



July 7, 2023

**MEMORANDUM**

**FOR : All RC Heads Concerned**  
Nationwide

**FROM : The Acting Manager**  
Human Resource Management Department

**SUBJECT : APPROVED COMPETENCY-BASED LEARNING AND  
DEVELOPMENT PLAN (LDP) FOR CY 2024-2026**

As the Philippine Ports Authority strives to attain its vision for the provided port facilities and services at par with global best practices and a port regulatory environment conducive to national development by 2030, the 3-year Competency-Based Learning and Development Plan (LDP) for CY 2024-2026, copy attached, was approved by the PPA Human Resource Learning and Development Committee (HRLDC) which sets out the employee's capabilities, skills and competencies the organization needs and how they can be developed to ensure a sustainable, and successful organization.

For your reference and information.

  
**MARIETTA I. GUERRERO**

Encl: As stated.

  
CPMS-RCR/ANPC-07072023



# **COMPETENCY-BASED LEARNING AND DEVELOPMENT PLAN (LDP) CY 2024-2026**

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**PHILIPPINE PORTS AUTHORITY**  
**COMPETENCY-BASED LEARNING AND DEVELOPMENT PLAN (LDP)**  
**CY 2024-2026**

As the Philippine Ports Authority strives to attain its vision to have port facilities and services at par with global best practices and a port regulatory environment conducive to national development by 2030, strategizing its initiatives toward realizing these goals is vital. Learning and growth, as one driver of this vision, must be prioritized.

The Competency-Based Learning and Development Plan aligns with the strategic objective of PPA - to develop and maintain a workforce with the necessary competencies. It provides processes of acquiring new behaviors, knowledge, skills, and attitude, aimed at enhancing employee skills to meet current and future job requirements and perform at a higher level.

In line with the PPA's thrust on learning and growth, the LDP aims to improve group and individual performances by increasing and honing the skills and knowledge of employees. It also presents sets of developmental interventions that will serve as a tool not only to bridge the identified competency gaps but also to enhance the competency of the employees, allowing them to improve their performance and services at par with global standards.

## **1. OBJECTIVES**

- 1.1. Identify priority learning and development targets/needs of officials and employees;
- 1.2. Ensure that the pursuit of developing competencies is geared toward performance improvement of the respective duties and responsibilities;
- 1.3. Ensure all employees will have learning and development plans as part of their ongoing competency-based performance development.

## **2. STRATEGIC DIRECTIONS**

Continuing its outstanding practice in human resource management, the Philippine Ports Authority has conferred the Bronze Award in the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) from the Civil Service Commission (CSC).

PPA HRMD met the PRIME-HRM Level 2-Maturity Indicators of all four (4) core areas, namely Recruitment, Selection, and Placement (RSP), Learning and Development (L&D), Performance Management (PM), and Rewards and Recognition (R&R).

Consequently, PPA-HRMD strives to improve its HRM systems to meet the maturity indicators for Level 4.



## PPA Performance Scorecard

The GCG (Governance Commission for GOCCs) Approved 2023 PPA Performance Scorecard consists of seven (7) strategic objectives and fourteen (14) strategic measures or performance indicators, as shown below:

SOCIAL IMPACT	
<b>SO 1</b>	<b>Enhance Accessibility Through Seamless Connectivity with Other Transport Modes</b>
SM 1	Cargo Throughput (in Million Metric Tons)
SM 2	Average Vessel Waiting Time in PPA's Top 10 Baseports
SM 3	Passenger Traffic (in Million Passengers)
SM 4	Average Vessel Turn-Around Time in PPA's Top 10 Baseports
SM 5	Number of RoRo Ramps Completed (based on RoRo networks)
FINANCE	
<b>SO 2</b>	<b>Become Financially Sufficient to Support its Development Programs</b>
SM 6	Port Revenue (in Billion Pesos)
SM 7	Earnings Before Interest, Taxes, Depreciation, and Amortization (in Billion Pesos)
<b>SO 3</b>	<b>Augment National Capacity to Achieve Government Thrusts</b>
SM 8	Budget Utilization Rate
STAKEHOLDERS	
<b>SO 4</b>	<b>Improve Stakeholders' Satisfaction Rating</b>
SM 9	Percentage of Satisfied Customers
SM 10	Percentage of Common Permits Released within Indicated Processing Time
SM 11	Percentage of Identified Ports Compliant with International Ship and Port Facility Security (ISPS) Code
INTERNAL PROCESS	
<b>SO 5</b>	<b>Be Recognized For its International Best Practices on its Core Processes</b>
SM 12	a. Number of Ports with Integrated Management System (IMS) Certification
	b. Number of Ports with Quality Management System (QMS) Certification
<b>SO 6</b>	<b>Promote a Regulatory Framework in Pursuit of a National Port Development Program</b>
SM 13	Ports Bid Out based on the Approved Implementing Rules and Regulations
LEARNING AND GROWTH	
<b>SO 7</b>	<b>Develop and Maintain a Workforce with Necessary Competencies</b>
SM 14	Percentage of Employees Meeting the Required Competencies

The CBLDP will focus on **SO7-SM14. Percentage of Employees Meeting the Required Competencies**. Planning and designing learning interventions will be strategized by matching the competencies of the incumbent to the position held in offering the appropriate interventions needed to bridge competency gaps.



### 3. STATUS OF COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT (CBHRM) IMPLEMENTATION

PPA competency statistics as of March 2023:

	No. / Percentage
Total Filled Plantilla Position	2,183
Number of completed competency assessment	2,012 (92.17%)
Number of employees with no competency profile/incomplete competency profile	113 (5.18%)
Executive positions and co-terminus positions with non-requiring competencies	74 (3.39%)

During the process, **1,410 out of 2,012, or 70.08%** of the employees who completed the assessment forms met the required competencies of their positions. The three (3) most met competencies are as follows:

Most Met Competencies	No. / Percentage
Delivering Service Excellence	1,987 (98.76%)
Exemplifying Integrity	1,985 (98.66%)
Oral and Written Communication	1,974 (98.11%)

The breakdown of competency gaps:

	No. / Percentage
Personnel with single competency gaps	279 (13.87%)
Personnel with multiple competency gaps	323 (16.05%)
<b>Overall total no. of personnel with gaps</b>	<b>602 (29.92%)</b>
<b>Total no. of competency gaps</b>	<b>1,762</b>

The three (3) most unmet competencies are as follows:

Most Unmet Competencies	No. / Percentage
Technical Writing	175 (8.70%)
Use of Technology	130 (6.46%)
Conflict Resolution	96 (4.77%)

After identifying personnel with gaps, HRMD started providing training interventions for 658 employees. As a result, the gaps of **65 personnel have been bridged** and 379 personnel is still for performance validation.

To continuously support the bridging of gaps, the PPA Memorandum Order No. 006-2023 on the Implementing Guidelines on Career Progression Program (CPP) was approved as an additional developmental intervention to provide opportunities for personal development and career mobility within the organization. The career workshops under the said MO are non-training interventions wherein an individual undergoes the workshops to develop new skills that are needed in performing specific job functions.



#### 4. PPA COMPETENCY-BASED CURRICULUM FRAMEWORK

The establishment of the PPA competency-based curriculum framework provides the basis for the learning and development interventions appropriate to levels of positions or job families, as follows:

JOB CLASSIFICATION		COMPETENCY GROUP		
		Core Competencies	Functional Competencies	Leadership Competencies
Executive/ Managerial		SUPERIOR		SUPERIOR
Middle Management Level (Supervisory)		ADVANCED - SUPERIOR	SUPERIOR	INTERMEDIATE - ADVANCED
Second Level	Professional Level	INTERMEDIATE - ADVANCED	ADVANCED	BASIC
First Level	Technical Support Level	INTERMEDIATE	INTERMEDIATE	
	Support Level (General & Clerical Staff)	BASIC	BASIC - INTERMEDIATE	

Below are the definitions of the three (3) competency components:

- Core competencies** are founded on PPA's mission, vision, and shared values. These competencies enable individuals in the organization to achieve the desired outcomes and are required of all PPA regular officials and personnel regardless of their functions and positions.
- Leadership competencies** are adopted from the CSC Leadership and Management Certification Program (CPro) under MC No. 12-2016. These are identified as key behavioral competencies contributing to excellence in supervisory and managerial roles in the Authority.
- Functional competencies** are behaviors critical to an individual occupying a particular job or position; these are abilities that pertain to a specific body of knowledge and skills required to perform the defined activities in a function or job.

Given the above framework, the HRMD shall follow the Learning and Development Building Block which will not only address the current learning needs but also the career development of employees.



## Learning and Development Building-Block

The L&D building-block maps out the opportunities for developing baseline and leadership competencies to ensure employees' career growth, as shown below:

LEARNING DEVELOPMENT PLAN - BUILDING BLOCK				
Develop Baseline Learning Opportunities			Develop Leadership Opportunities	
0 - 1 year	More than 1 year - 5 years of Service		Middle Management (Chief & Division Manager)	Executive/ Managerial Level (GM, AGM, PM, & DM)
Newly-Hired Personnel	First level	Second Level		
Orientation on Newly Hired Personnel (ONHP)	Basic Oral and Written Communication	Leadership Programs (Basic Preparatory Phase)	Management/ Supervisory Development Program	Management/ Executive and Leadership Development Program
Gender Sensitivity Training (GST)		Effective Oral and Written Communication Skills (Advanced)		
Delivering Service Excellence (Quality Customer Relations Course)	Use of Technology (Oracle / Microsoft 365) (Basic Presentation - MS ppt.)	Use of Technology (Advance MS Office Course)		
	Exemplifying Integrity (Professionalism at the Workplace) (Data Privacy)			
Exemplifying Integrity (Values Enhancement Course)		Conflict Resolution (Conflict Management)		
	Introduction to (Process & Knowledge Management) 1. Quality Management System (All personnel) 2. Integrated Management System (PMO personnel)			
Knowledge Management (Strategic Performance Management System) (Omnibus Rules on Appointments and Other HR Actions) (Annual Emergency Preparedness)				
Domestic Port Management (Basic Port Operations Course)		Domestic & International Port Management (Advance Port Operations and Management)		
CONTINUING OPPORTUNITIES				
	Academic Scholarship (2yrs. & up) JICE Scholarship WMU - World Maritime University		Foreign Scholarship Program - Local Implementation (2yrs. & Up) UNCTAD Modern Port Management	
	Foreign Scholarship Program (2yrs. & Up) IMO - International Maritime Organization GIMI - Gallilee International Management Institute Port of Antwerp International JICA - Japan International Cooperation Agency KOICA - Korea International Cooperation Agency			
Career Progression Plan (PPA MO 006-2023 CPP)				
Functional Competencies (Technical) refer to Annex B				
Port Visit: Wellness Program - Learning Beyond the Workplace				
CONFERENCES				
Legal Practitioners' Conference				
Accountant and Budget Officer Conference, Executive Conference				
HR Symposium, GAD Training				
Other Technical/ Professional Conferences				



## 5. LEARNING AND DEVELOPMENT AGENDA FOR 2024-2026



### Three (3) Year Learning and Development Agenda

In line with PPA Memorandum Order No. 18-2020, Policy on Competency-Based Learning Needs Assessment to evaluate the maturity level of each employee vs the required competencies per position; the agency shall provide a Three-Year Learning and Development Plan based on the identified and prioritized Competency Gaps, Competency Enhancement, and Continuing Competency Development/Initiatives.

The Agency is expected to:

- **Integrate Competencies** – Competency-Based Learning Needs Assessment shall be a basis for all Learning & Development Plan and in providing necessary developmental interventions for PPA personnel. The identified competency gaps, most unmet competencies, and the result of consolidated Learning Needs Prioritization, and the ranking of competencies shall be given highest priority during the first year of L&D Plan.
- **Target personnel with Competency Gaps** – Personnel with identified competency gaps and established Individual Development Plan will be shortlisted automatically and shall be given developmental interventions (Trainings/ seminars, coaching & mentoring, E-learning, etc.).
- **Ensure meeting the Quality Objectives and the required competency targets under PPA Performance Scorecard** – In 2023, 85% of personnel have been set to meet all the required competencies. As of March 2023, 1,410 or 70.08% of the employees met the required competencies of their positions. Due to the continuous implementation of Online Competency Review (OCR) to newly hired personnel, newly designated personnel, and personnel with acting capacity, there is a progressive change in competency gaps.
- **Provide Continuous Enhancement** – While bridging competency gaps, the L&D shall provide continuous development to strengthen capacity building, consistently meet the required competency standards per key position, and enhance competencies to develop higher proficiency levels.
- **Ensure the sustainability** of L&D initiatives by establishing PPA's L&D Management System with key components such as curriculum and L&D framework, standards, and processes.



- **Continuously review, analyze, recommend, and update** HR initiatives related to L&D such as Competency Framework and Dictionary, policies & procedures, and systems & processes to align and adapt with the changing needs of the Agency, leaders, stakeholders, clients/customers, and personnel.

Specific details of annual L&D priorities are as follows:

### **2024: SKILL GAP FILLING**

L&D Plan for 2024 shall focus on most unmet competencies (Annex A) and develop leadership and baseline learning opportunities. The results of CBLNA 2021-2022 showed the following competencies as the priority for Skill Gap Filling.

#### **Core Competencies**

- Oral & Written Communication
- Delivering Service Excellence
- Exemplifying Integrity

#### **Functional Competencies**

- Technical Writing
- Use of Technology
- Conflict Resolution
- Planning and Organizing
- Monitoring & Evaluation
- Records and Documents Management
- Cash Management

**Revenue Generation** and **Facilities Management** ranked no. 4 and 10 respectively; both competencies have been identified **Not Relevant** to most position with unmet competency.

2024 L&D will be complemented by the following initiatives:

<b>INITIATIVE</b>	<b>TIMELINE</b>
Implementation of Career Progression Plan (CPP)	January – December 2024
Establish baseline data for CPP	June – December 2024
Establish pool of SME's for Job Analysis	January – February 2024
Review of JD's, Data gathering	March – July 2024
Writing of Job Description	September – November 2024

### **2025: COMPETENCY ENHANCEMENT**

L&D Plan for 2025 shall enhance the mission critical competencies per Job Family as a result of LNP (Learning Needs Prioritization) ranking/priority, as shown in Annex B, to achieve Organizational objectives/goals. Continuous learning opportunities will be available to increase organizational commitments and build a purpose-driven workforce.

#### **Leadership Competencies**

- Building Collaborative, Inclusive Working Relationship
- Creating and Nurturing a High Performing Organization



## Functional Competencies per Job Family

### **Management and Administration**

- HR Development (Learning & Development, Succession Planning, and Career Pathing)
- Monitoring and Evaluation

### **Finance**

- Financial Management
- Cash Management

### **Security**

- Problem Solving and Making Decisions
- Legal Services (Investigation and Litigation)

### **Quality Management System and Monitoring & Evaluation**

- Planning and Organizing
- Monitoring and Evaluation

### **Legal**

- Conflict Resolution
- Procurement Management

### **Technology**

- Information Systems Management
- IT Infrastructure Management

### **Engineering**

- Port Project Management
- Port Infrastructure Development and Construction

### **Marketing and Promotion**

- Revenue Generation
- Problem Solving and Making Decisions

### **Media**

- Public Relations
- Organizational and Social Sensitivity

### **Operations**

- Problem Solving and Making Decisions
- Monitoring and Evaluation

2025 L&D will be complemented by the following initiatives:

INITIATIVE	TIMELINE
Policy Review on CBLNA	January – February 2025
Creation of TWG and SME's for CBLNA	April 2025
Review, revise, and update Competency Framework & Dictionary	June – September 2025
Mapping of New Competency Framework per RC's	October – November 2025
Planning and Organizing of CBLNA process to HRIS	November – December 2025

## 2026: CONTINUING COMPETENCY DEVELOPMENT

In 2026, the aim is to have a sustainable workforce ready to face adversity and consistently display a positive outlook despite the different demands of work; Show the ability to multi-task and be mindful of achieving functional targets.

### Leadership Competencies

- Thinking Strategically and Creatively
- Managing Performance and Coaching for Results

2026 L&D will be complemented by the following initiatives:

INITIATIVE	TIMELINE
Review of the Three-Year L&D Plan 2024-2026	March 2026
Creation of Competency Assessment Tool per key position	January – March 2026
Integration of CBLNA process to HRIS(ESS)	January – May 2026

The target competencies will be supported by various developmental interventions.

## 6. LEARNING AND DEVELOPMENT INTERVENTIONS

The following Developmental Interventions aim to provide opportunities for personal development and career mobility within the organization. It is set how identified and prioritized Competency Gaps will be addressed by the agency and provide continual improvements.

METHOD	DEVELOPMENTAL INTERVENTION
Instructor-Led Training	<p><b>Formal Training/ Seminar</b> – is a face to face or classroom type of training either in house or local training.</p> <p><b>Webinars</b> - This is another instructor led training. Sessions are conducted through online platforms. This is best used to train employees from different geographical locations.</p> <p><b>Coaching &amp; Mentoring</b> - This training method assigns an employee, usually a junior or a new hire, with a mentor, a more experienced colleague. The mentor's job is to show the junior employee the ins and outs of the job.</p>
Self-Directed Learning	<p><b>E-Learning</b> - This training enables the participants to learn at their own pace. Online courses can be taken anytime, anywhere, allowing the employees to be in control of their own learning.</p> <p><b>Academic Programs</b> – this program gives learners an opportunity to broaden their perspective and</p>



	<p>deepen their knowledge through participation in different scholarship programs offered to the agency.</p>
<p><b>On the Job Learning</b></p>	<p><b>Job Enlargement</b> – is an increase in job tasks and responsibilities to make a position more challenging. It is a horizontal expansion, which means that the tasks added are at the same level as those in the current position.</p> <p><b>Job Enrichment (Designation)</b> – is a movement that involves an imposition of additional and/or higher duties to be performed by the employee which is temporary and can be terminated anytime by the appointing officer/ authority.</p> <p><b>Job Shadowing</b> – is a type of intervention wherein individuals were given the opportunity to be familiar with or learn a different job; follows and observe a trained and experienced employee.</p> <p><b>Reassignment</b> – is the movement of an employee across the organizational structure within the department or agency, at the discretion of the appointing authority.</p> <p><b>Job Rotation (Cross-Training)</b> – is a structured interchange of employees between jobs; requiring employees to rotate between different workstations or jobs at certain intervals.</p>



## 7. MONITORING & EVALUATION

### Objectives:


1. Ensure proper implementation of L&D Plan CY 2024-2026.
2. Assess if progress is made in achieving desired results/ output.
3. Strengthen evidence-based decision making in recommending developmental intervention and L&D Plan.
4. Facilitate learning and evaluate effectiveness of intervention.

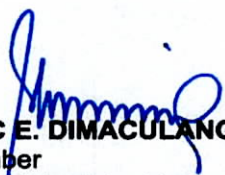
MONITORING AND EVALUATION OF L&D PLAN			
OBJECTIVES	SUCCESS INDICATOR	MEANS OF MONITORING/ TOOLS	PERIOD OF MONITORING
Building a highly competent and credible workforce	Meeting the required competency  Bridging of Competency Gaps thru developmental intervention  Training Effectiveness	Online Competency Review Performance Appraisal  Performance Monitoring Form  Training Impact Assessment	6 months from assumption of position Semestral  3 months after developmental intervention  Within a year after intervention
Efficient and Professional delivery of quality public service	Customer Satisfaction	Customer Feedback Report	Every transaction
Continuous Learning Opportunities	No. of L&D programs conducted and implemented  No. of Graduates vs No. of targeted personnel	Accomplishment Report OPCR/ IPCR	Monthly, Quarterly, Semestral
Well Implemented L&D Plans	% completion against Quality Objectives  Satisfactory rating from the learners - reaction level	Accomplishment Report  Training Evaluation	Monthly, Quarterly, Semestral

## 8. RECOMMENDATION

In view of the above, we are respectfully requesting the approval of the proposed learning and development plan for CY 2024-2026.

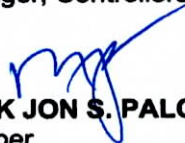
### RECOMMENDING APPROVAL


  
**ELMER NONNATUS A. CADANO**  
Vice-Chairperson, HRLDC  
Assistant General Manager  
For Finance, Legal and Administration

  
**ERIC E. DIMACULANGAN**  
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**ARTHUR B. NOGAS**  
Member, PANTALAN Representative  
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**APPROVED / DISAPPROVED:**

**JAY DANIEL R. SANTIAGO**  
Chairperson, HRLDC  
General Manager

  
HRMD-RCR/ANPC/jmdc/abt-06012023



### Most Unmet Competencies

Results of CBLNA (Negative Gap) 2021-2022			
Competency Gaps			
CODE	Competency	# of Gaps	Rank
F49	TECHNICAL WRITING	175	1
F50	USE OF TECHNOLOGY	130	2
F10	CONFLICT RESOLUTION	96	3
F46	REVENUE GENERATION*	81	4
F33	PLANNING AND ORGANIZING	78	5
F30	MONITORING AND EVALUATION	77	6
F7	CHANGE ADAPTATION	70	7
F44	RECORDS AND DOCUMENTS MANAGEMENT	58	8
F6	CASH MANAGEMENT	57	9
F13	FACILITIES MANAGEMENT*	57	10
F14	FINANCIAL MANAGEMENT	55	11
F39	PROBLEM SOLVING AND MAKING DECISIONS	54	12
F1	ADMINISTRATIVE SERVICES MANAGEMENT	49	13
C1	ORAL AND WRITTEN COMMUNICATION	45	14
F41	PROCESS MANAGEMENT	45	15

\* both competencies have been identified Not Relevant to most position with unmet competency



	Competency	Management and Administration						3
		Human Resource Management Department	PPA Training Institute	Administrative Services Department	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION		4	5	2	33%	48%	3
	DELIVERING SERVICE EXCELLENCE		5	7	2	33%	44%	5
	EXEMPLIFYING INTEGRITY		8		1	17%	20%	18
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY	8	1	8	3	50%	68%	1
	LEADING CHANGE	10			1	17%	18%	19
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS	9	9	1	3	50%	66%	2
	MANAGING PERFORMANCE AND COACHING FOR RESULTS		2	9	2	33%	46%	4
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION				0	0%	0%	21
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT			2	1	17%	27%	10
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT				0	0%	0%	21
	BOARD/SECRETARIAT MANAGEMENT				0	0%	0%	21
	BUDGET MANAGEMENT				0	0%	0%	21
	BUSINESS DEVELOPMENT				0	0%	0%	21
	CASH MANAGEMENT				0	0%	0%	21
	CHANGE ADAPTATION				0	0%	0%	21
	COMPENSATION AND BENEFITS	3			1	17%	26%	12
	CONDUCTING AUDIT ASSIGNMENTS				0	0%	0%	21
	CONFLICT RESOLUTION	4			1	17%	24%	15
	DATA SECURITY MANAGEMENT				0	0%	0%	21
	DOMESTIC PORT MANAGEMENT				0	0%	0%	21
	FACILITIES MANAGEMENT			10	1	17%	18%	19
	FINANCIAL MANAGEMENT				0	0%	0%	21
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION				0	0%	0%	21
	GREEN PORT TECHNOLOGY MANAGEMENT				0	0%	0%	21
	HR DEVELOPMENT (S&D, SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)	2			1	17%	27%	10
	HR DEVELOPMENT (RSP, PM AND RR)	1			1	17%	28%	9
	INFORMATION SYSTEMS MANAGEMENT				0	0%	0%	21
	INFORMATION TECHNOLOGY SUPPORT				0	0%	0%	21
	INFRASTRUCTURE MANAGEMENT				0	0%	0%	21
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT				0	0%	0%	21
	INTERNAL AUDIT PLANNING				0	0%	0%	21
	INTERNATIONAL PORT MANAGEMENT				0	0%	0%	21
	IT DESIGN ARCHITECTURE				0	0%	0%	21
	IT INFRASTRUCTURE MANAGEMENT				0	0%	0%	21
	KNOWLEDGE MANAGEMENT	7	7		2	33%	42%	7
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)				0	0%	0%	21
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)				0	0%	0%	21
	MONITORING AND EVALUATION	5	10		2	33%	41%	8
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY				0	0%	0%	21
	ORGANIZATIONAL AND SOCIAL SENSITIVITY				0	0%	0%	21
	PLANNING AND ORGANIZING				0	0%	0%	21
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION				0	0%	0%	21
	PORT PLANNING AND DESIGN				0	0%	0%	21
	PORT PROJECT MANAGEMENT				0	0%	0%	21
	PORT SERVICE PROVIDER MANAGEMENT				0	0%	0%	21
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT		3		1	17%	26%	12
	PRIVATIZATION MONITORING AND EVALUATION				0	0%	0%	21
	PROBLEM SOLVING AND MAKING DECISIONS		6		1	17%	22%	17
	PROCESS MANAGEMENT				0	0%	0%	21
	PROCUREMENT MANAGEMENT			3	1	17%	26%	12
	PUBLIC RELATIONS				0	0%	0%	21
	RECORDS AND DOCUMENTS MANAGEMENT			4	1	17%	24%	15
	REPAIR AND MAINTENANCE OF PORT FACILITIES				0	0%	0%	21
	REVENUE GENERATION				0	0%	0%	21
	SUPPLY AND PROPERTY MANAGEMENT				0	0%	0%	21
	SURVEY ADMINISTRATION				0	0%	0%	21
	TECHNICAL WRITING	6		6	2	33%	44%	5
	USE OF TECHNOLOGY				0	0%	0%	21



Competency		Operations					2
		Port Operations Services Department	Port Management Office	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION	8	5	2	50%	73%	3
	DELIVERING SERVICE EXCELLENCE	7		1	25%	35%	12
	EXEMPLIFYING INTEGRITY	6		1	25%	38%	10
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY	3		1	25%	45%	5
	LEADING CHANGE			0	0%	0%	18
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS		2	1	25%	48%	4
	MANAGING PERFORMANCE AND COACHING FOR RESULTS	10		1	25%	28%	17
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION		7	1	25%	35%	12
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT		8	1	25%	33%	14
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT			0	0%	0%	18
	BOVING SECRETARIAT MANAGEMENT			0	0%	0%	18
	BUDGET MANAGEMENT			0	0%	0%	18
	BUSINESS DEVELOPMENT			0	0%	0%	18
	CASH MANAGEMENT			0	0%	0%	18
	CHANGE ADAPTATION			0	0%	0%	18
	COMPENSATION AND BENEFITS			0	0%	0%	18
	CONDUCTING AUDIT ASSIGNMENTS			0	0%	0%	18
	CONFLICT RESOLUTION			0	0%	0%	18
	DATA SECURITY MANAGEMENT			0	0%	0%	18
	DOMESTIC PORT MANAGEMENT			0	0%	0%	18
	FACILITIES MANAGEMENT			0	0%	0%	18
	FINANCIAL MANAGEMENT			0	0%	0%	18
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION			0	0%	0%	18
	GREEN PORT TECHNOLOGY MANAGEMENT			0	0%	0%	18
	HR DEVELOPMENT (E.G. SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)			0	0%	0%	18
	HR DEVELOPMENT (DIP, PM AND BQ)		3	1	25%	45%	5
	INFORMATION SYSTEMS MANAGEMENT			0	0%	0%	18
	INFORMATION TECHNOLOGY SUPPORT			0	0%	0%	18
	INFRASTRUCTURE MANAGEMENT			0	0%	0%	18
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT			0	0%	0%	18
	INTERNAL AUDIT PLANNING			0	0%	0%	18
	INTERNATIONAL PORT MANAGEMENT			0	0%	0%	18
	IT DESIGN ARCHITECTURE			0	0%	0%	18
	IT INFRASTRUCTURE MANAGEMENT			0	0%	0%	18
	KNOWLEDGE MANAGEMENT	5		1	25%	40%	9
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)			0	0%	0%	18
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)			0	0%	0%	18
	MONITORING AND EVALUATION	4		1	25%	43%	7
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY			0	0%	0%	18
	ORGANISATIONAL AND SOCIAL SENSITIVITY			0	0%	0%	18
	PLANNING AND ORGANISING	9		1	25%	30%	15
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION			0	0%	0%	18
	PORT PLANNING AND DESIGN			0	0%	0%	18
	PORT PROJECT MANAGEMENT			0	0%	0%	18
	PORT SERVICE PROVIDER MANAGEMENT			0	0%	0%	18
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT			0	0%	0%	18
	PRIVATIZATION MONITORING AND EVALUATION			0	0%	0%	18
	PROBLEM SOLVING AND MAKING DECISIONS	2	10	2	50%	75%	2
	PROCESS MANAGEMENT			0	0%	0%	18
	PROCUREMENT MANAGEMENT			0	0%	0%	18
	PUBLIC RELATIONS			0	0%	0%	18
	RECORDS AND DOCUMENTS MANAGEMENT			0	0%	0%	18
	REPAIR AND MAINTENANCE OF PORT FACILITIES		6	1	25%	38%	10
	REVENUE GENERATION		9	1	25%	30%	15
	SUPPLY AND PROPERTY MANAGEMENT		4	1	25%	43%	7
	SURVEY ADMINISTRATION			0	0%	0%	18
	TECHNICAL WRITING	1	1	2	50%	100%	1
	USE OF TECHNOLOGY			0	0%	0%	18



	Competency	Media				1
		Corporate Communication Staff	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION	2	1	50%	95%	2
	DELIVERING SERVICE EXCELLENCE	4	1	50%	85%	4
	EXEMPLIFYING INTEGRITY	3	1	50%	90%	3
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY	5	1	50%	80%	5
	LEADING CHANGE		0	0%	0%	11
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS	9	1	50%	60%	9
	MANAGING PERFORMANCE AND COACHING FOR RESULTS		0	0%	0%	11
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION		0	0%	0%	11
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT	10	1	50%	55%	10
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT		0	0%	0%	11
	BOARD SECRETARIAT MANAGEMENT		0	0%	0%	11
	BUDGET MANAGEMENT		0	0%	0%	11
	BUSINESS DEVELOPMENT		0	0%	0%	11
	CASH MANAGEMENT		0	0%	0%	11
	CHANGE ADAPTATION		0	0%	0%	11
	COMPENSATION AND BENEFITS		0	0%	0%	11
	CONDUCTING AUDIT ASSIGNMENTS		0	0%	0%	11
	CONFLICT RESOLUTION		0	0%	0%	11
	DATA SECURITY MANAGEMENT		0	0%	0%	11
	DOMESTIC PORT MANAGEMENT		0	0%	0%	11
	FACILITIES MANAGEMENT		0	0%	0%	11
	FINANCIAL MANAGEMENT		0	0%	0%	11
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION		0	0%	0%	11
	GREEN PORT TECHNOLOGY MANAGEMENT		0	0%	0%	11
	HR DEVELOPMENT (J.M., SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)		0	0%	0%	11
	HR DEVELOPMENT (BSP, PM AND RR)		0	0%	0%	11
	INFORMATION SYSTEMS MANAGEMENT		0	0%	0%	11
	INFORMATION TECHNOLOGY SUPPORT		0	0%	0%	11
	INFRASTRUCTURE MANAGEMENT		0	0%	0%	11
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT		0	0%	0%	11
	INTERNAL AUDIT PLANNING		0	0%	0%	11
	INTERNATIONAL PORT MANAGEMENT		0	0%	0%	11
	IT DESIGN ARCHITECTURE		0	0%	0%	11
	IT INFRASTRUCTURE MANAGEMENT		0	0%	0%	11
	KNOWLEDGE MANAGEMENT		0	0%	0%	11
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)		0	0%	0%	11
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)		0	0%	0%	11
	MONITORING AND EVALUATION		0	0%	0%	11
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY		0	0%	0%	11
	ORGANIZATIONAL AND SOCIAL IDENTITY	7	1	50%	70%	7
	PLANNING AND ORGANIZING	6	1	50%	75%	6
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION		0	0%	0%	11
	PORT PLANNING AND DESIGN		0	0%	0%	11
	PORT PROJECT MANAGEMENT		0	0%	0%	11
	PORT SERVICE PROVIDER MANAGEMENT		0	0%	0%	11
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT		0	0%	0%	11
	PRIVATIZATION MONITORING AND EVALUATION		0	0%	0%	11
	PROBLEM SOLVING AND MAKING DECISIONS	8	1	50%	65%	8
	PROCESS MANAGEMENT		0	0%	0%	11
	PROCUREMENT MANAGEMENT		0	0%	0%	11
	PUBLIC RELATIONS	1	1	50%	100%	1
	RECORDS AND DOCUMENTS MANAGEMENT		0	0%	0%	11
	REPAIR AND MAINTENANCE OF PORT FACILITIES		0	0%	0%	11
	REVENUE GENERATION		0	0%	0%	11
	SUPPLY AND PROPERTY MANAGEMENT		0	0%	0%	11
	SURVEY ADMINISTRATION		0	0%	0%	11
	TECHNICAL WRITING		0	0%	0%	11
	USE OF TECHNOLOGY		0	0%	0%	11

Competency		Marketing & Promotion				1
		Commercial Services Department	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION	1	1	50%	100%	1
	DELIVERING SERVICE EXCELLENCE		0	0%	0%	11
	EXEMPLIFYING INTEGRITY		0	0%	0%	11
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY	2	1	50%	95%	2
	LEADING CHANGE	10	1	50%	55%	10
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS	7	1	50%	70%	7
	MANAGING PERFORMANCE AND COACHING FOR RESULTS	4	1	50%	85%	4
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION		0	0%	0%	11
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT		0	0%	0%	11
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT		0	0%	0%	11
	BOARD SECRETARIAT MANAGEMENT		0	0%	0%	11
	BUDGET MANAGEMENT		0	0%	0%	11
	BUSINESS DEVELOPMENT		0	0%	0%	11
	CASH MANAGEMENT		0	0%	0%	11
	CHANGE ADAPTATION		0	0%	0%	11
	COMPENSATION AND BENEFITS		0	0%	0%	11
	CONDUCTING AUDIT ASSESSMENTS		0	0%	0%	11
	CONFLICT RESOLUTION	6	1	50%	75%	6
	DATA SECURITY MANAGEMENT		0	0%	0%	11
	DOMESTIC PORT MANAGEMENT		0	0%	0%	11
	FACILITIES MANAGEMENT		0	0%	0%	11
	FINANCIAL MANAGEMENT		0	0%	0%	11
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION		0	0%	0%	11
	GREEN PORT TECHNOLOGY MANAGEMENT		0	0%	0%	11
	HSE DEVELOPMENT (E.G. SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)		0	0%	0%	11
	HSE DEVELOPMENT (ENV, PH AND HSE)		0	0%	0%	11
	INFORMATION SYSTEMS MANAGEMENT		0	0%	0%	11
	INFORMATION TECHNOLOGY SUPPORT		0	0%	0%	11
	INFRASTRUCTURE MANAGEMENT		0	0%	0%	11
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT		0	0%	0%	11
	INTERNAL AUDIT PLANNING		0	0%	0%	11
	INTERNATIONAL PORT MANAGEMENT		0	0%	0%	11
	IT DESIGN ARCHITECTURE		0	0%	0%	11
	IT INFRASTRUCTURE MANAGEMENT		0	0%	0%	11
	KNOWLEDGE MANAGEMENT		0	0%	0%	11
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)		0	0%	0%	11
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)		0	0%	0%	11
	MONITORING AND EVALUATION	5	1	50%	80%	5
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY		0	0%	0%	11
	ORGANIZATIONAL AND SOCIAL SENSITIVITY		0	0%	0%	11
	PLANNING AND ORGANIZING	9	1	50%	60%	9
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION		0	0%	0%	11
	PORT PLANNING AND DESIGN		0	0%	0%	11
	PORT PROJECT MANAGEMENT		0	0%	0%	11
	PORT SERVICE PROVIDER MANAGEMENT		0	0%	0%	11
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT		0	0%	0%	11
	PRIVATIZATION MONITORING AND EVALUATION		0	0%	0%	11
	PROBLEM SOLVING AND MAKING DECISIONS	3	1	50%	90%	3
	PROCESS MANAGEMENT		0	0%	0%	11
	PROCUREMENT MANAGEMENT		0	0%	0%	11
	PUBLIC RELATIONS		0	0%	0%	11
	RECORDS AND DOCUMENTS MANAGEMENT		0	0%	0%	11
	REPAIR AND MAINTENANCE OF PORT FACILITIES		0	0%	0%	11
	REVENUE REVENUE	8	1	50%	65%	8
	SUPPLY AND PROPERTY MANAGEMENT		0	0%	0%	11
	SURVEY ADMINISTRATION		0	0%	0%	11
	TECHNICAL WRITING		0	0%	0%	11
	USE OF TECHNOLOGY		0	0%	0%	11



	Competency	Engineering						3
		Port Planning and Design Department	Dredging and Survey Department	Port Construction and Maintenance Department	frequency	f in %	F + HS	
C O R E	ORAL AND WRITTEN COMMUNICATION	4	10	9	3	50%	67%	1
	DELIVERING SERVICE EXCELLENCE	1		10	2	33%	52%	5
	EXEMPLIFYING INTEGRITY	7			1	17%	23%	17
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY	6		7	2	33%	48%	7
	LEADING CHANGE	3			1	17%	30%	10
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS	5			1	17%	27%	14
	MANAGING PERFORMANCE AND COACHING FOR RESULTS		1	8	2	33%	55%	4
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION	2			1	17%	32%	8
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT				0	0%	0%	23
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT				0	0%	0%	23
	BOARD SECRETARIAT MANAGEMENT				0	0%	0%	23
	BUDGET MANAGEMENT				0	0%	0%	23
	BUSINESS DEVELOPMENT				0	0%	0%	23
	CASH MANAGEMENT				0	0%	0%	23
	CHANGE ADAPTATION			6	1	17%	25%	16
	COMPENSATION AND BENEFITS				0	0%	0%	23
	CONDUCTING AUDIT ASSIGNMENTS				0	0%	0%	23
	CONFLICT RESOLUTION		3	5	2	33%	57%	3
	DATA SECURITY MANAGEMENT				0	0%	0%	23
	DOMESTIC PORT MANAGEMENT				0	0%	0%	23
	FACILITIES MANAGEMENT				0	0%	0%	23
	FINANCIAL MANAGEMENT				0	0%	0%	23
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION				0	0%	0%	23
	GREEN PORT TECHNOLOGY MANAGEMENT				0	0%	0%	23
	HR DEVELOPMENT (L&D, SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)				0	0%	0%	23
	HR DEVELOPMENT (HR, PM AND HR)				0	0%	0%	23
	INFORMATION SYSTEMS MANAGEMENT				0	0%	0%	23
	INFORMATION TECHNOLOGY SUPPORT				0	0%	0%	23
	INFRASTRUCTURE MANAGEMENT				0	0%	0%	23
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT				0	0%	0%	23
	INTERNAL AUDIT PLANNING				0	0%	0%	23
	INTERNATIONAL PORT MANAGEMENT				0	0%	0%	23
	IT DESIGN ARCHITECTURE				0	0%	0%	23
	IT INFRASTRUCTURE MANAGEMENT				0	0%	0%	23
	KNOWLEDGE MANAGEMENT				0	0%	0%	23
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)				0	0%	0%	23
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)				0	0%	0%	23
	MONITORING AND EVALUATION			3	1	17%	30%	10
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY				0	0%	0%	23
	ORGANISATIONAL AND SOCIAL SENSITIVITY				0	0%	0%	23
	PLANNING AND ORGANISING	8			1	17%	22%	19
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION	10		2	2	33%	50%	6
	PORT PLANNING AND DESIGN	9			1	17%	20%	21
	PORT PROJECT MANAGEMENT		6	1	2	33%	58%	2
	PORT SERVICE PROVIDER MANAGEMENT				0	0%	0%	23
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT				0	0%	0%	23
	PRIVATIZATION MONITORING AND EVALUATION				0	0%	0%	23
	PROBLEM SOLVING AND MAKING DECISIONS		4		1	17%	28%	12
	PROCESS MANAGEMENT				0	0%	0%	23
	PROCUREMENT MANAGEMENT		5		1	17%	27%	14
	PUBLIC RELATIONS				0	0%	0%	23
	RECORDS AND DOCUMENTS MANAGEMENT		7		1	17%	23%	17
	REPAIR AND MAINTENANCE OF PORT FACILITIES			4	1	17%	28%	12
	REVENUE GENERATION				0	0%	0%	23
	SUPPLY AND PROPERTY MANAGEMENT				0	0%	0%	23
	SURVEY ADMINISTRATION		2		1	17%	32%	8
	TECHNICAL WRITING		9		1	17%	20%	21
	USE OF TECHNOLOGY		8		1	17%	22%	19

	Competency	Technology				1
		Information and Communication Technology Department	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION	10	1	50%	55%	10
	DELIVERING SERVICE EXCELLENCE	1	1	50%	100%	1
	EXEMPLIFYING INTEGRITY		0	0%	0%	11
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY	3	1	50%	90%	3
	LEADING CHANGE	4	1	50%	85%	4
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS		0	0%	0%	11
	MANAGING PERFORMANCE AND COACHING FOR RESULTS	5	1	50%	80%	5
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION	2	1	50%	95%	2
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT		0	0%	0%	11
	AIDANCE AND IMPROVEMENT OF INTERNAL AUDIT		0	0%	0%	11
	BOARD SECRETARIAT MANAGEMENT		0	0%	0%	11
	BUDGET MANAGEMENT		0	0%	0%	11
	BUSINESS DEVELOPMENT		0	0%	0%	11
	CASH MANAGEMENT		0	0%	0%	11
	CHANGE ADAPTATION		0	0%	0%	11
	COMPENSATION AND BENEFITS		0	0%	0%	11
	CONDUCTING AUDIT ASSIGNMENTS		0	0%	0%	11
	CONFLICT RESOLUTION		0	0%	0%	11
	DATA SECURITY MANAGEMENT		0	0%	0%	11
	DOMESTIC PORT MANAGEMENT		0	0%	0%	11
	FACILITIES MANAGEMENT		0	0%	0%	11
	FINANCIAL MANAGEMENT		0	0%	0%	11
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION		0	0%	0%	11
	GREEN PORT TECHNOLOGY MANAGEMENT		0	0%	0%	11
	HR DEVELOPMENT (E.G. SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)		0	0%	0%	11
	HR DEVELOPMENT (BSP, PM AND BQ)		0	0%	0%	11
	INFORMATION SYSTEMS MANAGEMENT	6	1	50%	75%	6
	INFORMATION TECHNOLOGY SUPPORT	9	1	50%	60%	9
	INFRASTRUCTURE MANAGEMENT		0	0%	0%	11
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT		0	0%	0%	11
	INTERNAL AUDIT PLANNING		0	0%	0%	11
	INTERNATIONAL PORT MANAGEMENT		0	0%	0%	11
	IT DESIGN ARCHITECTURE	8	1	50%	65%	8
	IT INFRASTRUCTURE MANAGEMENT	7	1	50%	70%	7
	KNOWLEDGE MANAGEMENT		0	0%	0%	11
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)		0	0%	0%	11
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)		0	0%	0%	11
	MONITORING AND EVALUATION		0	0%	0%	11
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY		0	0%	0%	11
	ORGANIZATIONAL AND SOCIAL SENSITIVITY		0	0%	0%	11
	PLANNING AND ORGANIZING		0	0%	0%	11
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION		0	0%	0%	11
	PORT PLANNING AND DESIGN		0	0%	0%	11
	PORT PROJECT MANAGEMENT		0	0%	0%	11
	PORT SERVICE PROVIDER MANAGEMENT		0	0%	0%	11
	PORT STAKEHOLDER LEARNING AND DEVELOPMENT		0	0%	0%	11
	PRIVATIZATION MONITORING AND EVALUATION		0	0%	0%	11
	PROBLEM SOLVING AND MAKING DECISIONS		0	0%	0%	11
	PROCESS MANAGEMENT		0	0%	0%	11
	PROCUREMENT MANAGEMENT		0	0%	0%	11
	PUBLIC RELATIONS		0	0%	0%	11
	RECORDS AND DOCUMENTS MANAGEMENT		0	0%	0%	11
	REPAIR AND MAINTENANCE OF PORT FACILITIES		0	0%	0%	11
	REVENUE GENERATION		0	0%	0%	11
	SUPPLY AND PROPERTY MANAGEMENT		0	0%	0%	11
	SURVEY ADMINISTRATION		0	0%	0%	11
	TECHNICAL WRITING		0	0%	0%	11
	USE OF TECHNOLOGY		0	0%	0%	11



	Competency	Legal Management					2
		Office of the Corporate Board Secretary	Legal Services Department	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION	4	1	2	50%	93%	1
	DELIVERING SERVICE EXCELLENCE	5	2	2	50%	88%	2
	EXEMPLIFYING INTEGRITY	6		1	25%	38%	11
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY		3	1	25%	45%	7
	LEADING CHANGE	7		1	25%	35%	13
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS			0	0%	0%	17
	MANAGING PERFORMANCE AND COACHING FOR RESULTS			0	0%	0%	17
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION			0	0%	0%	17
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT			0	0%	0%	17
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT			0	0%	0%	17
	BOARD SECRETARIAT MANAGEMENT			0	0%	0%	17
	BUDGET MANAGEMENT			0	0%	0%	17
	BUSINESS DEVELOPMENT			0	0%	0%	17
	CASH MANAGEMENT			0	0%	0%	17
	CHANGE ADAPTATION	8		1	25%	33%	14
	COMPENSATION AND BENEFITS			0	0%	0%	17
	CONDUCTING AUDIT ASSIGNMENTS			0	0%	0%	17
	CONFLICT RESOLUTION	9	10	2	50%	58%	4
	DATA SECURITY MANAGEMENT	2		1	25%	48%	6
	DOMESTIC PORT MANAGEMENT			0	0%	0%	17
	FACILITIES MANAGEMENT			0	0%	0%	17
	FINANCIAL MANAGEMENT			0	0%	0%	17
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION			0	0%	0%	17
	GREEN PORT TECHNOLOGY MANAGEMENT			0	0%	0%	17
	HR DEVELOPMENT (S&B, SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)			0	0%	0%	17
	HR DEVELOPMENT (BWP, PM AND RR)			0	0%	0%	17
	INFORMATION SYSTEMS MANAGEMENT			0	0%	0%	17
	INFORMATION TECHNOLOGY SUPPORT			0	0%	0%	17
	INFRASTRUCTURE MANAGEMENT			0	0%	0%	17
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT			0	0%	0%	17
	INTERNAL AUDIT PLANNING			0	0%	0%	17
	INTERNATIONAL PORT MANAGEMENT			0	0%	0%	17
	IT DESIGN ARCHITECTURE			0	0%	0%	17
	IT INFRASTRUCTURE MANAGEMENT			0	0%	0%	17
	KNOWLEDGE MANAGEMENT	3		1	25%	45%	7
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)			0	0%	0%	17
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)			0	0%	0%	17
	MONITORING AND EVALUATION		5	1	25%	40%	10
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY			0	0%	0%	17
	ORGANIZATIONAL AND SOCIAL SENSITIVITY		10	1	25%	28%	16
	PLANNING AND ORGANIZING			0	0%	0%	17
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION			0	0%	0%	17
	PORT PLANNING AND DESIGN			0	0%	0%	17
	PORT PROJECT MANAGEMENT			0	0%	0%	17
	PORT SERVICE PROVIDER MANAGEMENT			0	0%	0%	17
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT			0	0%	0%	17
	PRIVATIZATION MONITORING AND EVALUATION			0	0%	0%	17
	PROBLEM SOLVING AND MAKING DECISIONS		6	1	25%	38%	11
	PROCESS MANAGEMENT	1		1	25%	50%	5
	PROCUREMENT MANAGEMENT	10	7	2	50%	63%	3
	PUBLIC RELATIONS			0	0%	0%	17
	RECORDS AND DOCUMENTS MANAGEMENT		8	1	25%	33%	14
	REPAIR AND MAINTENANCE OF PORT FACILITIES			0	0%	0%	17
	REVENUE GENERATION			0	0%	0%	17
	SUPPLY AND PROPERTY MANAGEMENT			0	0%	0%	17
	SURVEY ADMINISTRATION			0	0%	0%	17
	TECHNICAL WRITING		4	1	25%	43%	9
	USE OF TECHNOLOGY			0	0%	0%	17



Competency		Quality Management System & Monitoring and Evaluation						3
		Internal Audit Department	Port Management Systems and Organizational Development	Corporate Planning Department	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION	1	1	2	3	50%	98%	1
	DELIVERING SERVICE EXCELLENCE	2	5	7	3	50%	82%	2
	EXEMPLIFYING INTEGRITY	3		10	2	33%	48%	5
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY		2	5	2	33%	58%	3
	LEADING CHANGE			6	1	17%	25%	14
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS		6	8	2	33%	47%	6
	MANAGING PERFORMANCE AND COACHING FOR RESULTS		7		1	17%	23%	16
F U N C T I O N A L	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION		10		1	17%	18%	20
	ADMINISTRATIVE SERVICES MANAGEMENT				0	0%	0%	22
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT	4			1	17%	28%	10
	BOARD SECRETARIAT MANAGEMENT				0	0%	0%	22
	BUDGET MANAGEMENT				0	0%	0%	22
	BUSINESS DEVELOPMENT				0	0%	0%	22
	CASH MANAGEMENT				0	0%	0%	22
	CHANGE ADAPTATION		4		1	17%	28%	10
	COMPENSATION AND BENEFITS				0	0%	0%	22
	CONDUCTING AUDIT ASSIGNMENTS	5			1	17%	27%	13
	CONFLICT RESOLUTION				0	0%	0%	22
	DATA SECURITY MANAGEMENT				0	0%	0%	22
	DOMESTIC PORT MANAGEMENT				0	0%	0%	22
	FACILITIES MANAGEMENT				0	0%	0%	22
	FINANCIAL MANAGEMENT				0	0%	0%	22
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION	6			1	17%	25%	14
	GREEN PORT TECHNOLOGY MANAGEMENT				0	0%	0%	22
	HR DEVELOPMENT (B&G, SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)				0	0%	0%	22
	HR DEVELOPMENT (R&P, PM AND BR)				0	0%	0%	22
	INFORMATION SYSTEMS MANAGEMENT				0	0%	0%	22
	INFORMATION TECHNOLOGY SUPPORT				0	0%	0%	22
	INFRASTRUCTURE MANAGEMENT				0	0%	0%	22
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT	7			1	17%	23%	16
	INTERNAL AUDIT PLANNING	8			1	17%	22%	18
	INTERNATIONAL PORT MANAGEMENT				0	0%	0%	22
	IT DESIGN ARCHITECTURE				0	0%	0%	22
	IT INFRASTRUCTURE MANAGEMENT				0	0%	0%	22
	KNOWLEDGE MANAGEMENT		3		1	17%	30%	8
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)				0	0%	0%	22
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)				0	0%	0%	22
	MONITORING AND EVALUATION	9		9	2	33%	40%	7
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY				0	0%	0%	22
	ORGANIZATIONAL AND SOCIAL SENSITIVITY				0	0%	0%	22
	PLANNING AND ORGANIZING		9	1	2	33%	53%	4
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION				0	0%	0%	22
	PORT PLANNING AND DESIGN				0	0%	0%	22
	PORT PROJECT MANAGEMENT				0	0%	0%	22
	PORT SERVICE PROVIDER MANAGEMENT				0	0%	0%	22
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT				0	0%	0%	22
	PRIVATIZATION MONITORING AND EVALUATION				0	0%	0%	22
	PROBLEM SOLVING AND MAKING DECISIONS	10			1	17%	18%	20
	PROCESS MANAGEMENT		8		1	17%	22%	18
	PROCUREMENT MANAGEMENT				0	0%	0%	22
	PUBLIC RELATIONS				0	0%	0%	22
	RECORDS AND DOCUMENTS MANAGEMENT				0	0%	0%	22
	REPAIR AND MAINTENANCE OF PORT FACILITIES				0	0%	0%	22
	REVENUE GENERATION				0	0%	0%	22
	SUPPLY AND PROPERTY MANAGEMENT				0	0%	0%	22
	SURVEY ADMINISTRATION				0	0%	0%	22
	TECHNICAL WRITING			3	1	17%	30%	8
	USE OF TECHNOLOGY			4	1	17%	28%	10



	Competency	Security					2
		Internal Security Affairs Staff	Port Police Department	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION	1	6	2	50%	88%	1
	DELIVERING SERVICE EXCELLENCE	2	9	2	50%	78%	3
	EXEMPLIFYING INTEGRITY	3		1	25%	45%	8
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY	6	2	2	50%	85%	2
	LEADING CHANGE		4	1	25%	43%	9
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS		5	1	25%	40%	11
	MANAGING PERFORMANCE AND COACHING FOR RESULTS	10	3	2	50%	73%	5
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION		1	1	25%	50%	7
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT	9		1	25%	30%	13
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT			0	0%	0%	15
	BOARD SECRETARIAT MANAGEMENT			0	0%	0%	15
	BUDGET MANAGEMENT			0	0%	0%	15
	BUSINESS DEVELOPMENT			0	0%	0%	15
	CASH MANAGEMENT			0	0%	0%	15
	CHANGE ADAPTATION			0	0%	0%	15
	COMPENSATION AND BENEFITS			0	0%	0%	15
	CONDUCTING AUDIT ASSIGNMENTS			0	0%	0%	15
	CONFLICT RESOLUTION	8		1	25%	33%	12
	DATA SECURITY MANAGEMENT			0	0%	0%	15
	DOMESTIC PORT MANAGEMENT			0	0%	0%	15
	FACILITIES MANAGEMENT			0	0%	0%	15
	FINANCIAL MANAGEMENT			0	0%	0%	15
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION			0	0%	0%	15
	GREEN PORT TECHNOLOGY MANAGEMENT			0	0%	0%	15
	HR DEVELOPMENT (L&D, SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)			0	0%	0%	15
	HR DEVELOPMENT (RSP, PM AND RE)			0	0%	0%	15
	INFORMATION SYSTEMS MANAGEMENT			0	0%	0%	15
	INFORMATION TECHNOLOGY SUPPORT			0	0%	0%	15
	INFRASTRUCTURE MANAGEMENT			0	0%	0%	15
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT			0	0%	0%	15
	INTERNAL AUDIT PLANNING			0	0%	0%	15
	INTERNATIONAL PORT MANAGEMENT			0	0%	0%	15
	IT DESIGN ARCHITECTURE			0	0%	0%	15
	IT INFRASTRUCTURE MANAGEMENT			0	0%	0%	15
	KNOWLEDGE MANAGEMENT			0	0%	0%	15
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)	4		1	25%	43%	9
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)			0	0%	0%	15
	MONITORING AND EVALUATION			0	0%	0%	15
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY			0	0%	0%	15
	ORGANIZATIONAL AND SOCIAL SENSITIVITY			0	0%	0%	15
	PLANNING AND ORGANIZING			0	0%	0%	15
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION			0	0%	0%	15
	PORT PLANNING AND DESIGN			0	0%	0%	15
	PORT PROJECT MANAGEMENT			0	0%	0%	15
	PORT SERVICE PROVIDER MANAGEMENT			0	0%	0%	15
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT			0	0%	0%	15
	PRIVATIZATION MONITORING AND EVALUATION			0	0%	0%	15
	PROBLEM SOLVING AND MAKING DECISIONS	5	7	2	50%	75%	4
	PROCESS MANAGEMENT		10	1	25%	28%	14
	PROCUREMENT MANAGEMENT			0	0%	0%	15
	PUBLIC RELATIONS			0	0%	0%	15
	RECORDS AND DOCUMENTS MANAGEMENT			0	0%	0%	15
	REPAIR AND MAINTENANCE OF PORT FACILITIES			0	0%	0%	15
	REVENUE GENERATION			0	0%	0%	15
	SUPPLY AND PROPERTY MANAGEMENT			0	0%	0%	15
	SURVEY ADMINISTRATION			0	0%	0%	15
	TECHNICAL WRITING	7	8	2	50%	68%	6
	USE OF TECHNOLOGY			0	0%	0%	15



	Competency	Finance					2
		Controllersh Department	Treasury Department	frequency	f in %	F + HS	final ranking
C O R E	ORAL AND WRITTEN COMMUNICATION	1		1	25%	50%	5
	DELIVERING SERVICE EXCELLENCE	5	1	2	50%	90%	1
	EXEMPLIFYING INTEGRITY		2	1	25%	48%	6
L E A D E R S H I P	THINKING STRATEGICALLY AND CREATIVELY	3		1	25%	45%	8
	LEADING CHANGE	10		1	25%	28%	15
	BUILDING COLLABORATIVE, INCLUSIVE WORKING RELATIONSHIPS	9	3	2	50%	75%	3
	MANAGING PERFORMANCE AND COACHING FOR RESULTS	6	4	2	50%	80%	2
	CREATING AND NURTURING A HIGH PERFORMING ORGANIZATION		6	1	25%	38%	11
F U N C T I O N A L	ADMINISTRATIVE SERVICES MANAGEMENT			0	0%	0%	17
	ASSURANCE AND IMPROVEMENT OF INTERNAL AUDIT			0	0%	0%	17
	BOARD SECRETARIAT MANAGEMENT			0	0%	0%	17
	BUDGET MANAGEMENT	7		1	25%	35%	12
	BUSINESS DEVELOPMENT			0	0%	0%	17
	CASH MANAGEMENT		8	1	25%	33%	14
	CHANGE ADAPTATION		7	1	25%	35%	12
	COMPENSATION AND BENEFITS			0	0%	0%	17
	CONDUCTING AUDIT ASSIGNMENTS			0	0%	0%	17
	CONFLICT RESOLUTION			0	0%	0%	17
	DATA SECURITY MANAGEMENT			0	0%	0%	17
	DOMESTIC PORT MANAGEMENT			0	0%	0%	17
	FACILITIES MANAGEMENT			0	0%	0%	17
	FINANCIAL MANAGEMENT	8	9	2	50%	63%	4
	GENERATING INTERNAL AUDIT REPORTS AND DOCUMENTATION			0	0%	0%	17
	GREEN PORT TECHNOLOGY MANAGEMENT			0	0%	0%	17
	HR DEVELOPMENT (I.&D, SUCCESSION PLANNING AND SUCCESSION MANAGEMENT)			0	0%	0%	17
	HR DEVELOPMENT (R&P, PM AND R&I)			0	0%	0%	17
	INFORMATION SYSTEMS MANAGEMENT			0	0%	0%	17
	INFORMATION TECHNOLOGY SUPPORT			0	0%	0%	17
	INFRASTRUCTURE MANAGEMENT			0	0%	0%	17
	INTERNAL AUDIT IMPLEMENTATION AND MANAGEMENT			0	0%	0%	17
	INTERNAL AUDIT PLANNING			0	0%	0%	17
	INTERNATIONAL PORT MANAGEMENT			0	0%	0%	17
	IT DESIGN ARCHITECTURE			0	0%	0%	17
	IT INFRASTRUCTURE MANAGEMENT			0	0%	0%	17
	KNOWLEDGE MANAGEMENT			0	0%	0%	17
	LEGAL SERVICES (INVESTIGATION AND LITIGATION)			0	0%	0%	17
	LEGAL SERVICES (REGULATORY AND DOCUMENTATION)			0	0%	0%	17
	MONITORING AND EVALUATION		5	1	25%	40%	10
	NETWORK, TELECOMMUNICATIONS, WIRELESS AND MOBILITY			0	0%	0%	17
	ORGANIZATIONAL AND SOCIAL SENSITIVITY			0	0%	0%	17
	PLANNING AND ORGANIZING			0	0%	0%	17
	PORT INFRASTRUCTURE DEVELOPMENT AND CONSTRUCTION			0	0%	0%	17
	PORT PLANNING AND DESIGN			0	0%	0%	17
	PORT PROJECT MANAGEMENT			0	0%	0%	17
	PORT SERVICE PROVIDER MANAGEMENT			0	0%	0%	17
	PORT STAKEHOLDERS' LEARNING AND DEVELOPMENT			0	0%	0%	17
	PRIVATIZATION MONITORING AND EVALUATION			0	0%	0%	17
	PROBLEM SOLVING AND MAKING DECISIONS	4		1	25%	43%	9
	PROCESS MANAGEMENT			0	0%	0%	17
	PROCUREMENT MANAGEMENT			0	0%	0%	17
	PUBLIC RELATIONS			0	0%	0%	17
	RECORDS AND DOCUMENTS MANAGEMENT			0	0%	0%	17
	REPAIR AND MAINTENANCE OF PORT FACILITIES			0	0%	0%	17
	REVENUE GENERATION			0	0%	0%	17
	SUPPLY AND PROPERTY MANAGEMENT			0	0%	0%	17
	SURVEY ADMINISTRATION			0	0%	0%	17
	TECHNICAL WRITING	2		1	25%	48%	6
	USE OF TECHNOLOGY		10	1	25%	28%	15