES AND COMMUNICATIONS SECTOR

Utilities

- | | |
|---|--------|
| 103. Bataan Shipyard and Engineering Company (PCGG) | BASECO |
| 104. Clark International Airport Corporation | CIAC |
| 105. Light Rail Transit Authority | LRTA |
| 106. Mactan-Cebu International Airport Authority | MCIAA |
| 107. Manila International Airport Authority | MIAA |
| 108. North Luzon Railway Corporation | NLRC |
| 109. Panay Railways Inc. (PMO) | PRI |
| 110. PEA Tollway Corporation | PEA-TC |
| 111. Philippine Aerospace Development Corporation | PADC |



- | | | |
|------|--|-------|
| 112. | Philippine National Construction Corporation (PMO) | PNCC |
| 113. | Philippine National Railways | PNR |
| 114. | Southern Utility Management, Inc. | SUMSI |

Communications

- | | | |
|------|--|------------|
| 115. | APO Production Unit, Inc. | APO-PUI |
| 116. | Banahaw Broadcasting Corporation (PCGG) | BBC |
| 117. | Intercontinental Broadcasting Corporation | IBC |
| 118. | People's Television Network, Inc. | PTNI |
| 119. | Philippine Communications Satellite Corporation (PCGG) | PHILCOMSAT |
| 120. | Philippine Postal Corporation | PPC |

VIII. HEALTH CARE SERVICES SECTOR

- | | | |
|------|-------------------------|------|
| 121. | La Union Medical Center | LUMC |
|------|-------------------------|------|



INDEX OF OCCUPATIONAL SERVICES, JOB TITLES, AND JOB GRADES (IOS) OF THE CPCS FOR GOCCS

I. INTRODUCTION

A. Background

Position Classification is an important process where all jobs in the company are systematically assessed and evaluated to determine the relative importance and value to the company. This evaluation, expressed in the form of Career Levels and/or Job Grades becomes the basis for hiring, promoting, and ultimately, rewarding the jobholder. This Job leveling/classification system allows the company to easily determine the relative worth of the job internally (against other jobs in the company) and externally (against other similar jobs in other companies).

The IOS was also designed to balance flexibility and uniformity in titling jobs. For certain positions, the GOCC Department/Unit is descriptive of the Occupational Service (e.g. HR Senior Officer from the HR Department). For other positions that are generic in character such that they could be found across departments (Administrative Services staff), the IOS requires a descriptive job title in addition to the GOCC Department/Unit taken together are the equivalent of the "Occupational Service." However, prescribed level titles assigned to job grades within each Career Band are fixed.

B. Information Requirements

As a prerequisite to any Job leveling/classification exercise, updated organization structure, inventory of jobs and job descriptions (JDs) of the Company are needed. This information is used as the basis for assessing job content, which is essential for establishing the leveling system. GOCCs will ensure that the information required is available during any position classification exercise to either evaluate newly created jobs or review the grades of jobs that have evolved. In lieu of job descriptions, GOCCs must identify personnel or a resource person who are knowledgeable and can very well explain the content of jobs that will be evaluated.

C. Process Steps in Position Classification

The highest Job Grade within a GOCC shall be assigned to the CEO based on the overall size of the GOCC. No other plantilla position in the GOCC shall be considered to be of equivalent rank.

For all other positions, follow the procedure below:

Step 1. Preliminary Evaluation: Prepare the job description/s and the organization structure/chart. Evaluate the jobs using the Position Classification System Guide. Understand carefully the descriptions or definitions for each band, career level and Job Grade and find



the descriptions closest to the responsibilities/scope/content of the jobs being evaluated.

- (a) Determine the classification of the position using the **Position Class Descriptions** (CEO, Management, or Individual Contributor).
- (b) Determine the Career Band of the Job (e.g. Supervisory/ Management, Professional, etc.) using the **Career Band Descriptions**.
- (c) Determine the Career Level within the Career Band by looking at the closest fit or match (e.g. For Management – M1, M2, M3 or for Professional – P3, P4, P5).
- (d) Determine the Job Grade within the Career Level by looking at the closest fit or match (e.g. For M1 – JG 10 or JG11, M2 – JG12 or JG13, M3- JG 14 or JG15)

For positions in the Executive Career Band, steps (c) and (d) above will depend on the Classification of the GOCC by Overall Size, as approved by GCG.

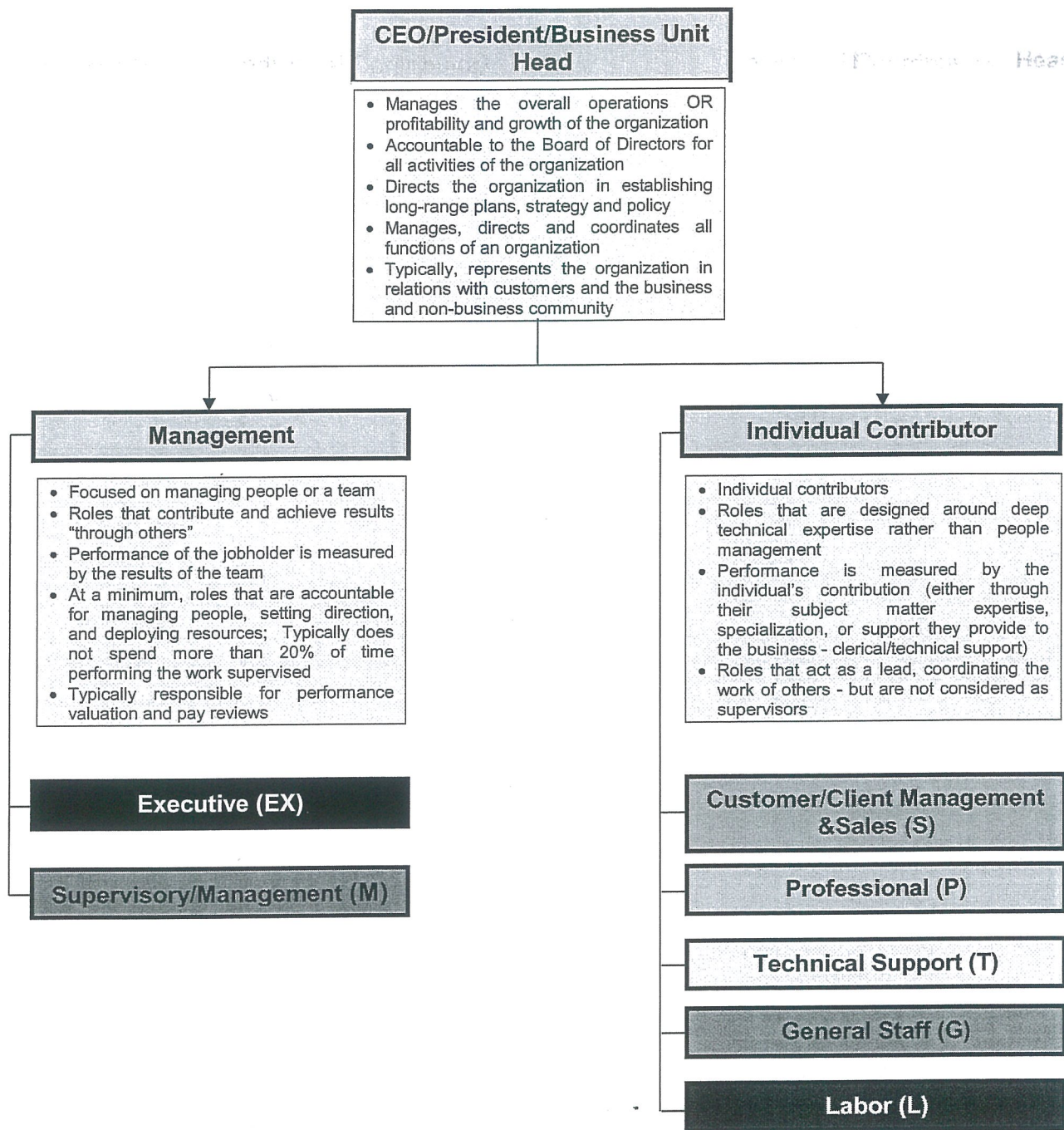
Step 2. Job Titling: Depending on the result of the evaluation, refer to the titling format to determine the proper titling of jobs. The intent is to label jobs in same career band, career level and Job Grade with consistency while continuing to recognize their functional groups.

Job titling in the Executive Career Band will follow respective organizational job titles currently used by the GOCC, *i.e.* AVP, VP, Director, Head.

Step 3. Validation/Calibration: Compare the results of Job Grades of the jobs evaluated against similarly rated jobs to ensure that the Job Grades are aligned or have comparable value to the company. The comparison and validation may be done within same functional group (*i.e.* only within HR or Operations) or across the company. Adjustments may be done based on the validation/calibration step. This aims to ascertain that jobs with more or less same responsibilities or nature of work are valued the same.



GUIDE FOR STEP 1(A): POSITION CLASS DESCRIPTIONS



GUIDE FOR STEP 1(B): CAREER BAND DESCRIPTIONS

Executive (EX)	• Typically, the most senior level within a major function who is primarily involved in the development, evolution and approval of long-term vision across a market function, division, region, or country • Typically, one down of CEO/President/Business Unit Heads • May be a board or executive committee member or will have a comparable level of influence • Impacts broader organization performance directly • Main focus is on strategy setting (either for the entire organization or a major function/division of the organization)
Supervisory/ Management (M)	• Implements organization strategies through the effective direction and management of resources • Sets discipline or area strategy consistent with established organization strategies • Focused on policy making and/or implementation, ensuring compliance with organization policies • Accountable for managing people, setting direction and deploying resources • Accountable for business, functional, or operational areas, processes, or programs
Customer/Client Management & Sales (S)	• Primarily involved in direct contact with customers/clients to acquire new business or develop existing business or accounts • Participates in sales presentations, developing bids, and responding to proposals • At senior levels, likely to set/negotiate product/service terms (contracts) • A portion of their compensation is likely to be based on sales results
Professional (P)	• Work is primarily achieved by an individual or through project teams • Roles that are typically filled by qualified professionals who are expected to use their judgment to apply expertise gained through education and/or experience • Roles that are expected to work independently with minimal supervision • Progression within the career band is defined by increasing depth of professional knowledge, project management, and ability to influence others • Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts • Typically requires mastery of a specialized field of expertise related to a professional qualification which may be in the form of a professional certification (e.g., Engineers, CPA, etc.)
Technical Support (T)	• Performs technical tasks required to support ongoing business operations (e.g., technicians, IT administrators) • Requires vocational training or the equivalent experience, but does not require a university degree • Skilled technician in a hands-on environment, often highly specialized
General Staff (G)	• Supports the business through performing clerical/administrative support tasks • Work is typically rule-based, covered by standard operating procedures, and jobholder has very limited opportunity to deviate from agreed processes and standards • Requires vocational training or the equivalent experience, but does not require a university degree
Labor (L)	• Performs operational, craft or manual tasks • Performs tasks according to established procedures, with limited opportunity for independent decision-making • Typically performs unskilled or semi-skilled work



GUIDE FOR STEP 1(C) AND 1(D) FOR EXECUTIVES: DETERMINING THE CAREER LEVEL AND JOB GRADE (JG) OF EXECUTIVES

Large GOCC: Average Grade 21

JG	JG Descriptions
21	• CEO/President/Business Unit Head • Highest ranking executive in the GOCC
20	• Typically the COO/President and/or in some organizations the CFO • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
19	• Manages multiple functions or a critical function representing a core business activity with a major impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Typically sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
18	• Head of a large or key function with a direct impact on business performance • Significantly influences strategic policy for the entire business • May sit on the Executive Leadership Team or equivalent decision-making body • Typically reports to the CEO/Profit Center Head or a COO/President
17	• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • Typically reports into Regional/Divisional Head or a COO/President
16	• Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline • Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head



Step 1(c) and 1(d) for Executives: (continued)

Large GOCC: Average Grade 20

JG	JG Descriptions
20	• CEO/President/Business Unit Head; highest ranking executive in the GOCC
19	• Typically the COO/President and/or in some organizations the CFO • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
18	• Head of a large or key function with a direct impact on business performance • Significantly influences strategic policy for the entire business • May sit on the Executive Leadership Team or equivalent decision-making body • Typically reports to the CEO/Profit Center Head or a COO/President
17	• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • Typically reports into Regional/Divisional Head or a COO/President
16	• Top Functional Executive within a large geography or main division of the business or in charge of a small corporate discipline • Typically manages a significant proportion of total staff in the function and/or significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head



Step 1(c) and 1(d) for Executives: (continued)**Medium GOCC: Average Grade 19**

JG	JG Descriptions
19	• CEO/President/Business Unit Head; highest ranking executive in the GOCC
18	• Manages multiple functions (e.g. COO, President, etc.) or a critical function representing a core business activity with a major impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
17	• Head of a large or key function with a direct impact on business performance • Significantly influences strategic policy for the entire business • May sit on the Executive Leadership Team or equivalent decision-making body • Typically reports to the CEO/Profit Center Head or a COO/President
16	• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • Typically reports into Regional/Divisional Head or a COO/President
15	• Top Functional Executive within a geography or division of the business or in charge of a discipline • Significantly influences functional strategy • Typically reports into Functional Head or Subregion/Divisional/Country Head

Medium GOCC: Average Grade 18

JG	JG Descriptions
18	• CEO/President/Business Unit Head; highest ranking executive in the GOCC
17	• Head of a large/key or multiple functions with a direct impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
16	• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • May report to CEO/Profit Center Head or Divisional or Country Head
15	• Top Functional Executive within a geography or division of the business or in charge of a discipline • Significantly influences functional strategy • Typically reports into Functional Head or Divisional or Country Head



Step 1(c) and 1(d) for Executives: (continued)

Small GOCC: Average Grade 17

JG	JG Descriptions
17	• CEO/President/Business Unit Head; highest ranking executive in the GOCC
16	• Head of a large/key or multiple functions with a direct impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head
15	• Top Functional Executive in charge of a function providing infrastructure for the business or impacting business performance indirectly • Primarily involved in setting functional strategy • May report to CEO/Profit Center Head or Divisional or Country Head

Small GOCC: Average Grade 16

JG	JG Descriptions
16	• CEO/President/Business Unit Head; highest ranking executive in the GOCC
15	• Head of a large/key or multiple functions with a direct impact on business performance • Plays a direct role in shaping the strategy and external image of the entire business • Sits on the Executive Leadership Team or equivalent decision-making body • Typically reports directly to the CEO/Profit Center Head



GUIDE FOR STEP 1(C), 1(D) AND STEP 2 FOR SUPERVISORY/MANAGEMENT BAND AND INDIVIDUAL CONTRIBUTORS DETERMINING THE CAREER LEVEL, JOB GRADE (JG) AND JOB TITLING

1. Supervisory/Management Band (M)

Career Band Description

- Implements organization strategies through the effective direction and management of resources
- Sets discipline or area strategy consistent with established organization strategies
- Focused on policy making and/or implementation, ensuring compliance with organization policies
- Accountable for managing people, setting direction and deploying resources
- Accountable for business, functional, or operational areas, processes, or programs

Job Titling

The following titling format shall be applied: **GOCC Unit / Department + Prescribed Level Title**

Example: Accounting Asst. Manager (M2-JG13)
Logistics Supervisor (M1- JG11)

Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
M5 Senior Group Manager (Job Grade 17) • Applies only to large international or global organizations • Provides leadership and direction through Group and/or Senior Managers • Develops, adapts and executes functional or departmental strategy to achieve key business objectives in area of responsibility		Not applicable for GOCCs (only available for Global and International organizations)					
M4 Group Manager (Job Grade 16) • Provides leadership and direction through Senior Managers and Managers • Is accountable for the performance and results of diverse disciplines or departments within a major region or division • Adapts and executes functional or departmental business plans and contributes to the development of functional or departmental strategies		Head	HR Head	Finance Head	Legal Head	Administrative Services Head	Purchasing Head
M3 Senior Manager (aligns with Job Grades 14 & 15) • Provides leadership to managers, supervisors and/or professional staff • Is accountable for the	Job Grade 15 Differentiator • Looks beyond existing methodologies and own discipline to define and resolve complex problems • Develops plans and delivers results in fast-changing businesses and/or regulatory	Senior Manager	HR Senior Manager	Finance Senior Manager	Legal Senior Manager	Administrative Services Senior Manager	Purchasing Senior Manager



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
performance and results of multiple related units • Develops departmental plans, including business, production and/or organizational priorities	environments						
	Job Grade 14 Differentiator • Identifies applications of functional knowledge and existing methodologies to complex problems • Manages large teams of professionals and/or junior managers	Manager	HR Manager	Finance Manager	Legal Manager	Administrative Services Manager	Purchasing Manager
M2 Manager (aligns with Job Grades 12 & 13) • Manages professional employees and/or supervisors or supervises large, complex technical or business support or production operations team(s) • Is accountable for the performance and results of a team within own discipline or function • Adapts departmental plans and priorities to address resource and operational challenges	Job Grade 13 Differentiators • Accountable for the budget, performance and results of a medium-sized team or multiple small teams • Exercises full management authority, including performance reviews, pay decisions, recruitment, discipline, termination, and other personnel actions • Addresses issues with impact beyond own team based on knowledge of related disciplines	Assistant Manager	HR Assistant Manager	Finance Assistant Manager	Legal Assistant Manager	Administrative Services Assistant Manager	Purchasing Assistant Manager
	Job Grade 12 Differentiators • Accountable for results of a small team • Exercises limited management authority; sets employee performance objectives, conducts performance reviews and recommends pay actions • Defines team operating standards and ensures essential procedures are followed based on knowledge of own discipline	Senior Supervisor	HR Senior Supervisor	Finance Senior Supervisor	Legal Senior Supervisor	Administrative Services Senior Supervisor	Purchasing Senior Supervisor
M1 Supervisor (aligns with Job Grades 10 & 11) • Coordinates and supervises the daily activities of business or technical support or production team • Sets priorities for the team to ensure task completion; coordinates work activities with other supervisors • Decisions are guided by policies, procedures and business plan; receives	Job Grade 11 Differentiators • Accountable for the results of a large and/or moderately complex support or production operations team including subordinate work leaders • Applies acquired expertise to analyse and solve problems without clear precedent • Provides input on resource planning and policy development • Coaches team members on performance, completes employee performance evaluations, and recommends pay actions	Supervisor	HR Supervisor	Finance Supervisor	Legal Supervisor	Administrative Services Supervisor	Purchasing Supervisor
	Job Grade 10 Differentiators	Junior	HR Junior	Finance	Legal Junior	Administrative	Purchasing



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)			
guidance and oversight from manager • Typically does not spend more than 20% of time performing the work supervised	- Accountable for the results of medium-sized routine support or production operations team - Solves problems based on practice and precedent - Trains team members and provides input to employee performance evaluations	Supervisor	Supervisor	Junior Supervisor	Supervisor	Services Junior Supervisor Junior Supervisor

2. Professional (P)

Career Band Description

- Work is primarily achieved by an individual or through project teams
- Roles that are typically filled by qualified professionals who are expected to use their judgment to apply expertise gained through education and/or experience
- Roles that are expected to work independently with minimal supervision
- Progression within the career band is defined by increasing depth of professional knowledge, project management, and ability to influence others
- Entry-level jobs within the Professional Career Band typically require a university degree or equivalent work experience that provides knowledge of and exposure to fundamental theories, principles, and concepts
- Typically requires mastery of a specialized field of expertise related to a professional qualification which may be in the form of a professional certification (e.g., Engineers, CPA, etc.)

Job Titling

The following titling format shall be applied: **GOCC Unit / Department + Prescribed Level Title**

Example: Accounting Sr. Officer (M2-JG10)
Logistics Officer (P1- JG9)

Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)
P6 Renowned Expert (aligns with Job Grade 16 & 17) Is recognized as an external thought leader within strategic function or discipline	Job Grade 17 Differentiators - Only applies to large international or global businesses - Contributes as top thought leader worldwide, whose achievements include major innovations that change and advance the industry and/or profession		Not applicable for GOCCs (only available for Global and International organizations)



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
- Influences the strategy to address internal or external business and regulatory issues - Proactively identifies, defines, and solves the most complex problems that impact the management and direction of the business	Leads the largest projects/initiatives that have a significant impact upon a complex, global business						
	Job Grade 16 Differentiators Typically found in Job Grades 18 or higher organizations Contributes thought leadership and innovation that influences change and advancement of the industry and/or profession Leads large projects/initiatives that impact the business on a domestic or international scale	Senior Advisor	HR Senior Advisor	Finance Senior Advisor	Legal Senior Advisor	Administrative Services Senior Advisor	Purchasing Senior Advisor
P5 Master (aligns with Job Grade 15) - Is recognized as an expert within the organization, both within and beyond own function - Anticipates internal and/or external business challenges and/or regulatory issues; recommends process, product or service improvements - Progression to this level is typically restricted on the basis of business requirements		Advisor	HR Advisor	Finance Advisor	Legal Advisor	Administrative Services Advisor	Purchasing Advisor
P4 Subject Matter Expert (aligns with Job Grades 13 & 14) - Is recognized as an expert in own area within the organization - Requires specialized depth and/or breadth of expertise - Works independently, with guidance in only the most complex situations - Progression to this level is typically restricted on the basis of business requirement	Job Grade 14 Differentiators - Provides innovative solutions to complex issues in specialized area - Serves as best practice/quality resource within and outside own discipline - May lead functional teams or projects	Senior Specialist	HR Assistant Senior Specialist	Finance Assistant Senior Specialist	Legal Assistant Senior Specialist	Administrative Services Assistant Senior Specialist	Purchasing Assistant Senior Specialist
	Job Grade 13 Differentiators - Guides others in resolving complex issues in specialized area based on existing solutions and procedures, - Serves as best practice/quality resource within own discipline or as technical expert on functional or cross-functional teams or projects - Trains/mentors junior staff	Junior Specialist	HR Junior Specialist	Finance Junior Specialist	Legal Junior Specialist	Administrative Services Junior Specialist	Purchasing Junior Specialist
P3 Career (aligns with Job Grade 11 & 12) Requires in-depth knowledge and experience Solves complex problems; takes a new perspective using existing solutions Works independently; receives minimal guidance	Job Grade 12 Differentiators - Uses best practices and knowledge of internal or external business issues to improve products/services or processes - Typically resolves complex problems or problems where precedent may not exist Often leads the work of project teams; may formally train junior staff	Senior Analyst	HR Senior Analyst	Finance Senior Analyst	Legal Senior Analyst	Administrative Services Senior Analyst	Purchasing Senior Analyst
	Job Grade 11 Differentiators	Junior	HR Junior	Finance	Legal Junior	Administrative	Purchasing



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
	- Contributes to process improvements - Typically resolves problems using existing solutions - Provides informal guidance to junior staff	Analyst	Analyst	Junior Analyst	Analyst	Services Junior Analyst	Junior Analyst
P2 Intermediate (aligns with Job Grade 10)	- Requires knowledge and experience in own discipline; still acquiring higher level knowledge and skills - Analyzes possible solutions using standard procedures - Receives a moderate level of guidance and direction	Senior Officer	HR Senior Officer	Finance Senior Officer	Legal Senior Officer	Administrative Services Senior Officer	Purchasing Senior Officer
P1 Entry (aligns with Job Grades 8 & 9)	Job Grade 9 Differentiators Has limited discretion to vary from established procedures Has limited work experience involving basic concepts and procedures	Officer	HR Officer	Finance Officer	Legal Officer	Administrative Services Officer	Purchasing Officer
	Job Grade 8 Differentiators - Has no discretion to vary from established procedures - Has no related work experience or has work experience but requires formal training in theories/concepts in own function Entry-level graduate in the "probationary" period	Junior Officer	HR Junior Officer	Finance Junior Officer	Legal Junior Officer	Administrative Services Junior Officer	Purchasing Junior Officer

3. Customer/Client Management & Sales (S) Description

Career Band Description

- Primarily involved in direct contact with customers/clients to acquire new business or develop existing business or accounts
- Participates in sales presentations, developing bids, and responding to proposals
- At senior levels, likely to set/negotiate product/service terms (contracts)
- A portion of their compensation is likely to be based on sales results

Job Titling:

The following titling format shall be applied: **GOCC Unit / Department + Prescribed Level Title**

Example: Sales Senior Representative (S2-JG10)
Luzon Sales Representative (S1- JG9)



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
S6 Elite Expert (aligns with Job Grade 16 & 17) - Is recognized externally as a leading sales strategist and business expert, with highly sophisticated understanding of customer needs and competitors' offerings - Is recognized internally as a role model and leader in planning and executing successful sales strategies for the organization's largest and most complex clients or markets Progression to this level is typically restricted on the basis of individual capabilities and business requirements	Job Grade 17 Differentiators - Only applies to large international or global businesses - Manages largest, most strategically important global accounts in a very large organization - Is recognized as one of the top sales producers in a global organization and in the wider industry	Not applicable for GOCCs (only available for Global and International organizations)					
	Job Grade 16 Differentiators - Typically found in Job Grade 18 or higher organization - Manages large, complex, international accounts in a medium to large organization - Is recognized as a major sales producer in an international business	Advisor	Key Accounts Advisor	Direct Sales Advisor	Bid Management Advisor	Channel Sales Advisor	Account Management Advisor
S5 Senior Expert (aligns with Job Grade 15) - Has an extremely deep understanding of business, financials, products/services, the market, and the needs/challenges of assigned accounts; develops colleagues' and customers' understanding; is recognized as an expert in many areas - Works with large/important/global accounts - Has full authority/opportunity to set and negotiate product/service terms		Senior Specialist	Key Accounts Senior Specialist	Direct Sales Senior Specialist	Bid Management Senior Specialist	Channel Sales Senior Specialist	Account Management Senior Specialist
S4 Expert (aligns with Job Grades 13 & 14) - Has a deep understanding of business, financials, products/services, the market or the needs/challenges of assigned accounts - Complexity is extremely high (territory/account, products/services, sales or account management)	Job Grade 14 Differentiators - Most clients are substantial, high profile accounts spanning broad geographic areas, representing significant revenue and having diverse and complex needs - Negotiates sales terms with considerable discretion at high levels of client organizations - Is recognized as a best practice expert in several business/sales/product/service areas	Specialist	Key Accounts Specialist	Direct Sales Specialist	Bid Management Specialist	Channel Sales Specialist	Account Management Specialist
	Job Grade 13 Differentiators Some clients are high profile accounts	Assistant Specialist	Key Accounts Assistant	Direct Sales Assistant	Bid Management	Channel Sales Assistant	Account Management



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
process); serves as team lead • Has extremely high authority/opportunity to set and negotiate product/service terms Plans own territory or account approach and has input into colleagues' approaches; manages own and often others' resources	spanning broad geographic areas, representing significant revenue and having diverse and complex needs • Negotiates sales terms with moderate discretion within policy guidelines • Leads small to medium sales teams, but without supervisory authority		Specialist	Specialist	Assistant Specialist	Specialist	Assistant Specialist
S3 Career (aligns with Job Grade 11 & 12) • Has a solid understanding of business, financials, products/services, the market, and the needs of assigned accounts; may help develop colleagues' understanding; may be recognized as an expert in one area • Complexity is high (territory/account, products/services, sales or account management process); may serve as team lead	Job Grade 12 Differentiators • Manages accounts in a large domestic or small multi-country territory • Recognized internally as an expert in an aspect of business, financials, products/services, the market and the needs of assigned accounts • Typically leads a small sales team but without supervisory authority • Trains and mentors junior staff Job Grade 11 Differentiators • Manages a medium domestic territory • Develops expertise in an aspect of business, financials, products/services, the market and the needs of assigned accounts • Leads a small sales team on an ad hoc basis to meet specific client needs • Provides informal guidance to junior staff	Senior Executive	Key Accounts Senior Executive	Direct Sales Senior Executive	Bid Management Senior Executive	Channel Sales Senior Executive	Account Management Senior Executive
		Executive	Key Accounts Executive	Direct Sales Executive	Bid Management Executive	Channel Sales Executive	Account Management Executive
S2 Intermediate (aligns with Job Grade 10) • Is developing an understanding of business, financials, products/services, the market, or account needs • Complexity is moderate (territory/assigned accounts, products/services, sales or account management process) • Has moderate authority/opportunity to set and negotiate product/service terms • Is beginning to plan own territory or account approach and monitor resources		Senior Representative	Key Accounts Senior Representative	Direct Sales Senior Representative	Bid Management Senior Representative	Channel Sales Senior Representative	Account Management Senior Representative
S1 Entry (aligns with Job Grades 8 & 9)	Job Grade 9 Differentiators • Has structured direct contact with clients	Representative	Key Accounts Representative	Direct Sales Representative	Bid Management	Channel Sales Representative	Account Management

Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
- Has general awareness of business, financials, products/services and the market - Complexity is limited (territory/account, products/services, sales process) - Has very limited authority/opportunity to set and negotiate product/service terms - Relies on manager to provide planning and manage resources	- and limited authority for negotiation - Has general knowledge of assigned products and services - Has limited work experience involving basic concepts and procedures				Representative		Representative
	Job Grade 8 Differentiators - Has limited direct contact with clients and no authority for negotiation - Develops basic understanding of products and services through on-the-job training	Assistant Representative	Key Accounts Assistant Representative	Direct Sales Assistant Representative	Bid Management Assistant Representative	Channel Sales Assistant Representative	Account Management Assistant Representative

4. Technical Support (T)

Career Band Description

- Performs technical tasks required to support ongoing business operations (e.g., technicians, IT administrators)
- Requires vocational training or the equivalent experience, but does not require a university degree
- Skilled technician in a hands-on environment, often highly specialized

Job Titling

The following titling format shall be applied: **GOCC Unit / Department + Descriptive Job Title + Prescribed Level Title**

Example: Carpenter 6 (T2-JG6)

IT Assistant 8 (T3-JG8)

Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
T4 Lead (aligns with Job Grades 9 and 10) Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable on-the-job	Job Grade 10 Differentiators - Leads one or more teams in the performance of a variety of tasks that are often complex - Analyzes complex technical problems and delivers solutions where precedent may not exist	Senior Lead	Technician Senior Lead	Carpenter Senior Lead	Equipment Maintenance Staff Senior Lead	Operations Staff Senior Lead	IT Helpdesk Support Senior Lead



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
experience • Acts as a lead, coordinating the work of others — but is not a supervisor Works autonomously within established procedures and practices	Job Grade 9 Differentiators • Leads a team in the performance of a variety of tasks that are often routine • Solves problems of a recurring nature	Lead	Technician Lead	Carpenter Lead	Equipment Maintenance Staff Lead	Operations Staff Lead	IT Helpdesk Support Lead
T3 Senior (aligns with Job Grades 7 and 8) • Has developed proficiency in a range of processes or procedures through job-related training and considerable on-the-job experience • Works within defined processes and procedures or methodologies and may help determine the appropriate approach for new assignments • Works with a limited degree of supervision Acts as an informal resource for colleagues with less experience	Job Grade 8 Differentiators • Performs highly complex and varied tasks • Typically has specialized external certification Guides and supports junior team members; may assist in their formal orientation and training	8	Technician 8	Carpenter 8	Equipment Maintenance Staff 8	Operations Staff 8	IT Helpdesk Support 8
	Job Grade 7 Differentiators • Performs moderately complex and varied tasks • May have specialized external certification • Guides junior team members	7	Technician 7	Carpenter 7	Equipment Maintenance Staff 7	Operations Staff 7	IT Helpdesk Support 7
T2 Intermediate (aligns with Job Grade 6) • Applies experience and skills to complete assigned work within own area of expertise • Works within standard operating procedures and/or scientific methods Works with a moderate degree of supervision		6	Technician 6	Carpenter 6	Equipment Maintenance Staff 6	Operations Staff 6	IT Helpdesk Support 6
T1 Entry (aligns with Job Grade 5) • Has basic skills in an analytical or scientific method or operational process • Works within clearly defined standard operating procedures and/or scientific methods and adheres to quality guidelines Works with close supervision		5	Technician 5	Carpenter 5	Equipment Maintenance Staff 5	Operations Staff 5	IT Helpdesk Support 5

5. General Staff (G)

Career Band Description

- Supports the business through performing clerical/administrative support tasks



- Work is typically rule-based, covered by standard operating procedures, and jobholder has very limited opportunity to deviate from agreed processes and standards
- Requires vocational training or the equivalent experience, but does not require a university degree

Job Titling

The following titling format shall be applied: **GOCC Unit / Department + Descriptive Job Title + Prescribed Level Title**

Example: Encoder 7 (G3-JG7)
Billing Clerk 8 (G4-JG8)

Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
G4 Lead (aligns with Job Grades 8 and 9) • Has developed expertise in a variety of work processes or activities typically developed through a combination of job-related training and considerable on-the-job experience • Typically acts as a lead, coordinating the work of others, but not a supervisor • Works autonomously within established procedures and practices	Job Grade 9 Differentiators • Leads one or more teams in the performance of a variety of tasks that are often complex • Analyzes complex problems and delivers solutions where precedent may not exist	Lead	HR Recruiter Lead	Finance Payroll Clerk Lead	Legal Support Clerk Lead	Administrative Services Staff Lead	Purchasing Assistant, Lead
	Job Grade 8 Differentiators • Leads a team in the performance of a variety of tasks that are often routine - Solves problems of a recurring nature	8	HR Recruiter8	Finance Payroll Clerk 8	Legal Support Clerk 8	Administrative Services Staff8	Purchasing Assistant 8
G3 Senior (aligns with Job Grade 7) • Has developed specialized skills or is multi-skilled through job-related training and considerable on-the-job experience • Completes work with a limited degree of supervision • Likely to act as an informal resource for colleagues with less experience		7	HR Recruiter7	Finance Payroll Clerk 7	Legal Support Clerk 7	Administrative Services Staff7	Purchasing Assistant 7
G2 Intermediate (aligns with Job Grade 6) • Has developed knowledge and skills through formal training or considerable work experience • Entry level often for those with work experience in the skill area		6	HR Recruiter6	Finance Payroll Clerk 6	Legal Support Clerk 6	Administrative Services Staff 6	Purchasing Assistant 6



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
Works within established procedures with a moderate degree of supervision							
G1 Entry (aligns with Job Grades 4 and 5) - Entry level job with little or no prior relevant work experience - Acquires basic skills to perform routine tasks - Work is prescribed and completed with little autonomy - Works with either close supervision or under clearly defined procedures	Job Grade 5 Differentiators - Has limited prior relevant training or work experience - Has limited discretion to vary from established procedures	5	HR Recruiter5	Finance Payroll Clerk 5	Legal Support Clerk 5	Administrative Services Staff5	Purchasing Assistant, 5
	Job Grade 4 Differentiators - Has no prior relevant training or work experience - Has no discretion to vary from established procedures	4	HR Recruiter4	Finance Payroll Clerk 4	Legal Support Clerk 4	Administrative Services Staff4	Purchasing Assistant 4

6. Labor (L)

Career Band Description

- Performs operational, craft or manual tasks
- Performs tasks according to established procedures, with limited opportunity for independent decision-making
- Typically performs unskilled or semi-skilled work

Job Titling

The following titling format shall be applied: **GOCC Unit / Department + Descriptive Job Title + Prescribed Level Title**

Example: Sanitation Aide 5 (L2-JG5)

Sanitation Aide Lead (L4-JG7)

Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
L4 Lead (aligns with Job Grade 7) - Has developed expertise, typically through a combination of job-related training and considerable on-the-job experience - Typically acts as a lead, coordinating the work of others – but is not a supervisor		Lead	Sanitation Aide Lead	Machine Operator Lead	Materials Handler Lead	Line Assembler Lead	Materials Packer Lead



Career Level/Job Grade Descriptors		Prescribed Level Title	Sample Job Titles (For Illustrative Purposes Only)				
• Works autonomously within established procedures and practices							
L3 Senior (aligns with Job Grade 6) • Has developed proficiency through job-related training and considerable on-the-job experience • Completes work with a limited degree of supervision • Likely to act as an informal resource for colleagues with less experience		6	Sanitation Aide 6	Machine Operator 6	Materials Handler 6	Line Assembler 6	Materials Packer 6
L2 Intermediate (aligns with Job Grades 4 and 5) • Has developed skills through formal training or considerable work experience • Works within established procedures with a moderate degree of supervision	Job Grade 5 Differentiators • Performs the full range of established procedures, and will typically be considered skilled through on-the-job experience - Resolves routine issues without supervisory approval	5	Sanitation Aide 5	Machine Operator 5	Materials Handler 5	Line Assembler 5	Materials Packer 5
	Job Grade 4 Differentiators • Performs most established procedures and will typically be considered semi-skilled through on-the-job experience • Resolves routine issues with senior staff or supervisory guidance and approval	4	Sanitation Aide 4	Machine Operator 4	Materials Handler 4	Line Assembler 4	Materials Packer 4
L1 Entry (aligns with Job Grades 2 and 3) • Entry-level job with little or no prior relevant experience • Work is prescribed and completed with close supervision and little autonomy	Job Grade 3 Differentiators • Has limited prior relevant training or work experience • Has limited discretion to vary from established procedures	3	Sanitation Aide 3	Machine Operator 3	Materials Handler 3	Line Assembler 3	Materials Packer 3
	Job Grade 2 Differentiators • Has no prior relevant training or work experience - Has no discretion to vary from established procedures	2	Sanitation Aide 2	Machine Operator 2	Materials Handler 2	Line Assembler 2	Materials Packer 2



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