FOREIGN SERVICE INSTITUTE

OPERATIONS MANUAL

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Introduction to the Operations Manual

The operations manual of the Foreign Service Institute (FSI) is designed to serve as a handbook on the policies and procedures of the Institute. This operations manual includes general information about the Institute, its mission, vision, values, and organizational structure. The manual also consists of the structure, duties and responsibilities, and operating procedures of the Institute's divisions, sections and units.

The objective of the FSI operations manual is to document the policies and procedures of the Institute so as to facilitate efficient performance of the duties and responsibilities of its personnel.

The Institute's management system is founded on continuous improvement whose aim is to serve as a running assessment in policy development, Implementation of actions, fulfillment of objectives, and measurement of results.

The date of effectivity of the FSI Operations Manual is 1 January 2016. Amendments and revisions may be incorporated after subsequent review and to include updates of data. This manual is available electronically as posted in the Institute's website.

FOREIGN SERVICE INSTITUTE

INTRODUCTION

The Foreign Service Institute (FSI) was formally established under PD 1060, on 9 December 1976. With the promulgation of RA 7157, or the Philippine Foreign Service Act of 1991, the mandate of the Institute was revitalized and expanded. Title VIII – Foreign Service Institute, Section 57 of the RA 7157 states the functions of the FSI as follows:

"The Institute, through its academic, training, research, information, publication, systems development and other programs, shall serve as the center for the development and professionalization of the career corps of the foreign service of the Department and other government agencies which have offices and employees assigned abroad. It shall maintain a Center ofInternational Relations and Strategic Studies (CIRSS) and shall otherwise function as a research institution on issues and problems with foreign policy implications, global and regional strategies and management of foreign affairs while serving as institutional consultant of the Department on matters related to foreign policies and programs as well as development management, planning, review and evaluation processes in the Department. The Institute shall, inter alia, pursue a training program for those who are leaving for foreign assignments and for those who are recalled and shall hold seminars, including language courses, to prepare such officers and employees for their new assignments."

The Institute thus designs and conducts training programs appropriate to the needs of personnel of the Department of Foreign Affairs (DFA) and those of other government agencies who will be assigned to Philippine foreign service posts. It undertakes independent research on issues relevant to international relations and foreign policy as well as policy studies in aid of foreign policy formulation, management, and evaluation. It also provides institutional support to the DFA with regard to organizational development and management, including but not limited to the planning, review, and assessment of the policies and systems and procedures of the Department.

MISSION

The Foreign Service Institute aims primarily to:

(1) develop on a continuous basis the in-house capacity of the FSI personnel to deliver effectively on their core competencies of training, research, and organizational development;

(2) support the efforts of the DFA to enhance the capacity of its personnel to effectively deliver their core competencies;

(3) design and conduct the appropriate training programs relevant to the current issues and future trends of foreign policy and diplomacy;

(4) provide policy options through its research and policy studies in aid of foreign policy formulation, management, and evaluation; and

(5) provide institutional support to the DFA with regard to organizational development and management, including but not limited to the planning, review, and assessment of the policies and systems and procedures of the DFA.

VISION

The FSI is the prime training and research institute for Philippine foreign policy, diplomacy, and related fields and a recognized center for language learning. Its personnel are experts by virtue of their experience and academic training in their respective areas of specialization or functions, who are fully committed to providing the highest quality of training and research output to the complete satisfaction of the Institute's clients.

VALUES

"The FSI team can do it; each of us performing with excellence, integrity, and dedication to our assigned responsibilities, ever aware of our obligation to serve with the highest ideals of patriotism and professionalism."

ORGANIZATIONAL STRUCTURE

Pursuant to Presidential Decree No. 1060, the Board of the Foreign Service Institute is the governing body of the Institute. It is composed of:

Chairperson	Secretary of Foreign Affairs
Members	Chairperson of the Civil Service Commission
	President of the University of the Philippines
	President of the Development Academy of the Philippines
	Director-General of the Foreign Service Institute

The Institute is headed by a full-time Director-General who is seconded from the Senior Chiefs-of-Mission in the career foreign service corps. The FSI Director-General also holds the title of Assistant Secretary. The Deputy Director-General who ranks next to the Director-General is chosen from the academic community to provide technical assistance to the Institute and its programs. Both are appointed by the President upon recommendation by the Board of the Foreign Service Institute.

The Institute is composed of three major divisions, namely:

- Carlos P. Romulo School of Diplomacy (CPRSD);
- Center for International Relations and Strategic Studies (CIRSS);
- Administrative and Financial Services Division (AFSD); and the three sections/units under the Office of the Director-General, namely: Carlos P. Romulo Library Section, Publications Section, and Institutional Linkages Unit.

Organizational Chart of the Foreign Service Institute
(as of December 2015)

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                          ┌──────────────┐
                          │     FSI      │
                          │    BOARD     │
                          └──────┬───────┘
                                 │
                     ┌───────────────────────┐
                     │    OFFICE OF THE      │
                     │   DIRECTOR-GENERAL    │
                     └───────────┬───────────┘
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| LIBRARY SECTION | PUBLICATIONS SECTION | | INSTITUTIONAL LINKAGES UNIT |

CARLOS P. ROMULO SCHOOLOF DIPLOMACY	CENTER FOR INTERNATIONAL RELATIONS AND STRATEGIC STUDIES	ADMINISTRATIVE AND FINANCIAL SERVICES DIVISION
CORE PROGRAMS SECTION	TRADITIONAL SECURITY STUDIES SECTION	PERSONNEL SECTION
PROFESSIONAL AND TECHNICAL PROGRAMS SECTION	NON-TRADITIONAL SECURITY STUDIES SECTION	FINANCIAL MANAGEMENT SECTION
LANGUAGE PROGRAMS SECTION	INTERNATIONAL ORGANIZATIONS SECTION	GENERAL SERVICES SECTION
SPECIAL PROGRAMS SECTION	AREA STUDIES SECTION	INTERNAL AUDIT SECTION
SCHOLARSHIP PROGRAMS SECTION	ASEAN PROGRAMS SECTION	MANAGEMENT INFORMATION SYSTEMS SECTION
TRAINING EVALUATION SECTION	SPECIAL PROJECTS SECTION	
INTERNATIONAL PROGRAMS / e-LEARNING SECTION		

A. The Office of the Director-General (ODG)

The Office of the Director-General exercises overall management and control of the major divisions of the Foreign Service Institute (FSI), and the three sections/units namely, Carlos P. Romulo Library Section, Publications Section, and Institutional Linkages Unit.. The Director-General sets the direction of the research, training and administration and the standards to govern the Institute. The Director-General is assisted by the Deputy Director-General in managing the Institute.

1. Carlos P. Romulo Library, ODG

The Carlos P. Romulo Library caters to the DFA and FSI, other government and non-government institutions, and the academe. It provides reference services for inquiries and literature searching as well as information services through its Library Update and Special Subject Bibliographies.

The Library houses a collection of approximately 14,000 volumes of books and 50 titles of newspapers, journals, and magazines, both domestic and foreign, and 50 titles of non-print materials. It also serves as a repository of annual/post reports of Philippine Foreign Service establishments and the originals of treaties and agreements entered into by the Philippine government. The Library also has a collection of materials published by the APEC secretariat, the ASEAN, UN and UNESCO.

The FSI Library, which was established in 1977, was renamed Carlos P. Romulo Library in 1995 in honor of Carlos P. Romulo, the Secretary of Foreign Affairs who served the longest term.

Library Operations Flowchart

```
        ( Treaties )
             |
             v
  [ OLA sends original to the
    Library and keeps
    photocopy as file ]
             |
             v
  [ Library accepts original
    copy ]
             |
             v
     < Material type >
   original /        \ photocopy
           /          \
          v            v
  ( Restricted     < Requested access
    room )           to material >
                  certified /        \ room use
                  true copy/          \ only
                          v            v
```

Treaties

OLA sends original to the Library and keeps photocopy as file

Library accepts original copy

Material type — original — Restricted room

Material type — photocopy — Requested access to material

Requested access to material — certified true copy — GR, ITCRD, OAMMS certifies documents

GR, ITCRD, OAMMS certifies documents

Requested access to material — room use only — Client

Library materials (print & non print)

source — for purchase — Library prepares request

Library prepares request

AFSD pre-process request and forwards to ODG for approval

ODG approves request

AFSD processes approved request (purchase materials

Process material (catalog, index, etc.)

source — donation — sort

sort — For disposal — Donate to other libraries

sort — include in the collection — Process material (catalog, index, etc.)

Library database

Client

Legend:
OLA – Office of Legal Affairs
GR – General Records
ITCRD – Information Technology, Communications and Records Division
OAMMS – Office of Assets Management and Support Services
AFSD – Administrative and Financial Services Division
ODG – Office of the Director General
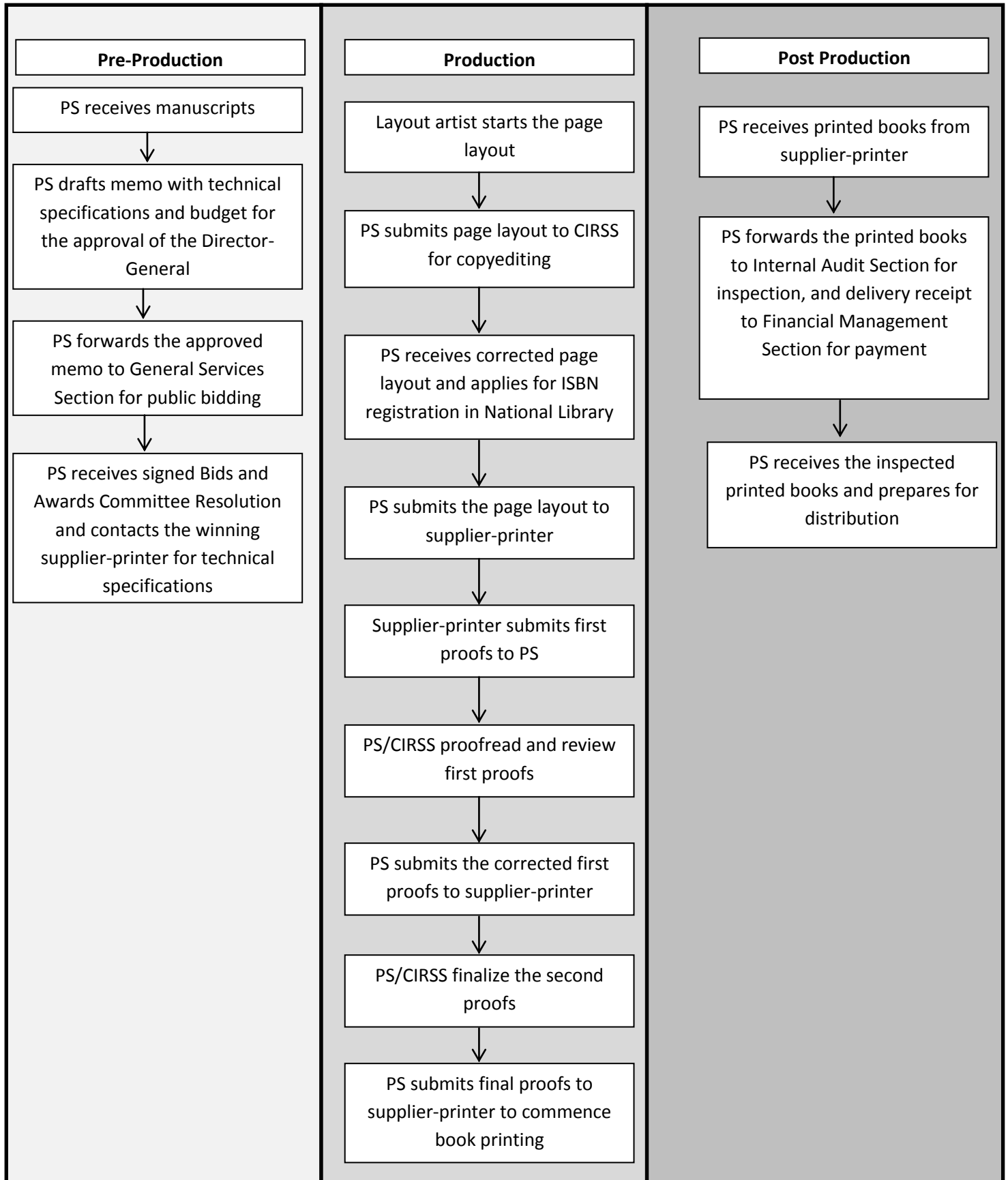
2. Publications Section, ODG

The Publications Section's core function involves the publication of research papers and policy studies, instructional materials, monographs, handbooks and other related materials. It started its operations in 1979 under the supervision of the Research and Information Division and in 1984, it was placed under the direct control and supervision of the Director-General.

The Section also designs and packages brochures, training manuals and other instructional materials, and provides assistance on editorial, design and other graphic arts requirements of the other units of the Institute and the offices of DFA.

It handles the distribution of books and other publications in the DFA home office, regional consular offices (RCOs), foreign service posts, government agencies, both houses of Congress, selected universities and colleges and other research institutions.

PUBLICATIONS SECTION (PS)

Flowchart for publishing research outputs of the Center for International Relations and Strategic Studies (CIRSS) and special projects of the Director-General

Pre-Production

PS receives manuscripts

↓

PS drafts memo with technical specifications and budget for the approval of the Director-General

↓

PS forwards the approved memo to General Services Section for public bidding

↓

PS receives signed Bids and Awards Committee Resolution and contacts the winning supplier-printer for technical specifications

Production

Layout artist starts the page layout

↓

PS submits page layout to CIRSS for copyediting

↓

PS receives corrected page layout and applies for ISBN registration in National Library

↓

PS submits the page layout to supplier-printer

↓

Supplier-printer submits first proofs to PS

↓

PS/CIRSS proofread and review first proofs

↓

PS submits the corrected first proofs to supplier-printer

↓

PS/CIRSS finalize the second proofs

↓

PS submits final proofs to supplier-printer to commence book printing

Post Production

PS receives printed books from supplier-printer

↓

PS forwards the printed books to Internal Audit Section for inspection, and delivery receipt to Financial Management Section for payment

↓

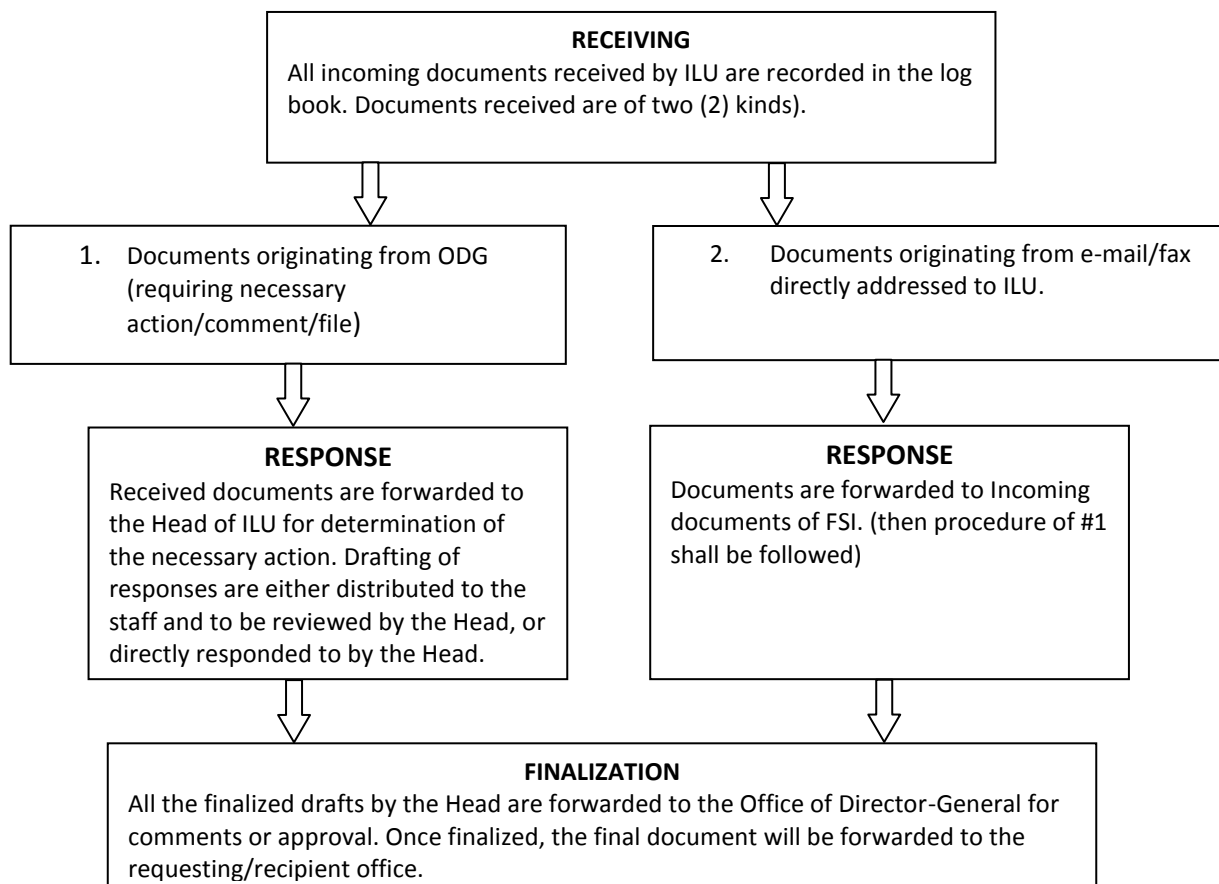PS receives the inspected printed books and prepares for distribution

The Institutional Linkages Unit was created in 2015 to establish, enhance and maintain good relations and linkages between the Institute and appropriate individuals and institutions.

The Unit handles all official communications between the Institute and other institutions, whether local or international. It prepares, coordinates and finalizes memorandums of understanding (MOUs) and memorandums of agreement (MOAs) between the Institute and other institutions, and maintains a file and database of MOUs and MOAs.

The unit also provides DFA offices with updates on the MOUs and MOAs as needed. It also attends to visiting officials and coordinates with the major divisions of the Institute on the nature of these visits, arranges the official travels of the Director-General and the Deputy Director-General, and prepares and maintains record of minutes and resolutions of the meetings of the Board of the Foreign Service Institute..

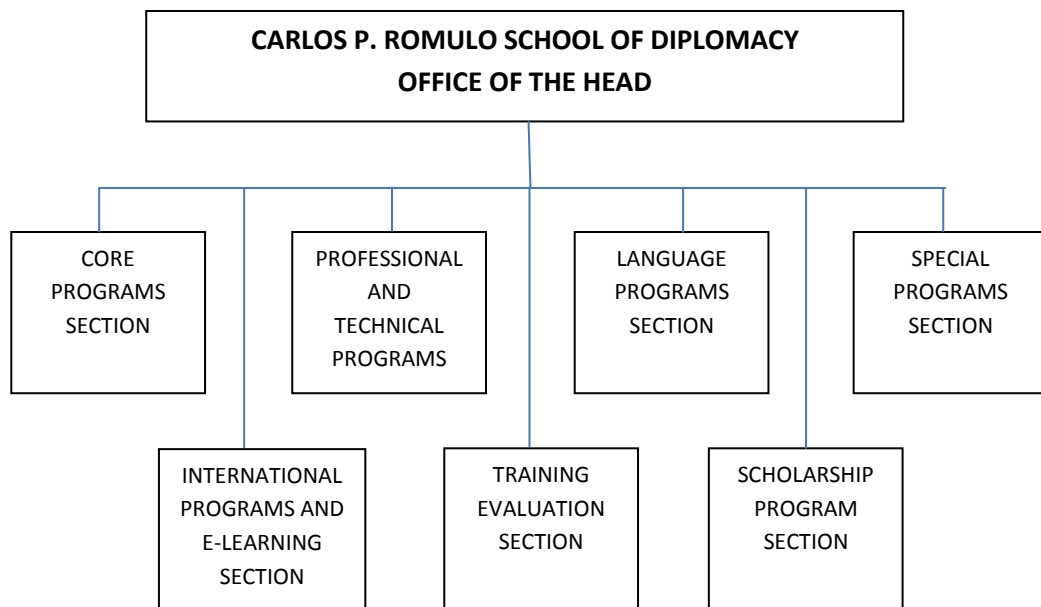**Operating Procedures of the Institutional Linkages Unit**

RECEIVING
All incoming documents received by ILU are recorded in the log book. Documents received are of two (2) kinds).

1. Documents originating from ODG (requiring necessary action/comment/file)	2. Documents originating from e-mail/fax directly addressed to ILU.

RESPONSE	RESPONSE
Received documents are forwarded to the Head of ILU for determination of the necessary action. Drafting of responses are either distributed to the staff and to be reviewed by the Head, or directly responded to by the Head.	Documents are forwarded to Incoming documents of FSI. (then procedure of #1 shall be followed)

FINALIZATION
All the finalized drafts by the Head are forwarded to the Office of Director-General for comments or approval. Once finalized, the final document will be forwarded to the requesting/recipient office.

CARLOS P. ROMULO SCHOOL OF DIPLOMACY

CORE FUNCTION

The Carlos P. Romulo School of Diplomacy (CPRSD) is committed to the improvement and professional growth of the Philippine Foreign Service corps. To fulfill this mandate, it endeavors to upgrade and enhance the competence of its participants in international affairs, in the implementation of foreign policy programs, and in understanding intercultural nuances through foreign language proficiency.

ORGANIZATION AND RESPONSIBILITIES

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                    CARLOS P. ROMULO SCHOOL OF DIPLOMACY
                            OFFICE OF THE HEAD

   CORE            PROFESSIONAL        LANGUAGE          SPECIAL
   PROGRAMS        AND                 PROGRAMS          PROGRAMS
   SECTION         TECHNICAL           SECTION           SECTION
                   PROGRAMS

          INTERNATIONAL        TRAINING         SCHOLARSHIP
          PROGRAMS AND         EVALUATION       PROGRAM
          E-LEARNING           SECTION          SECTION
          SECTION
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The CPRSD's functions are broadly grouped into seven sections, namely, Core Programs Section, Language Programs Section, Professional and Technical Programs Section, Special Programs Section, International Programs and E-Learning Section, Training Evaluation and Scholarship Programs Section. To be responsive to the continually shifting environment of diplomacy and the age of globalization that has broadened the scope of the DFA's mandate, some new areas of training are occasionally conducted as needed.

The CPRSD envisions to be a leading institution on par with international standards in managing learning in the fields of diplomacy, global affairs, foreign policy and foreign languages. It seeks strong linkages with other foreign service institutes, academic institutions and think tanks. It is in constant pursuit of providing appropriate and effective learning opportunities that are attuned to the defined needs and goals of the Department of Foreign Affairs. Its ultimate goal is to create a competent, productive and competitive Foreign Service corps by promoting positive change and keeping abreast with the constantly changing global environment, evolving ideas and challenges.
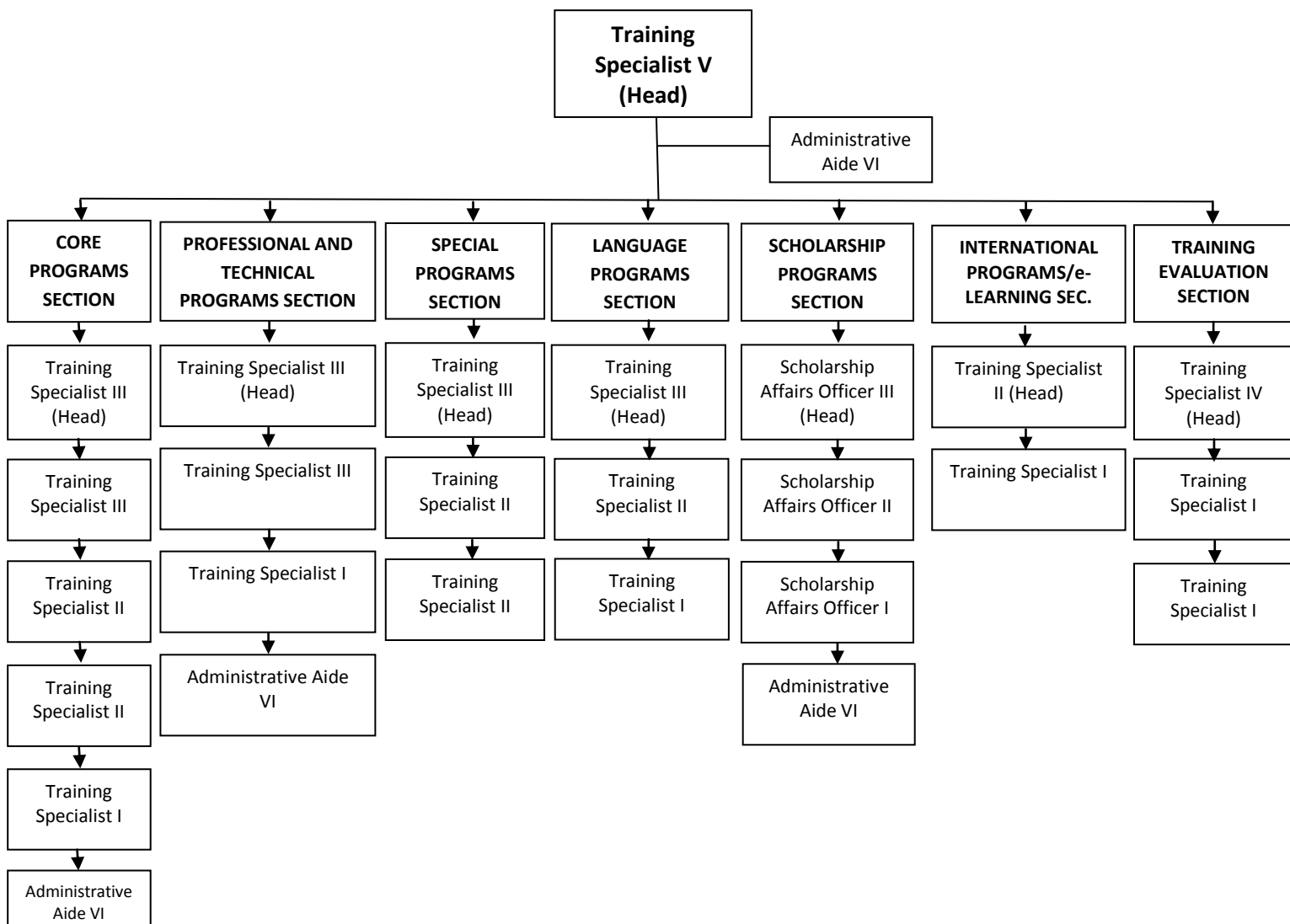
THE CARLOS P. ROMULO SCHOOL OF DIPLOMACY-OFFICE OF THE HEAD

The CPRSD is managed and supervised by a Training Specialist V who directly coordinates with the Office of the Director-General and the Deputy Director-General. He/she is assisted by the assistant Division Head with a plantilla item of Training Specialist IV.
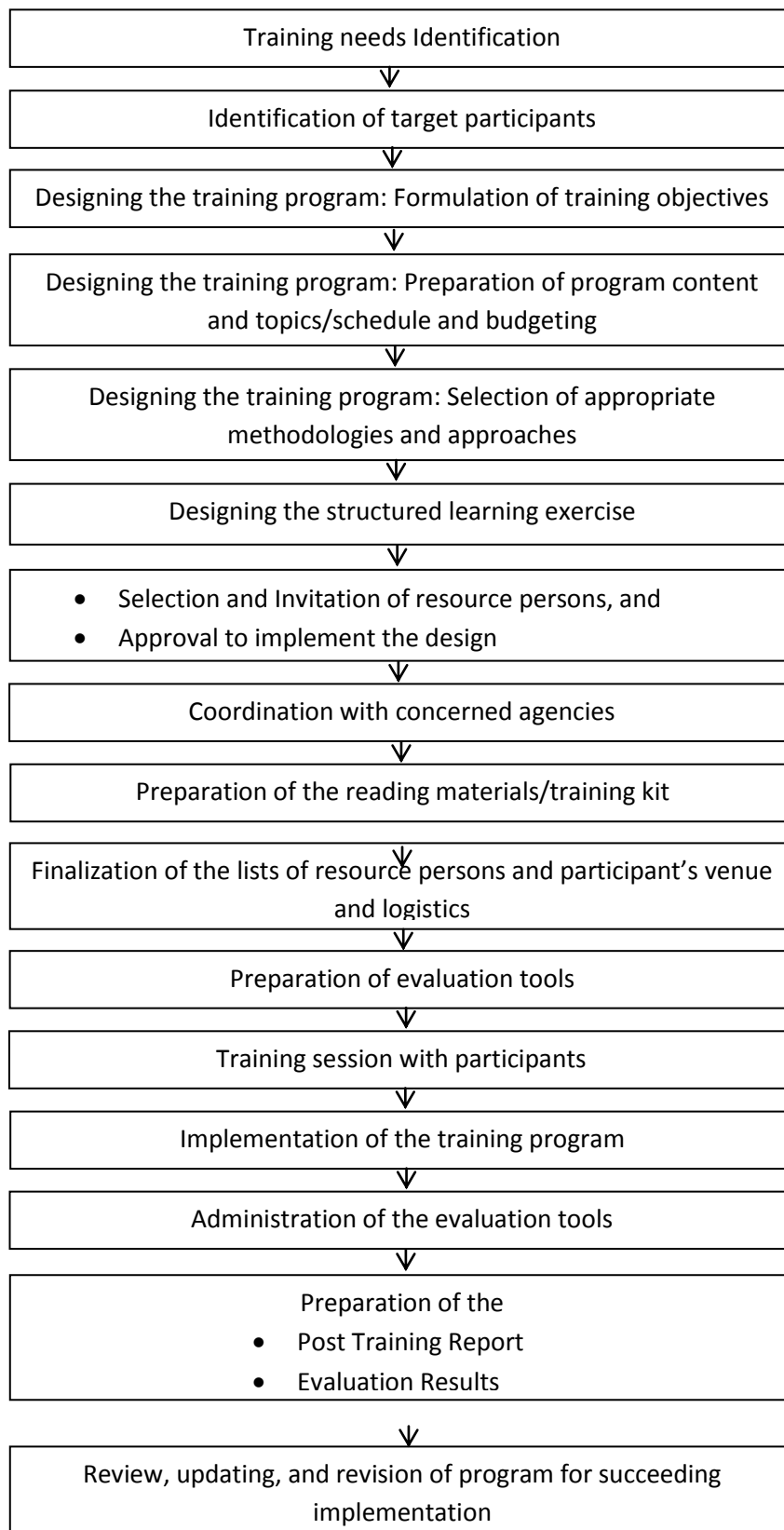
Each section, except for scholarship programs, is managed by a Training Specialist III as the supervising officer. The Section Head or the supervising officer is further assisted ideally by one (1) Training Specialist II and one or two Training Specialist I. The Scholarship Program on the other hand is supervised by a Senior Scholarship Officer and assisted by one (1) Scholarship Officer II and Scholarship Officer I.

Each section is assigned programs activities and projects categorized into themes such as; professional and technical, core programs, foreign languages, special and consular programs, scholarship, international programs, e-learning and evaluation.
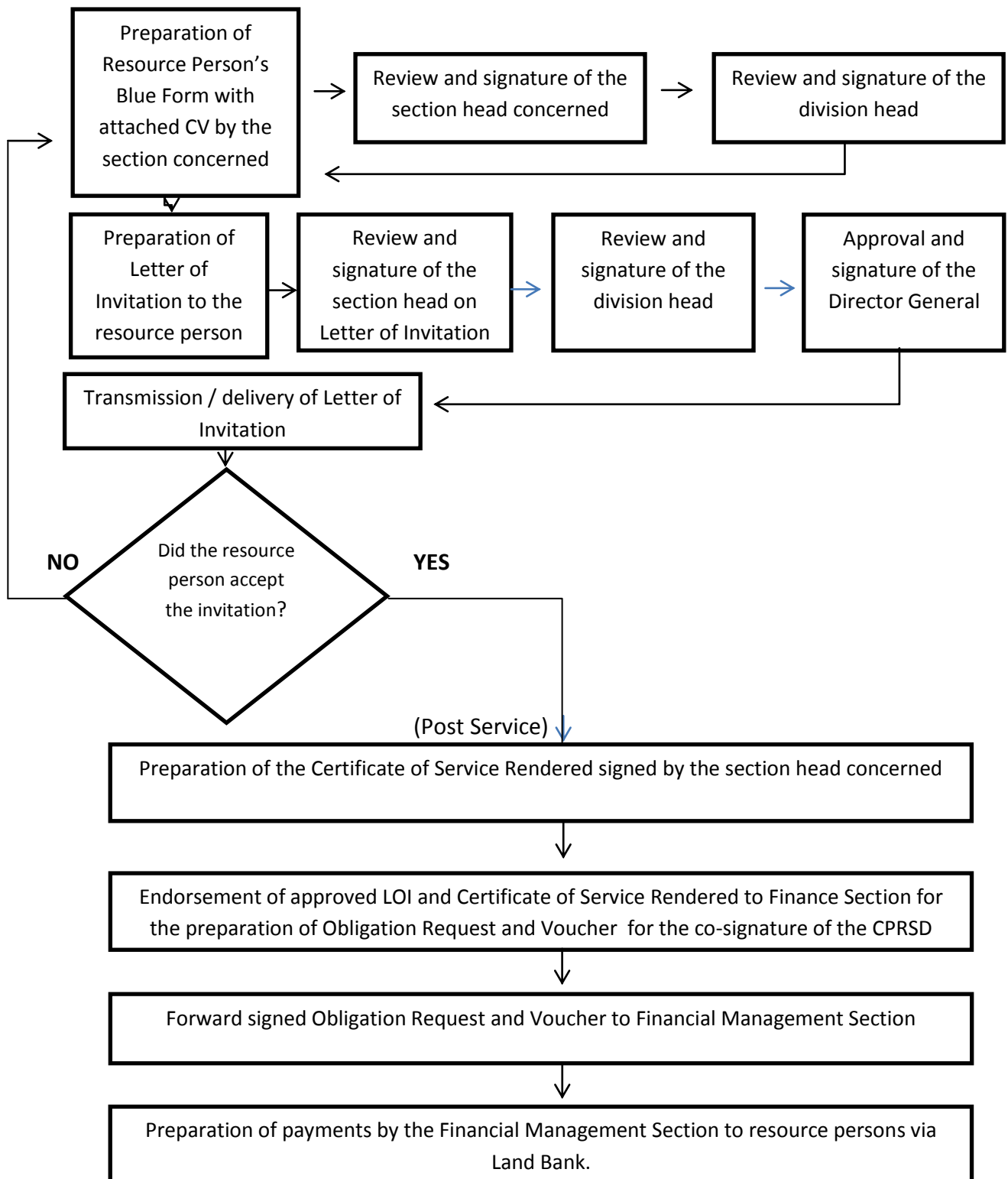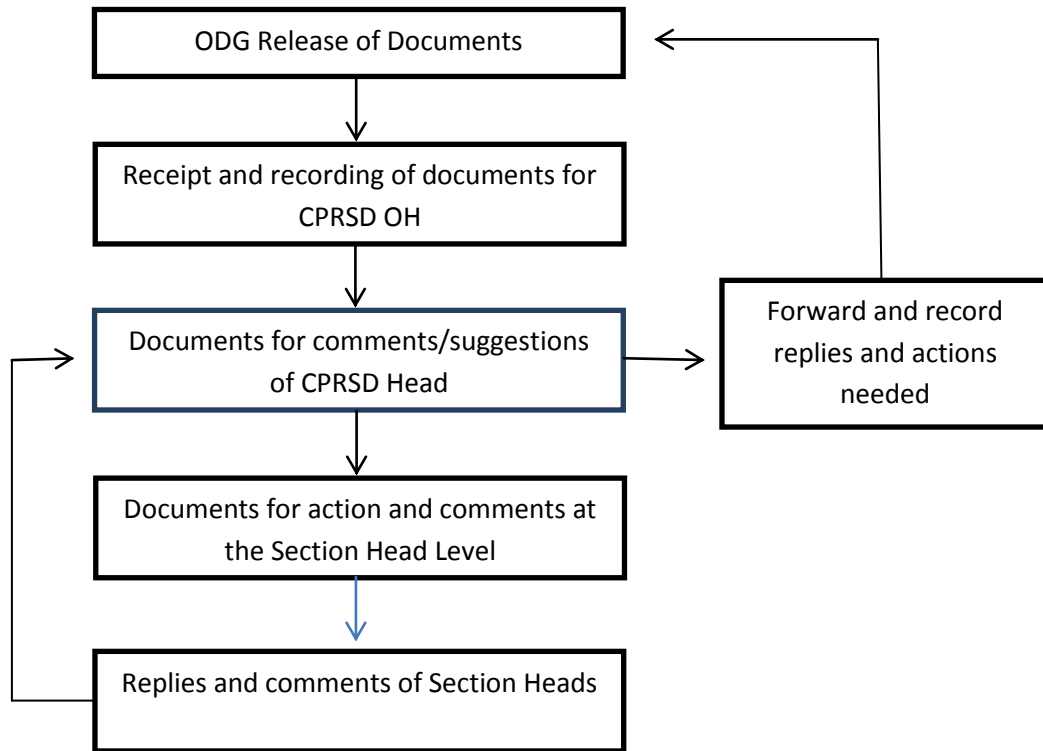
CARLOS P. ROMULO SCHOOL OF DIPLOMACY
ORGANIZATIONAL CHART

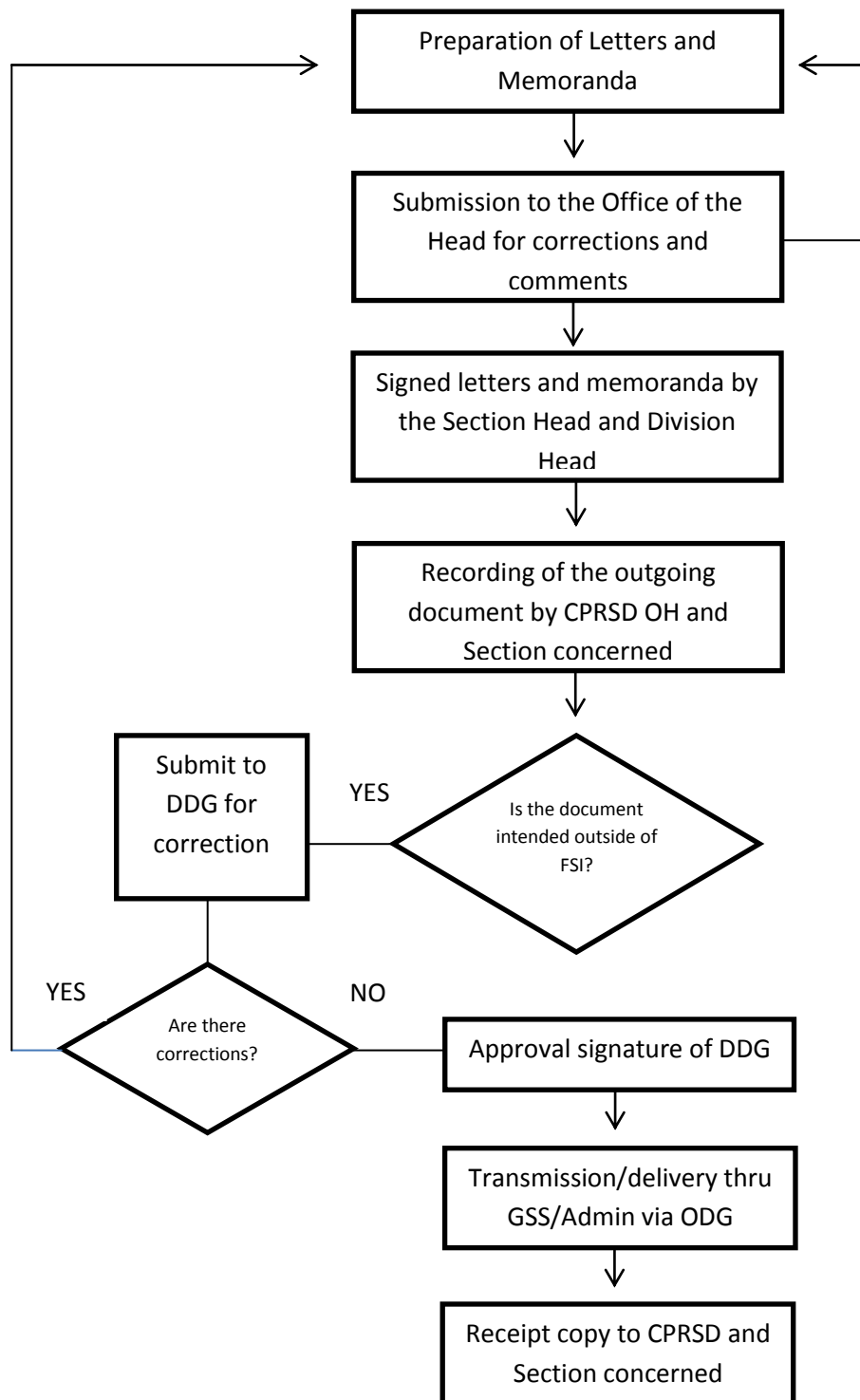**PREPARATION AND CONDUCT OF TRAINING PROGRAM DESIGN STANDARD WORKFLOW**

Training needs Identification

↓

Identification of target participants

↓

Designing the training program: Formulation of training objectives

↓

Designing the training program: Preparation of program content and topics/schedule and budgeting

↓

Designing the training program: Selection of appropriate methodologies and approaches

↓

Designing the structured learning exercise

↓

• Selection and Invitation of resource persons, and • Approval to implement the design

↓

Coordination with concerned agencies

↓

Preparation of the reading materials/training kit

↓

Finalization of the lists of resource persons and participant's venue and logistics

↓

Preparation of evaluation tools

↓

Training session with participants

↓

Implementation of the training program

↓

Administration of the evaluation tools

↓

Preparation of the • Post Training Report • Evaluation Results

↓

Review, updating, and revision of program for succeeding implementation

STANDARD WORKFLOW FOR PAYMENT OF HONORARIUM TO RESOURCE PERSON

```
┌─────────────────────┐      ┌──────────────────────┐      ┌──────────────────────┐
│ Preparation of      │      │ Review and signature │      │ Review and signature │
│ Resource Person's   │ ───▶ │ of the section head  │ ───▶ │ of the division head  │
│ Blue Form with      │      │ concerned            │      │                      │
│ attached CV by the  │      └──────────────────────┘      └──────────────────────┘
│ section concerned   │ ◀─────────────────────────────────────────────┘
└─────────────────────┘
```

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┌────────────────┐   ┌────────────────┐   ┌────────────────┐   ┌────────────────┐
│ Preparation of │   │ Review and     │   │ Review and     │   │ Approval and   │
│ Letter of      │   │ signature of   │   │ signature of   │   │ signature of   │
│ Invitation to  │──▶│ the section    │──▶│ the division   │──▶│ the Director   │
│ the resource   │   │ head on Letter │   │ head           │   │ General        │
│ person         │   │ of Invitation  │   │                │   │                │
└────────────────┘   └────────────────┘   └────────────────┘   └────────────────┘
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┌───────────────────────────┐
│ Transmission / delivery of │ ◀─────────────────────────────────┘
│ Letter of Invitation       │
└───────────────────────────┘
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NO ◀   ◇ Did the resource person accept the invitation? ◇   YES

(Post Service)

Preparation of the Certificate of Service Rendered signed by the section head concerned

Endorsement of approved LOI and Certificate of Service Rendered to Finance Section for the preparation of Obligation Request and Voucher for the co-signature of the CPRSD

Forward signed Obligation Request and Voucher to Financial Management Section

Preparation of payments by the Financial Management Section to resource persons via Land Bank.

INCOMING DOCUMENTS WORKFLOW

```
┌─────────────────────────────────┐                    ┌──────────────────────────┐
│     ODG Release of Documents    │ ◄──────────────────┤
└─────────────────────────────────┘                    │
                 │                                       │
                 ▼                                       │
┌─────────────────────────────────┐                    │
│  Receipt and recording of       │                    │
│  documents for CPRSD OH         │                    │
└─────────────────────────────────┘                    │
                 │                                       │
                 ▼                                       │
┌─────────────────────────────────┐     ┌──────────────────────────┐
│  Documents for comments/        │────►│  Forward and record      │
│  suggestions of CPRSD Head      │     │  replies and actions     │
└─────────────────────────────────┘     │  needed                  │
         ▲       │                       └──────────────────────────┘
         │       ▼
         │  ┌─────────────────────────────────┐
         │  │  Documents for action and       │
         │  │  comments at the Section        │
         │  │  Head Level                     │
         │  └─────────────────────────────────┘
         │       │
         │       ▼
         │  ┌─────────────────────────────────┐
         └──┤  Replies and comments of        │
            │  Section Heads                  │
            └─────────────────────────────────┘
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OUTGOING DOCUMENTS
INTERNAL / EXTERNAL

```
                    ┌─────────────────────────┐
                    │  Preparation of Letters  │ ◄──┐
          ┌────────►│       and Memoranda      │    │
          │         └─────────────┬───────────┘    │
          │                       ▼                 │
          │         ┌─────────────────────────┐    │
          │         │ Submission to the Office │    │
          │         │   of the Head for        │────┘
          │         │ corrections and comments │
          │         └─────────────┬───────────┘
          │                       ▼
          │         ┌─────────────────────────┐
          │         │ Signed letters and       │
          │         │ memoranda by the Section │
          │         │ Head and Division Head   │
          │         └─────────────┬───────────┘
          │                       ▼
          │         ┌─────────────────────────┐
          │         │ Recording of the outgoing│
          │         │ document by CPRSD OH and │
          │         │    Section concerned     │
          │         └─────────────┬───────────┘
          │                       ▼
          │  ┌──────────┐  YES  ╱─────────────╲
          │  │ Submit to│◄──────│ Is the       │
          │  │ DDG for  │       │ document     │
          │  │correction│       │ intended     │
          │  └────┬─────┘       │ outside of   │
          │       │             │ FSI?         │
          │       ▼             ╲─────────────╱
          │   ╱────────╲  NO  ┌──────────────────┐
          │YES│ Are     │─────►│ Approval         │
          └───│ there   │      │ signature of DDG │
              │correct- │      └────────┬─────────┘
              │ ions?   │               ▼
              ╲────────╱      ┌──────────────────┐
                              │Transmission/     │
                              │delivery thru     │
                              │GSS/Admin via ODG │
                              └────────┬─────────┘
                                       ▼
                              ┌──────────────────┐
                              │Receipt copy to   │
                              │CPRSD and Section │
                              │concerned         │
                              └──────────────────┘
```

A. CORE PROGRAMS SECTION, CPRSD

The CPS is responsible for designing, organizing and conducting rank-based training activities for personnel of the Department of Foreign Affairs. The Section implements the following training programs:

1. Training Program for New Heads of Posts
2. Career Ministers' Course (CarMin)
3. Foreign Service Officers' Cadetship Course (FSOCC)
4. Basic Foreign Service Staff Officers' Course (BFSSOC)
5. Basic Foreign Service Staff Employee' Course (BFSSEC)

Key Outputs

Core Programs Section conducts the following courses:

- **Training Program for New Heads of Posts**

  The Training Program for New Heads of Posts is designed for career diplomats as well as political appointees who are appointed as Heads of Posts. This training prepares senior officials of the Department who will be assigned at the Philippine Embassies, Consulates and Missions as Ambassador Extraordinary and Plenipotentiary. It is designed to enrich their knowledge and skills in managing their official, social, and diplomatic functions abroad.

- **Career Ministers' Course (CarMin)**

  The Career Ministers' Course is an intensive course for middle level FSOs. It is a component of the human resources development and education program conducted by the Foreign Service Institute designed to help in preparing and training FSOs Class I who will assume the rank of Career Minister. The program complements the selection process for promotion to this rank as provided for in Republic Act 7157.

- **Foreign Service Officers' Cadetship Course (FSOCC)**

  The FSO Cadetship Course is a six-month intensive training program for newly appointed FSOs Class IV. It helps develop their capabilities in promoting the Philippines' foreign policy pillars, in advancing economic security, assistance to nationals, cultural diplomacy and national security interests. It will likewise orient them on basic consular and diplomatic duties and responsibilities.

- **Basic Foreign Service Staff Officers' Course (BFSSOC)**

  The course aims to train the participants who hold one of the positions in the workforce that plays a significant role to help propel the Department in achieving its goals. It intends to provide them with knowledge and technical skills required at their level within the organization of the Foreign Service. This course will encompass the theoretical and practical aspects of their jobs, in the Home Office (HO) and at Posts. Participants must

attend and pass this course to make them eligible to undergo the Administrative Officers' Course.

- **Basic Foreign Service Staff Employees' Course (BFSSEC)**

  The BFSSEC aims to re-acquaint the participants with the Department's organizational structure, organizational procedures and policies, communication system and security management. It also intends to enhance the participants' practical skills in creating an organized working environment, skills in written and oral communication, telephone etiquette and basic protocol and social graces.

B. PROFESSIONAL AND TECHNICAL PROGRAMS SECTION, CPRSD

The Professional and Technical Programs Section shall be responsible for conducting, designing and organizing various training programs focused on professional and technical fields such as the administrative services, archipelagic and maritime issues, cultural diplomacy, economic diplomacy, fiscal management, foreign policy analysis, leadership and management, property, security, trade negotiation, trade policy formulation, and the pre-departure orientation seminar.

Time-bound Processes and Procedures in Training Programs

A. Pre-Training Phase
1. Planning
2. Organizing

B. Implementation Phase
1. Staffing, Directing and Coordinating
2. Monitoring

C. Post-Training Phase
1. Filing and Liquidation
2. Evaluating

Key Outputs

- Pre-Departure Orientation Seminar (PDOS)
- Administrative Officers' Course (AOC)
- Records and Communication Officers' Course (RCOC)
- Cultural Officer' Course
- Property Officers' Course
- Finance Officers' and Collecting Officers' Course (FOCOC)
- Seminar on Archipelagic Consciousness and the West Philippine Sea (SAC & WPS)
- Seminar on Environmental Policy, Conservation and Protection
- Course on Oceans Law and Policy (COLP)
- Course on Export Trade Promotion (CETP)
- Course on Investment Promotion (CIP)
- Course on Tourism Promotion (CTP)
- Seminar for Special Disbursing Officers (SSDO)

- Seminar on Leadership and Management
- Course on Philippine Culture and Values (CPCV)

Percentage Allotment of Working Time for Course Preparation and Implementation

Percentage of working time	
	Program/Course Planning and Development
35%	Develop general course design and directs/supervises course development activities for the rank-based career development program for DFA personnel, setting specific training objectives for the different courses.
	Identify consultants/resource persons/faculty for program topics and recommend appropriate instructional methodology/media.
	Present final course design to Institute management and duly constituted Department officers for review/approval.
	Formulate criteria and establish standards for evaluating training program effectiveness and efficiency.
15%	**Program/Course Pre-Implementation**
	Prepare evaluation tools that fit the program's requirements.
	Coordinate with faculty and resource persons regarding their requirements for the program/course
	Survey training facilities and make final arrangements for the training venue.
40%	**Program/Course Implementation**
	Conduct pre-training briefing for course participants
	Monitor training sessions, keep records of attendance, document lectures and briefing materials
	Conduct class exercises, examinations and other related activities
	Conduct process observations and monitor/evaluate session.
	Facilitate structures learning exercises to highlight learning points, if needed.
	Conduct dialogues with participants to gather data relevant to the improvement of the program/course.
10%	**Program/Course Post Implementation**
	Prepare Course terminal report.
	Compile instructional materials for future references.
	Retrieve evaluation/feedback forms on the implemented programs
	Perform other related tasks as may be assigned.

Job Description of Section Head (Training Specialist III)

o Provides guidelines regarding training needs assessment of the Department.
o Designs/supervises job analysis, skills, inventories and related need analysis surveys.
o Develops general course design and directs/assists in the supervision of course development activities.
o Supervises the preparation of course budget.
o Supervises the preparation of al logistical requirements of the program/course

- o Supervises the preparation of itinerary and arrangements for program field trips.
- o Supervises arrangements for graduation/closing ceremonies.
- o Supervises the preparation of program/course terminal report.
- o Prepares cost-benefit analysis of completed training programs and makes appropriate recommendations regarding course changes/modifications.
- o Undertake continuous training-related research.

C. LANGUAGE PROGRAMS SECTION, CPRSD

The Foreign Language Program (FLP) is an essential undertaking in the performance of its responsibility to help strengthen and upgrade the performance capabilities of the career foreign service corps. The program provides intensive instruction in a number of major languages to personnel of the Department and other government agencies whose work requires foreign language proficiency, especially those personnel who are assigned to Foreign Service Posts or Home Office area/country desks or in constant contact with foreign nationals.

The FLP is conducted in two phases namely: The Basic Program (levels I-III) and the Advanced Program (levels IV-VI) which runs for a term of 3 ½ months for 90 contact hours or six hours a week. The FLP follows the calendar year, with three terms offered every year.

The English Language Program (ELP) is also conducted in three phases to hone the oral and written communication skills of the DFA personnel.
All DFA personnel scheduled for foreign posting in non-English countries without any knowledge of the native language of that country are required to take a Self-Study Program (SSP) which consists of 30 hours of language laboratory sessions.

Foreign Language Program Institutional Policies

1. The Foreign Language Program is principally offered to officers and employees of the Department of Foreign Affairs. It is open to personnel of other government agencies by invitation only.
2. For enrollment in the Foreign Language Program, priority is accorded to applicants whose work requires foreign language proficiency, i.e. personnel projected for foreign assignment or in constant contact with foreign nationals.
3. A completed application form and nomination letter signed by the head of the nominating agency/office should be submitted by each applicant to the Language Programs Section.
4. Applicants to any of the language courses are required to take the language aptitude test and undergo a personal interview. The result of the test and interview will determine the applicants' acceptance into the program.
5. Observers and sit-ins may be allowed only by special permission of the FSI Director-General.
6. A participant who has incurred more than six (6) absences will be automatically dropped from the course. However, official absences incurred should be supported by Office Orders or Memorandum noted by their immediate supervisor.
7. Classes may be suspended pursuant to directives issued by the Office of the President, the Secretary of Foreign Affairs, the Assistant Secretary for Human

Resources Management Office (HRMO) or the Director-General of the Foreign Service Institute (FSI) due to natural calamities and other unforeseen circumstances. Make-up work for missed sessions will be scheduled accordingly.

8. Textbooks and other references materials for each course shall be prescribed by the instructor and copies shall be made available to participants.
9. Participants shall comply with the requirements of the course, including the accomplishment of quizzes and examinations.
10. The grading system for the language course will be as follows:

Grade Point Average	Raw Score Equivalent	Description
1.0 1.25	98-100 95-97	Excellent
1.5 1.75	92-94 89-91	Very Good
2.0 2.25	86-88 83-85	Good
2.5 2.75	80-82 77-79	Satisfactory
3.0	75-76	Pass
4.0	71-74	Conditional
5.0	71 below	Fail
INC		Incomplete *(with some unfinished course requirements)*
DRP		Dropped

a. A grade of "4.0" means that the participant will have to take a re-examination. The grade is changed from "4.0" to "3.0" if the participant passes the re-examination or "5.0 if he fails. The "4.0" mark shall be removed within one year of the examination, otherwise, it is converted to a "5.0" and the participant shall be required to repeat the same course.
b. An "INC" or incomplete grade will be given if a participant fails to complete the course requirements for valid reasons, such as illness. The "INC" mark must be removed within one year of the examination, otherwise, it is converted to a "DRP" or dropped.

15. Report of grades of participants will be sent to their respective heads of office/recommending officers.
16. Certificates of Completion will be awarded to participants who have successfully completed the requirements of the Basic Program (Levels I, II and III) and the Advanced Program (Levels IV, V, VI).

English Language Program Institutional Policies

1. The ELP consists of three phases in which a participant must complete the first level/phase of the course before he or she can proceed to the second level/phase, then to third or last level.

2. A Certificate of Completion shall be awarded to those who have completed the course requirements and have attended at least 80% of the total number of training hours.

Self-Study Program for DFA Personnel Due for Foreign Assignment (SSP)

1. LPS will sign clearances of personnel who have undergone the 30-hour self-study program, have taken at least level 1 of the required foreign language or have shown proof of study or background of the language.

Job Description of Section Head (Training Specialist III)

- Supervises and monitors the over-all conduct of the programs from pre-implementation to post-implementation.
- Coordinates with the language instructors regarding class sessions, status of participants and other training related matters.
- Provides inputs in the preparation of training proposals and developing course designs/syllabus.
- Administers language aptitude tests and interview.
- Certifies inputs in the issuance of grade reports, certifications and monthly attendance reports of the participants.
- Prepares the accomplishment reports and terminal reports.
- Prepares the annual budget and the procurement plan.
- Participates in meetings and other official functions.
- Prepares correspondences.
- Reviews the status of those who will be assigned to Foreign Service posts and signs the clearances.
- Conducts pre-training briefings and closing ceremony

D. SPECIAL PROGRAMS SECTION, CPRSD

FSI Office Order No. 35-2010. The Special Programs Section (SPS) shall design, organize and conduct other complementary projects to augment all existing programs. These include occasional lectures, symposia and other innovative projects which are short-term and non-regular in nature. It shall be in-charge of conducting courses for Office of Consular Affairs (OCA) and Regional Consular Offices (RCO).

WORK FLOW
TRAINING WITH OTHER GOVERNMENT AGENCY

START

PRE-IMPLEMENTATION STAGE

- SPS receives request from other government agency to conduct training
- SPS Head and staff meet for the training preparations
- Formulation of task force / Ad Hoc team in charge of the training
- FSI prepares documentary requirements to be sent to the requesting agency
  - Reply letter
  - Budget estimate
  - List of supplies and materials
- Coordination with a representative of the requesting agency
- Arrangement of final date of implementation and venue
- Send out invitation to resource person/s
- Preparation of the training equipment and materials

IMPLEMENTATION STAGE

- Implementation of training proper
  - Training Brochures
  - Attendance Sheet
  - I.D.
  - Profile of Participants
  - Laptop
  - Projector
  - Certificates
  - Clicker
- Opening Ceremony
- Lecture proper and training simulation
- Training Evaluation
- Awarding of Certificates
- Closing Ceremony

POST-IMPLEMENTATION

- Consolidation of files
- Assessment of the training evaluation
- Reporting
- Filing

TRAINING WITH REGIONAL CONSULAR OFFICE (RCO) OF THE DFA

Start → SPS receives request from RCO-DFA

SPS Head and staff meet for training preparations

Budgetary and financial preparations → Are funds available?

Are funds available? → Yes → Financial Management Section (FSI)

Are funds available? → No → Ask assistance from DFA

Ask assistance from DFA → Prepare letter to Secretary of Foreign Affairs

Prepare letter to Secretary of Foreign Affairs → Approve / Disapprove

Approve → Office of Fiscal Management for the release of funds → Forward letter to FSI for appropriate action

Disapprove → Reschedule the training for next fiscal year

Forward letter to FSI for appropriate action → Coordination with Regional Consular Office for training preparations

Coordination with Regional Consular Office for training preparations

Branches: RCO | FSI

RCO
- Recommendation on appropriate venue
- Hotel and accommodation arrangements
- Local transportation of the FSI and resource persons

FSI
- Letter of invitation to speaker
- Course design and schedule
- Flight and transportation arrangements
- Training equipments and materials
- Certificates of attendance

Training equipments and materials →
- Training Brochures
- Attendance Sheet and I.D.
- Profile of Participants
- Laptop and Clicker
- Projector
- Certificates

Finalization of training arrangements

Implementation of training → Post implementation

Implementation of training
- Opening Ceremony
- Training proper
- Evaluation
- Closing Ceremony
- Awarding of Certificates

Post implementation
- Assessment of the training evaluation
- Reporting
- Consolidation of files
- Filing

TIME-BOUND PROCESSES AND PROCEDURES

ACTION	PROCEDURE	TIME PLAN
1. Request to conduct training.	FSI-Office of the Director (OD) receives written communication from the DFA.	OD receives the letter and routes to appropriate Section for action within **1 working day.**
2. SPS determines appropriate action.	SPS Head and staff hold meetings for training plan, budget other training preparations.	SPS determines appropriate action within **1 working day**.
3. Formulation of task force/ad hoc committee	Division Head and Section Head meet to determine the possibility of the training and budget.	
4. Preparation of reply letter, budget estimate and training design.	SPS prepares reply letter, budget estimate and appropriate training design to be sent to the requesting party.	SPS prepares documentary requirements within 3 working days.
5. Delivery of the letter to the requesting party.	FSI delivers the reply letter, budget estimate to the requesting party through mail and fax.	FSI delivers the letter to the requesting party within 1 working day.
6. Coordination with the requesting party	SPS and requesting party closely coordinate for final training preparations.	Coordination takes approximately 3 working days before the training implementation.
7. Preparation of letter of invitation	SPS prepares letter of invitation to the resource person and delivers it to the addressee.	SPS prepares letter of invitation within 1 working day.
8. Training materials	SPS prepares training materials such as training brochures, I.D., attendance sheet and other logistical requirements.	SPS prepares documentary requirements within 2 working days.
9. Implementation of the training.	SPS staff monitors training sessions, conducts energizer and facilitates the overall flow of the training program.	Depending on the duration of the training program.
10. Post implementation of the training	SPS consolidate files and assess the training conducted	Filing of documents will be done immediately after the implementation of the training.

KEY OUTPUTS

The following are the key outputs of the Special Programs Section:

1. Training Designs
   a. Seminar-Workshop on Protocol and Social Graces
   b. Seminar- Workshop on Strengthening Capabilities of Regional Consular Office Personnel
   c. Seminar-Workshop on Strengthening Capabilities of Frontline Personnel of Office on Consular Affairs (OCA)
   d. Basic Course in International Relations
   e. Basic Training of Trainers

f. Seminar on Decorum for Family Members of the Philippine Foreign Service Corps

g. Capacity Building to Enhance Diplomatic Relations: Shanghai World Expo 2010

2. Certificates of the participants who completed their training

E. SCHOLARSHIP PROGRAMS SECTION, CPRSD

The Scholarship Programs Section (ScPS) under the Carlos P. Romulo School of Diplomacy (CPRSD) acts as the secretariat of the DFA Scholarship Committee. It administers Foreign Scholarships and Training Programs (FSTP) offered directly to DFA officers and employees, and coordinates with the Department of Education (DepEd) for teachers' basic education; Commission on Higher Education (CHED) for degree courses; and Technical Education Skills Development Authority (TESDA) for non-degree courses, sourced through the Official Development Assistance (ODA).

TIME-BOUND PROCESSES AND PROCEDURES

Receipt of Scholarship Invitations

Upon receipt of the scholarship invitations from the embassy or donor institutions, ScPS determines whether the program should be offered to other government agencies, to other institutions or to the DFA only.

A. For programs appropriate to DFA officers and employees only, ScPS sends out announcements in the form of a memorandum addressed to the heads of offices of the Department indicating the program details, application procedures, requirements, scholarship coverage and deadline. After the FSI Director's approval, the announcement will be disseminated.

A.1. For scholarship invitations which are not funded or partially funded, ScPS secures the approval of OUA through a Memorandum to request if Department funding can be made available for these programs prior to scholarship announcement.
➤ Announcements are usually released two to three days after the receipt of scholarship invitations.
➤ Application deadlines set by ScPS to DFA are often two weeks before the donor's deadline to give an ample time for the preparations of the note verbale (with the proper initials and signature) and delivery to the embassies or donor institutions.

B. For programs suitable to other government agencies, ScPS transmits the scholarship invitation to CHED for degree courses or to TESDA for non-degree courses. The said partner agencies are in-charge of disseminating

the information to appropriate government agencies depending on the relevance of the program to the functions of the receiving institution.

➢ Transmittal letters are usually released two to three days after the receipt of scholarship invitations.

➢ Application deadlines set by ScPS to TESDA/CHED are often two weeks before the donor's deadline to give an ample time for the preparations of the note verbale (with the proper initials and signature) and delivery to the embassies or donor institutions.

➢ In some cases, ScPS sets the deadline one week before the donor's deadline if the Department received the invitation on a short notice to give the partner agencies enough time to conduct the application and the screening process.

C. For programs which have a pre-determined government agency as stated by the donor institution or the Chairman of the DFA Scholarship Committee, ScPS transmits the scholarship invitation to the specified agency in two to three days after the receipt. Application deadlines are often set two weeks before the donor's deadline.

Scholarship Application Procedure (one month)

A. For programs open to DFA officers and employees only, applicants are required to:

➢ Submit an endorsement letter signed by their respective head of office addressed to the FSI Director and furnish the Office of Personnel and Administrative Services (OPAS) a copy.

➢ Apply for admission to the study program, depending on the requirement of the school/university or the donor institution by:

- Individual submission of the prescribed online or printed application form
- Submission of a copy of the completed application requirements, resume and other relevant documents to the FSI.

A.1. Selection

➢ For study programs with limited slots, the ScPS will arrange a deliberation meeting or an ad referendum for the DFA Scholarship Committee to select the principal nominee and alternate.

➢ For those with open slots, FSI will endorse all applicants, provided they have met the minimum requirements to the embassy/organizer for the final selection process.

➢ The ScPS endorses the nominees to the embassy/organizer.

➢ The organizer deliberates and selects the most qualified participants from among the nominees.

B. For programs open to DFA and other government agencies, applicants are required to:

➢ Coordinate with TESDA on short-term study programs and CHED on long-term study programs for the basic requirements;
➢ Undergo the screening process and interview portion; and
➢ Submit other required documents after passing the TESDA or CHED screening processes.

C. For direct applications to organizer/donor country supervised by its respective embassy, applicants should:

➢ Bring the requirements specified;
➢ Undergo an interview at the embassy/mission; and
➢ Take the written and/or oral examination administered by the embassy/mission.

Notification of Results (one month to two weeks before the start of the program)

A. For schools/universities or donor institutions which notifies the applicant directly through post mail or email, this may be used as a proof of acceptance to the program to be able to secure the travel authority and proceed with the necessary travel arrangements.

B. For those which notifies the applicant through a note verbale or a letter addressed to the FSI, ScPS sends Letter of Acceptance or Letter of Regret, attached with the communication sent by the embassy or donor institution. For accepted nominees, this communication will be used for the travel authority and proceed with the travel arrangements.

Scholarship Screening and Interviews

The ScPS is a member of the screening committee of TESDA and CHED. TESDA has a scheduled interview which is held every first and third Thursday of the month. In such given days, ScPS sends a representative to sit in the panel and participate in the interviews of applicants on different scholarships and training programs. On the other hand, CHED has no scheduled dates of interview but sends invitation to ScPS to sit as a member of the panel whenever there are applicants to be interviewed for degree courses.

KEY OUTPUTS

The key outputs of the ScPS are the nominees and scholars from the DFA and different government agencies sent by the Philippine Government to donor countries to participate in the various programs offered to the Philippines.

The ScPS acts as the secretariat of the DFA Scholarship Committee which:

- Administers the Foreign Scholarships and Training Programs (FSTP)
- Disseminates scholarship information to target participants of the Department of Foreign Affairs
- Transmits scholarship invitations to partner agencies for further distribution to other government agencies and institution
- Informs government agencies and institutions for courses with pre-determined agencies or specific courses
- Conducts interviews and screening to applicants from different government agencies through TESDA and CHED
- Accommodates queries regarding scholarships from potential applicants
- Drafts nominations of the endorsed applicants from the DFA and other government agencies
- Provides assistance to nominees in the submission of prescribed scholarship requirements to the donor institution
- Attends meetings and symposium with different foreign embassies and institutions regarding its scholarship offerings

Job Description of Section Head (Senior Scholarship Affairs Officer III)

Duties
1. Plan and design the database and recording systems and processes for foreign scholarship and training programs.
2. Oversee the preparations for DFA scholarships and training committee meetings and participates in the selection of applicants as the need arises.
3. Oversee the information dissemination and announcements of available scholarships to concerned agencies.
4. Coordinate with Embassies regarding scholarship and training opportunities.
5. Supervise the updating of FSI website information on foreign training and scholarship opportunities.
6. Prepare qualification standards and guidelines for scholarship applications and screening.
7. Participate in inter-agency scholarship planning and discussions.
8. Oversee the monitoring of DFA Personnel status on long-term scholarship.
9. Supervise the updating of the database and records on scholarships and training.
10. Supervise and lead the conduct of scholarship forums.
11. Other tasks which may be assigned.

F. TRAINING EVALUATION SECTION, CPRSD

The Training Evaluation Section (TES) designs training evaluation instruments, gathers regular feedback from participants and prepares reports to make FSI training activities relevant and responsive to the needs of DFA.

JOB DESCRIPTION OF SECTION HEAD (Training Specialist IV)

- Provides overall supervision in the operations of the Section.
- Designs appropriate evaluation instruments.
- Reviews/Approves final evaluation reports.
- Organizes training evaluation consultation and other meetings.
- Assists in developing training policies, programs and services.
- Performs other tasks as may be assigned.

OPERATING PROCEDURES

The TES conducts internal evaluation to gather feedback on the different aspects of the training from the participants. A scheme is devised for all training programs conducted by FSI including those which are jointly implemented with a partner institution.

a. TES is involved in the planning stage of any training program to allow time for devising evaluation instruments suited for the activities being planned.

b. The primary method in the collection of evaluation data is through written surveys. Participants' reaction on the training program are elicited using structured questionnaires.

c. Written surveys are administered through paper and pencil or electronic (online) method, whichever is practicable.

d. A variety of structured questionnaires are used to evaluate the following: session; study tour; module; resource person/instructor and course.

e. Evaluators monitor the survey results to determine if the training program is being implemented as planned or if there are needed adjustments or improvements while the program is ongoing.

f. An evaluation report is generated after the conduct of each training program.

g. Consultation between Evaluators and Coordinators is conducted to examine and validate the evaluation results. This presents an excellent opportunity to exchange views and offer suggestions on how to revise and improve the succeeding training programs. An action recommendation is communicated to the Head of the CPRSD, when necessary. There exists a strong commitment to act on the results of the evaluation.

h. Evaluation reports are handled on a need-to-know basis. These are accorded with a certain degree of confidentiality to protect the rights and welfare of those involved in the process as well as those affected

by its results. These are accessed only by the Coordinator, Evaluator, Resource Persons, Heads of CPRSD and TES and FSI Director-General.

i. TES is responsible in maintaining a database of all evaluation reports.

G. INTERNATIONAL PROGRAMS AND E-LEARNING SECTION, CPRSD

The International Programs and E-Learning Section is mandated to organize and implement training programs and activities intended for participants from foreign governments with funding resources external of the organization. It is likewise in charge of preparing, managing, uploading and controlling all training programs using the electronic and digital platform of delivery.

CENTER FOR INTERNATIONAL RELATIONS AND STRATEGIC STUDIES

The Center for International Relations and Strategic Studies (CIRSS) serves as the research arm of the Institute. As stated in Republic Act No. 7157, the CIRSS functions as a "research institution on issues and problems with foreign policy implications, global and regional strategies and management of foreign affairs."

The main thrusts of the CIRSS are:
- To conduct research on a broad range of subjects, including economics, comprehensive security, and other emerging issues;
- To build on the current expertise of its research analysts to enable them to address key regional issues and concerns; and
- To expand further its networks with local foreign experts and institutions.

Since its establishment in 1993, CIRSS has undertaken numerous strategic and policy studies. These studies are submitted to the DFA as inputs for foreign policy consideration, and some of these papers are published as monographs of the Institute or articles in the Institute's own publications such as the *CIRSS Commentaries* and *FSIInsights*.

CIRSS organizes the *Mabini Dialogue Series* and the *Mangrove Forum on International Relations* as venues where specialists, experts and practitioners could engage in discussions on foreign policy issues with the DFA and other government agencies, the academe and private institutions. These events aims to strengthen linkages and facilitate greater cooperation and interaction among the various stakeholders in different issue-areas.
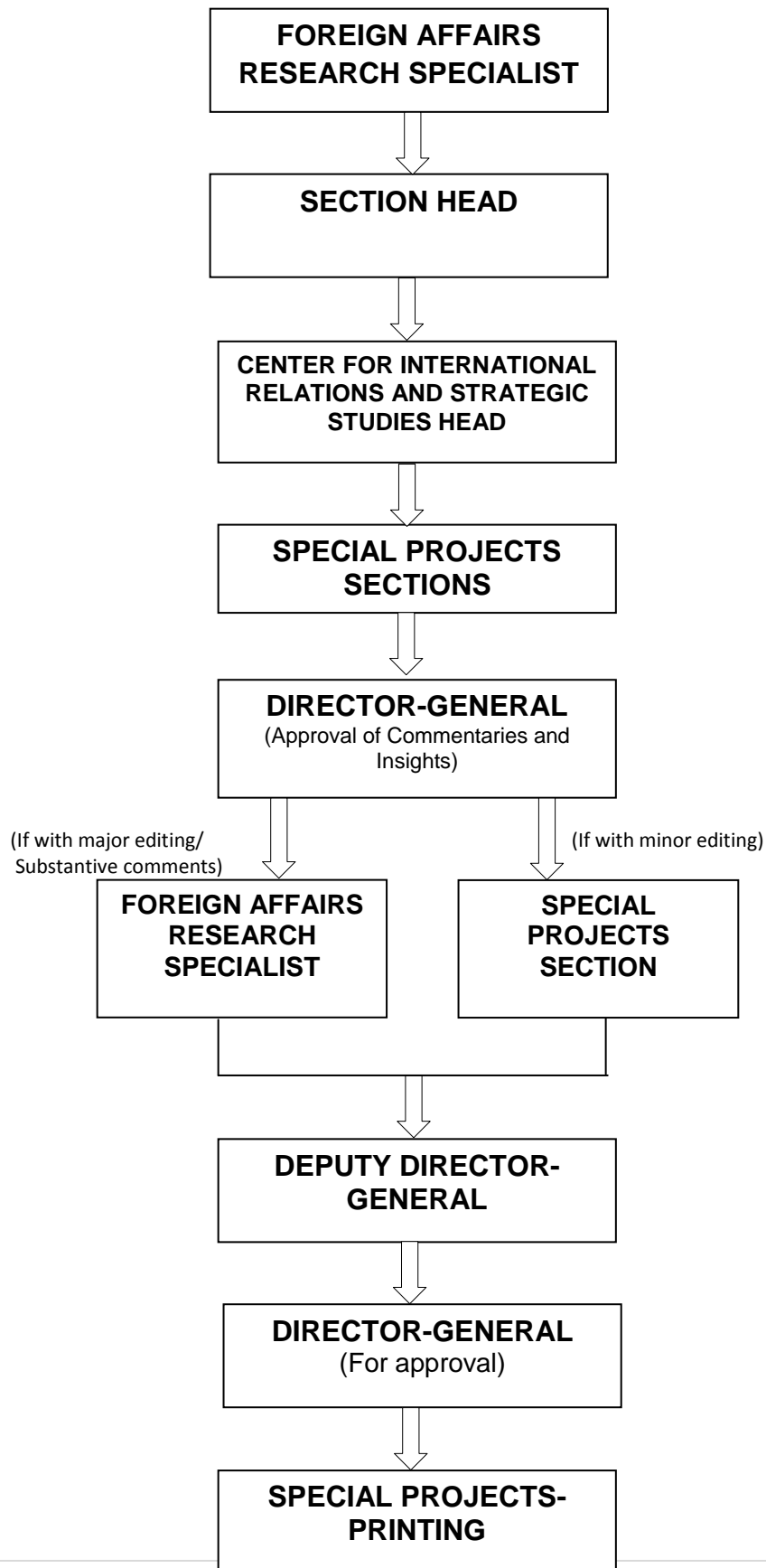
CIRSS is composed of the following sections:

A. **Traditional Security Studies Section** examines the international security environment and the states' response to various global and regional security issues, threats, problems, and forces. Currently, the section focuses on the various maritime and territorial issues in East Asia, particularly the South China Sea disputes, and the processes of international and regional confidence-building and cooperation. The *West Philippine Sea Arbitration Update* is a quarterly publication of this section.

B. **Non-Traditional Security Studies Section** covers issues and challenges that are non-military sources and issues that pertain to the survival and well-being of peoples and states. This section monitors issues on climate change, transnational crimes, terrorism, natural disasters, food security, etc.

C. **Area Studies Sections 1** (Southeast Asia, Northeast Asia, South Asia) and 2 (Americas, Europe, Russia, North Africa, Middle East) undertake interdisciplinary studies on important regions of the world. It monitors significant development in these regions as developments impinge on Philippine interests

D. **International Organizations Section** examines developments of international trade and organization like the World Trade Center (WTO), regional integration arrangements, the Asia-Pacific Economic Cooperation (APEC), and other such organizations. It also studies the Philippines' bilateral economic relations with other states and impact of regional trade arrangements such as the ASEAN's Economic Community to the Philippine economy.

E. **ASEAN Programs Section** undertakes studies that relate to developments and issues on ASEAN, including challenges to ASEAN community-building. It has a quarterly publication entitled *Sharing ASEAN.*

F. **Special Programs Section** coordinates with the other sections of CIRSS in organizing the *Mabini Dialogue Series*, *Mangrove Forum on International Relations* and other fora, and in producing various CIRSS publications.

Organizational Chart of the Center for International Relations and Strategic Studies

DIVISION HEAD
Chief Foreign Affairs Research
Specialist

ASSISTANT DIVISION HEAD
Supervising Foreign Affairs
Research Specialist (FARS)

ADMINISTRATIVE STAFF

ADMINISTRATIVE STAFF

TRADITIONAL SECURITY STUDIES SECTION	**NON-TRADITIONAL SECURITY STUDIES SECTION**	**AREA STUDIES SECTION 1** *SEA, NEA, SOUTH ASIA,*	**AREA STUDIES SECTION 2** *AMERICAS, EUROPE, RUSSIA, N.AFRICA, MIDDLE EAST*	**INTERNATIONAL ORGANIZATIONS SECTION**	**ASEAN PROGRAM SECTION**	**SPECIAL PROJECTS SECTION** (Mangrove, Mabini, CIRSS Publications, et. al)
SECTION HEAD *FARS III*	*SECTION HEAD* *FARS III*	*SECTION HEAD* *FARS III*	*SECTION HEAD* *FARS III*	*SECTION HEAD* *FARS III*	*SECTION HEAD* *FARS III*	*SECTION HEAD* *FARS III*
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Flow Chart for CIRSS Publications

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ADMINISTRATIVE AND FINANCIAL SERVICES DIVISION

The Administrative and Financial Services Division is responsible for providing support services necessary for the effective planning, implementation and control of programs and projects, primarily in the area of financial and personnel management, general administrative support services, and information and communication technology.

The AFSD is composed of the following units: Financial Management Section, Personnel Section, General Services Section, Internal Audit Section and Management Information Systems Section.

A. Financial Management Section (FMS)

Keeps a systematic record in the books of account of the valid financial transactions entered into by the Institute, and performs its core functions such as the preparation of financial statements and other pertinent reports as required, the formulation and programming of the budget and cash flow projections and budget execution, and the processing and payment of claims drawn against the funds of the Institute.

Job Description of the FMS Head (Accountant III)
1. Responsible for the overall operations of the Financial Management Section and maintains an accurate financial and budgeting records of the Institute;
2. Examines claims for payment to ascertain validity, propriety, accuracy of computations and sufficiency of supporting documents;
3. Certifies the availability of fund in the disbursement voucher, purchase order and job order and other documents if any;
4. Supervises and reviews accounting documents to conform to the accounting and auditing rules and regulations;
5. Ascertains the propriety of books of original entry, subsidiary ledgers and other auxiliary records;
6. Prepares financial statements and other periodic reports required by management and oversight agencies as follows:
   Monthly:
   a. Trial Balance
   b. Cash Receipts Journal
   c. Cash Disbursement Journal
   d. Check Disbursement Journal
   e. General Journal
   f. General Ledger

   Year-end:
   a. Pre and Post Closing Trial Balance
   b. Balance Sheet

      c. Income Statement
      d. Statement of Cash Flow
      e. Statement in Government Equity
      f. Notes to Financial Statement
7. Examines and evaluates accounting system of internal control;
8. Safeguards and control accounting forms;
9. Verifies reports of collections, disbursements, liquidations, reconciliations, and other reports prepared by accounting personnel;
10. Supervises and reviews budgetary related reports and transactions;
11. Prepares communication memorandum within the Institute and to oversight agencies and other Institutions;
12. Provides general direction in the Accounting, Budget and Cash functions of the Section;
13. Liaises with oversight agencies when the needs arise;
14. Provides technical assistance on financial matters to the other units of the Institute;
15. Performs other tasks that may be assigned.

B. PERSONNEL SECTION (PS)

The Personnel Section is responsible for the planning, organizing, compensation, integration and maintenance of Institute personnel for the purpose of contributing to organizational, individual and societal goals. Primarily concerned with human resource of the organization, the various aspects of the Personnel Section include the following: Recruitment, Selection and Placement; Performance Management; Learning and Development; Rewards and Recognition; and Human Resource Records Management and other HR Programs.

Job Description of PS Head (Administrative Officer V)

1. Directs the administration, interpretation, development of personnel policies and procedures. Conducts field research related to policies and procedures of other agencies and relevant agencies and keeps abreast of developments or amendments in the Civil Service laws and rules, budgetary and audit circulars, Philippine labor laws, to ensure that policies remain in line with the best practice with government requirements;
2. Develops, updates and maintains the integrity of the organizational complement to ensure smooth and adequate implementation of organizational plans and targets. Ensures that requests for variation are in line with manpower plan and agency policy;
3. Initiates, plans, designs and manages personnel development projects. Coordinates or conducts personnel training programs to develop personal, interpersonal, leadership, human resource management and organizational development skills within all employee levels in the organization;
4. Plans and directs activities for compiling annual manpower budget for all divisions including gathering all data and liaising with division

chiefs and/or section supervisors to ensure timely completion and monitors implementation to generic periodic reports;

5. Plans and directs initiatives relating to compensation and benefits including participating in salary surveys, coordinating with appropriate institutions or agencies to realign the agency with current best practice;

6. Updates and informs all employees on current announcements and decisions; provides counseling and technical assistance to employees;

7. Handles all administrative matters relating to personnel policy interpretation, compensation and benefits, manpower planning and budgeting and ensuring regular updating of all records with reference to all applicable laws and regulations;

8. Acts as regular member and board coordinator of the Personnel Selection Board; plans and directs the personnel movement; coordinates all activities by communicating with appropriate individuals relevant to ensure the smooth implementation of Board recommendations, hiring, promotion, detail, transfer and other related personnel actions;

9. Develops and conducts orientation program to new employees to provide information on the agency policies, compensation and benefits;

10. Supervises and participates in the consolidation of the semi-annual performance appraisal of all employees through the approved Performance Management System;

11. Supervises and participates in the Gender and Development Technical Working Group during the planning and preparation of the annual gender and development plan, budget and accomplishments;

12. Liaises with other human resource development organizations and government agencies in initiating HR projects, ensuring government compliance requirements and complementing HR practices with a global awareness on HIV and AIDS issues, gender sensitivity, human trafficking, environmental concerns and other concerns affecting human and social development;

13. Supervises the maintenance and update of records of personnel actions, turnover, movement, work histories and other related documents;

14. Supervises the preparation of actions on appointments, transfers, reinstatements, resignations, retirements, separations and promotions in accordance with existing laws and rules and review supporting papers and documents;

15. Mediates conflict within the organization through the use of alternative dispute resolution; and

16. Performs other duties that may be assigned.

C. General Services Section (GSS)

Performs the functions of procurement and supply management, property and transportation maintenance, and other related general support services.

Job Description of GSS Head (Administrative Officer V)

1. Responsible for the day to day administration of the Section and provides general direction to its operations;
2. Acts as the Security Officer of the Institute and ensure that all property of the Institute such as equipment, furniture, motor vehicles, janitorial supplies and office supplies are safe and secure at all times;
3. Directly responsible for the repair and maintenance of all properties of the Institute. Maintains an accessible and updated inventory. Issues Memorandum Receipt of all property issued to FSI personnel. Ensures that all insurance requirements for all properties of the Institute are availed and updated;
4. Prepares RIV/PR for emergency purchases, coordinates emergency purchases and regularly checks price and quantity in the abstract of canvass;
5. Supervises the receipt and distribution of incoming communications and provision of messenger services to the Institute;
6. Regularly monitors motor vehicle availment and consolidates the issuance of Purchase Orders for gasoline/oil and monitor daily trip tickets of FSI service vehicles;
7. Supervises miscellaneous housekeeping services such as janitorial, electrical, carpentry and the like;
8. Formulates and recommends policies and procedures related to administrative general support and service;
9. Coordinates regularly with the DFA Office of Intelligence and Security Services regarding DFA Security Rules;
10. Coordinates with DFA Property, Maintenance and Transportation Division on building maintenance and repairs;
11. Draws cash advance from the FSI Cashier to cover emergency purchases;
12. Performs other tasks as may be assigned.

D. Internal Audit Section (IAS)

Assists the institution/management in the effective discharge of its responsibilities, which involves the examination and evaluation of the adequacy and effectiveness of internal control systems.

Job Description of IAS Head (Administrative Officer V)

1. Reviews fiscal control system to determine compliance with management policies, rules and regulations, and with statutory rules and regulations particularly those of the Office of the President, Civil Service Commission, Commission on Audit, and the Ministry of the Budget.
2. Evaluates reviews and recommends internal control measures. Reviews accounting documents and financial records for compliance to accounting and auditing rules and regulations.
3. Verifies and examines general vouchers or payment and sundry expenses to ascertain validity, propriety, accuracy of computations and sufficiency of certifications. Reviews accounting entries on general vouchers.
4. Checks and verifies confirmation of local and foreign travel. Inspect deliveries of supplies and materials, equipment and others. Participates in the periodic undertaking of physical inventory. Verifies commutations of leave credits performed by personnel office. Indexes payments to creditors and employees.
5. Performs other related tasks as may be assigned.

E. Management Information Systems Section (MISS)

Provides and generates information for the Institute which involves computer systems and technology to analyze and facilitate strategic and operational activities, aimed at improving efficiency and effectiveness of decision-making.

Job Description of MISS Head (Administrative Officer V)

1. Responsible for the day to day administration of the Section and provides general direction to its operation;
2. Acts as MIS Administrator of the Institute and ensures that the following parameters are:
   - Hardware – all servers and workstations including its peripherals.
   - Software – installation and safekeeping.
3. Monitors the changes in the architecture of the local area network and ensures that all computers are virus free;
4. Develop system in both local and online to be used by the Institute;
5. Maintains an updated inventory of IT equipment and sees to it that IT needs in the institute are within existing requirements;

6. Recommends appropriate, timely, cost effective solutions and equipment and identifies new equipment for the Institute's IT needs;
7. Administers systems that the Institute will acquire;
8. Keeps abreast of industry updates in information technology and applies such to the Institute;
9. Maintains and updates the contents of the Institute's website and intranet;
10. Ensures that all IT equipment in the Institute are safe and secure at all times;
11. Develops and implements network policy recommendations to the institute such as: network utilization, internet access and the like.

F. Records Unit, under the Office of the Head, AFSD

Functions:

1. To formulate, implement and continually analyze policies and procedures to effect better records control;
2. To identify and analyze problem areas in the creation, maintenance, retention, and disposition of the records of FSI;
3. To establish a uniform classification and filing system for all the records of FSI, regardless of their present location;
4. To adopt standard operating procedures for the classification, filing and servicing of records;
5. To plan for and establish schedules for retention and disposal of records; and
6. To initiate training courses for records personnel in the various aspects of record management.

Benefits of Records Management:

1. Retrieve information fast (productivity)
2. Avoid loss or misplacement of files (efficiency)
3. Save on storage space and costs of filing equipment and supplies (economy)
4. Control the creation of new records and avoid duplication of services (streamlining)
5. Protect records vital to the LGU's existence and operations (accountability)
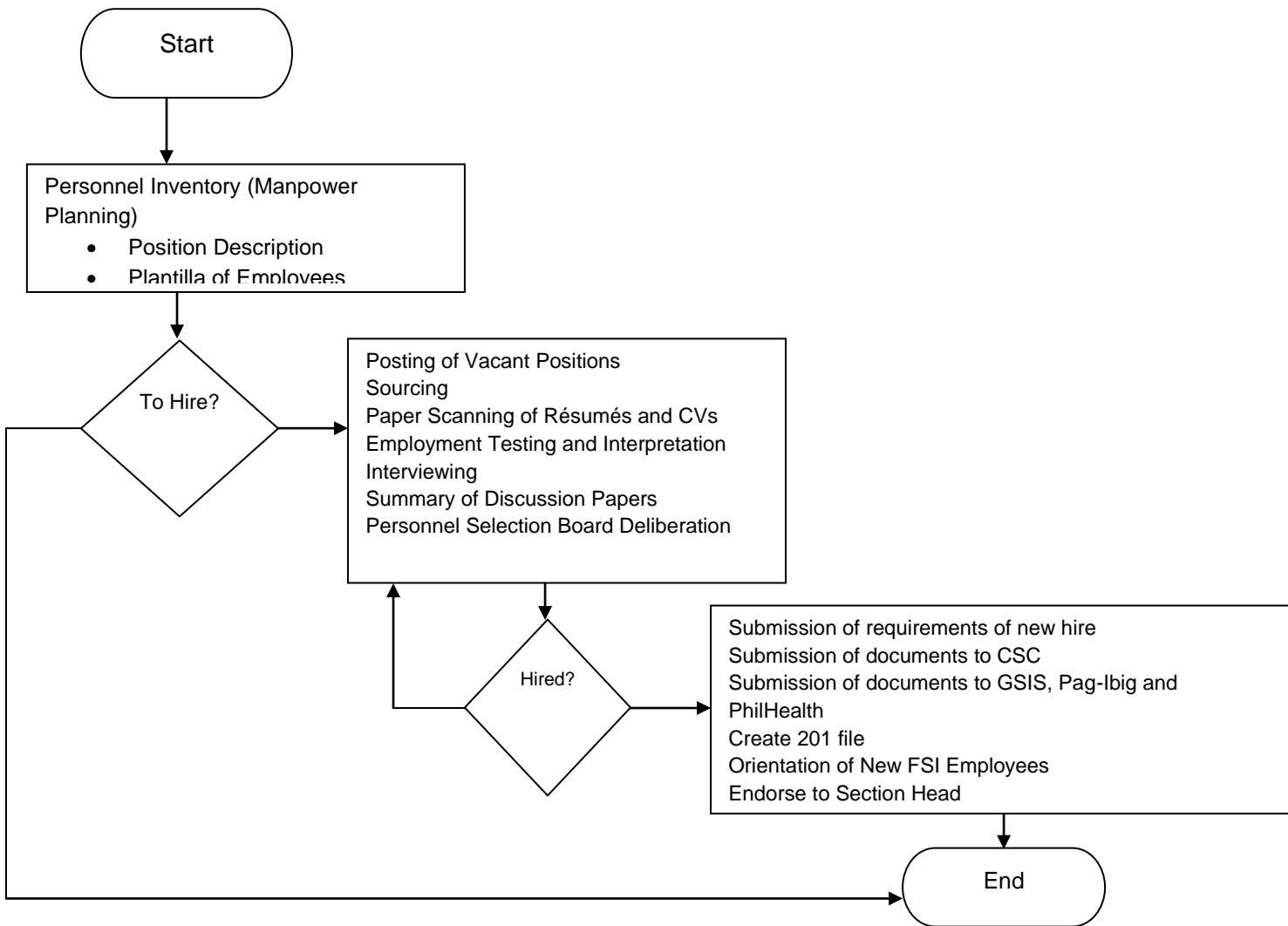6. Comply with legal retention requirements for public documents (transparency)

Without records management, vast quantities of inactive records clog up expensive space and it becomes virtually impossible to retrieve important administrative, financial and legal information.

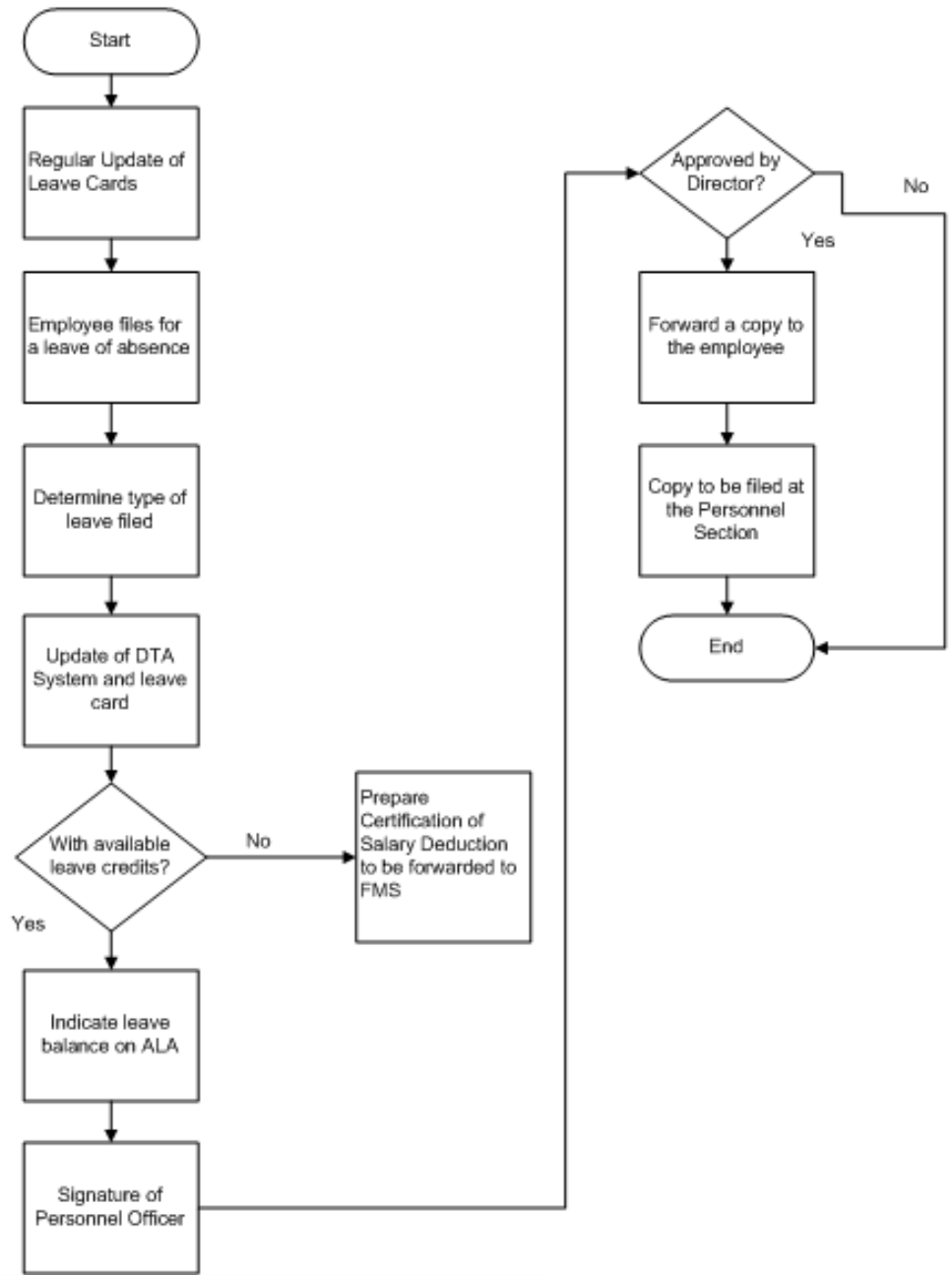# ADMINISTRATIVE AND FINANCIAL SERVICES DIVISION
ORGANIZATIONAL CHART

(As of December 2015)

Chief Administrative Officer (SG 24)

Administrative Officer II

Administrative Aide VI (SG 6)

FINANCIAL MANAGEMENT SECTION	PERSONNEL SECTION	INTERNAL AUDIT SECTION	MANAGEMENT INFORMATION SYSTEMS SECTION	GENERAL SERVICES SECTION
Head Accountant III (SG 19)	**Head** Administrative Officer V (SG 18)	**Head** Administrative Officer V (SG 18)	**Head** Computer Programmer III (SG 18)	**Head** Administrative Officer V (SG 18)
Administrative Officer IV (SG 15)	Administrative Officer II (SG 11)		Administrative Assistant III (SG 9)	Administrative Officer IV (SG 15)
Administrative Officer III (SG 14)	Administrative Assistant III (SG 9)		Administrative Assistant II (SG 8)	Administrative Officer II (SG 11)
Accountant I (SG 12)	Administrative Assistant I (SG 7)			Administrative Aide VI (SG 6)
Administrative Assistant III (SG 9)				Administrative Aide IV (SG 4)
Administrative Assistant I (SG 7)				Administrative Aide IV (SG 4)
				Administrative Aide III (SG 3)
				Casual Administrative Aide VI (SG 6)
				Casual Administrative Aide IV (SG 4)
				Casual Administrative Aide III (SG 3)

Personnel Section
Recruitment Process

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┌─────────────┐
│    Start    │
└─────────────┘
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Personnel Inventory (Manpower Planning)
- Position Description
- Plantilla of Employees

To Hire?

Posting of Vacant Positions
Sourcing
Paper Scanning of Résumés and CVs
Employment Testing and Interpretation
Interviewing
Summary of Discussion Papers
Personnel Selection Board Deliberation

Hired?

Submission of requirements of new hire
Submission of documents to CSC
Submission of documents to GSIS, Pag-Ibig and PhilHealth
Create 201 file
Orientation of New FSI Employees
Endorse to Section Head

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┌─────────────┐
│     End     │
└─────────────┘
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Personnel Section - AFSD
APPLICATION FOR LEAVE OF ABSENCE PROCESS

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Start
  │
  ▼
Regular Update of
Leave Cards
  │
  ▼
Employee files for
a leave of absence
  │
  ▼
Determine type of
leave filed
  │
  ▼
Update of DTA
System and leave
card
  │
  ▼
With available      No    Prepare Certification of
leave credits?  ──────▶   Salary Deduction to be
  │                       forwarded to FMS
  │ Yes
  ▼
Indicate leave
balance on ALA
  │
  ▼
Signature of
Personnel Officer
  │
  ▼
Approved by      No
Director?    ──────────┐
  │                    │
  │ Yes                │
  ▼                    │
Forward a copy to      │
the employee           │
  │                    │
  ▼                    │
Copy to be filed at    │
the Personnel          │
Section                │
  │                    │
  ▼                    ▼
     End ◀─────────────┘
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TYPES OF LEAVES

Sick Leave
- If 5 days or more, a medical certificate should be attached.
- It should be filed immediately upon the return of the personnel.

Vacation Leave
- It should be filed at least 5 days prior to the availment of vacation leave.
- If abroad, the Personnel Section will attach a travel authority for approval of the Director.

Special Privilege Leave
- No attachment required.
- May be availed three days in a given year. Non-cumulative and non-convertible to cash.

Paternity Leave
- May be availed for seven days in a given year. Non-cumulative and non-convertible to cash.
- Availed by married male employee for the first four deliveries of his legitimate spouse with whom he is cohabiting.

Maternity Leave
- May be availed for sixty days. Non-cumulative and non-convertible to cash.
- Availed by married or unmarried female employee in every instance of pregnancy.

Special Leave for Women (Anti-Violence Against Women)
- May be availed for ten days. Non-cumulative and non-convertible to cash.
- Availed by female employee who is a victim of violence.
- Attachments: Barangay Protection Order / Temporary or Permanent Protection Order from the court / Certification that application for BPO/TPO/PPO has been filed / Police report with medical certificate

Special Leave for Women (Magna Carta)
- May be availed for sixty days. Non-cumulative and non-convertible to cash.
- For surgery caused by gynecological disorders.
- Attachment of medical certificate is necessary.

Special Emergency Leave
- May be availed for five days. Non-cumulative and non-convertible to cash.
- May be availed within 30 days from the first day of calamity declaration by the government.

Parental Leave (Solo Parents)
- Personnel must submit a Solo Parent ID issued by Municipal Office.
- May be availed for seven days in a given year. Non-cumulative and non-convertible to cash.
- It should be filed at least one week prior to availment.

GENERAL SERVICES SECTION, AFSD

Definition of Terms

Republic Act 9184, entitled "An Act Providing for the Modernization, Standardization and Regulation of the Procurement Activities of the Government and for other Purposes," otherwise known as the Government Procurement Reform Act.

Approved Budget for the Contract - refers to the budget for the contract duly approved by the Head of the Procuring Entity, as provided for in the General Appropriations Act (GAA), continuing, and automatic appropriations, in the case of national government agencies (NGAs).

BAC - refers to the Bids and Awards Committee established in accordance with Rule V of the Implementing Rules and Regulations of Republic Act No. 9184

Beyond Economical Repair – When the cost to repair and maintenance becomes prohibitive and disadvantageous to the government.

Bid - refers to a signed offer or proposal to undertake a contract submitted by a bidder in response to and in consonance with the requirements of the Bidding Documents.

Bidder - refers to an eligible contractor, manufacturer, supplier, distributor and/or consultant competing for the award of a contract in any procurement by the GOP. A contractor, manufacturer, supplier, distributor or consultant is said to be eligible if it meets all the eligibility requirements issued by the procuring entity.

Bidding Documents - refers to the documents issued by the procuring entity as the basis for bids, furnishing all information necessary for a prospective bidder to prepare a bid for the infrastructure projects, goods and/or consulting services required by the procuring entity.

CommonUse Supplies - refers to those goods, materials and equipment that are used in the day-to-day operations of Procuring Entities in the performance of their functions.

Competitive Bidding - refers to a method of procurement which is open to participation by any interested party and which consists of the following processes: advertisement, pre-bid conference, eligibility screening of prospective bidders, receipt and opening of bids, evaluation of bids, post qualification, and award of contract.

Consulting Services - refers to services for infrastructure projects and other types of projects or activities of the GOP requiring adequate external technical and professional expertise that are beyond the capability and/or capacity of the GOP to undertake such as, but not limited to: (i) advisory and review services; (ii) pre-Revised Implementing Rules and Regulations investment or feasibility studies; (iii) design; (iv) construction supervision; (v) management and related services; and (vi) other technical services or special studies.

Domestic Bidder - refers to any person or entity offering unmanufactured articles, materials or supplies of the growth or production of the Philippines, or manufactured articles, materials, or supplies manufactured or to be manufactured in the Philippines substantially from articles, materials, or supplies of the growth, production, or manufacture, as the case may be, of the Philippines.

Domestic Entity - refers to an individual or a sole proprietor who is a citizen of the Philippines or a partnership, corporation, cooperative, or association duly organized under the laws of the Philippines and of which at least seventy five percent (75%) of the interest or outstanding capital stock belongs to citizens of the Philippines, habitually established in business and habitually engaged in the manufacture or sale of the merchandise covered by his bid, and the business has been in existence for at least five (5) consecutive years prior to the advertisement and/or posting of the Invitation to Bid.

Economically Repairable – that which can be rehabilitated and maintained at a cost economical to the agency.

Equipment – Any property, other than land, structures and fix facilities, having a useful life greater than one year, the cost of which amounts to P 1,500.00 or more (per COA Circular No. 86-200B) and which when used does not suffer any material or substantial change or alteration in size or form.

Excess Property – that which is beyond the requirement of the owning agency but may still be needed in some other government agencies.

Executive Agreements - refers to International Agreements except that they do not require legislative ratification.

Expendable Property – that which may be consumed, spent, or used-up, such as, supplies.

Expendable Supplies - refers to articles which are normally consumed in use within one (1) year or converted in the process of manufacture or construction, or those having a life expectancy of more than one (1) year but which shall have decreased substantially in value after being put to use for only one (1) year (e.g., medicines, stationery, fuel, and spare parts).

Foreign-funded Procurement - refers to the acquisition of goods, consulting services, and the contracting for infrastructure projects by the GOP which are wholly or partly funded by Foreign Loans or Grants pursuant to a Treaty or International or Executive Agreement.

Goods - refers to all items, supplies, materials and general support services, except consulting services and infrastructure projects, which may be needed in the transaction of public businesses or in the pursuit of any government undertaking, project or activity, whether in the nature of equipment, furniture, stationery, materials for construction, or personal property of any kind, including non-personal or contractual services, such as, the repair and maintenance of equipment and furniture, as well as trucking, hauling, janitorial, security, and related or analogous services, as well as procurement of materials and supplies provided by the procuring entity for such services. The term "related" or "analogous services" shall include, but not be limited to, lease or purchase of office space, media advertisements, health maintenance services, and other services essential to the operation of the procuring entity.

GPPB - refers to the Government Procurement Policy Board created in accordance with Rule XX of the R.A. 9184

Head of the Procuring Entity (HOPE) - refers to: (i) the head of the agency or body, or his duly authorized official, for NGAs and the constitutional commissions or offices, and

branches of government; (ii) the governing board or its duly authorized official, for GOCCs, GFIs and SUCs; or (iii) the local chief executive, for LGUs: Provided, however, That in an agency, department, or office where the procurement is decentralized, the head of each decentralized unit shall be considered as the Head of the Procuring Entity, subject to the limitations and authority delegated by the head of the agency, department, or office.

Materials – are expendable commodities used by the government in the process of manufacture or construction including parts or remnants from destroyed or damaged fixed assets.

Non-expendable Property – that which cannot be consumed, spent or used-up, such as equipment.

Obsolete Property – that which has lost its efficacy either due to technological advancement, change of procedures, reorganization of office, or completion of project.

Scrap/Junk – are fragments of discarded materials that have no value except for its basic material contents and which cannot be reprocessed and re-used in the operations of other government property.

Supplies – are expendable commodities which are normally consumed within a year in connection with government operations.

Surplus Property – are excess personal property no longer needed by the government.

Unserviceable Property – that which is beyond repair and has no more utilization potential.

MANAGEMENT INFORMATION SYSTEMS SECTION, AFSD

Definition of Terms

Central Processing Unit (CPU) - also referred to as a central processor unit, is the hardware within a computer that carries out the instructions of a computer program by performing the basic arithmetical, logical, and input/output operations of the system.

Computer Software (or just software) – is any set of machine-readable instructions (most often in the form of a computer program) that direct a computer's processor to perform specific operations. The term is used to contrast with computer hardware, the physical objects (processor and related devices) that carry out the instructions.

Computer Hardware – equals the collection of physical elements that comprise a computer system. Computer hardware refers to the physical parts or components of a computer such as monitor, keyboard, Computer data storage, and hard drive disk, mouse, printers, CPU (graphic cards, sound cards, memory, motherboard and chips), etc all of which are physical objects that you can actually touch.

Ethernet Hub – also referred to as the active hub, network hub, repeater hub, multiport hub, or hub is device for connecting multiple inp0ut/output (I/O) ports, in which a signal introduced at the input of any port appears at the output of every port except the original incoming.

Linux - was originally developed as a free operating system for Intel x86-based personal computers. It has since been ported to more computer hardware platforms than any other operating system.

Local Area Network (LAN) - is a computer network that interconnects computers in a limited area such as a home, school, computer laboratory, or office building using network media.

Memory - refers to the physical devices used to store programs (sequences of instructions) or data (e.g. program state information) on a temporary or permanent basis for use in a computer or other digital electronic device.

Motherboard (sometimes alternatively known as the mainboard, system board, planar board or logic board, or colloquially, a mobo) - is the main printed circuit board (PCB) found in computers and other expandable systems. It holds many of the crucial electronic components of the system, such as the central processing unit (CPU) and memory, and provides connectors for other peripherals. Unlike a backplane, a motherboard contains significant sub-systems such as the CPU.

Network Interface Controller (NIC) - also known as a network interface card, network adapter, LAN adapter and by similar terms, is a computer hardware component that connects a computer to a computer network.

Primary Storage (or main memory or internal memory) – often referred to simply as memory, is the only one directly accessible to the CPU.

Printed Circuit Board (PCB) - is used to mechanically support and electrically connect electronic components using conductive pathways, tracks or signal traces etched from copper sheets laminated onto a non-conductive substrate.

Router - is a device that forwards data packets between computer networks, creating an overlay internetwork. A router is connected to two or more data lines from different networks.

Secondary Storage (also known as external memory or auxiliary storage) - differs from primary storage in that it is not directly accessible by the CPU. The computer usually uses its input/output channels to access secondary storage and transfers the desired data using intermediate area in primary storage. Secondary storage does not lose the data when the device is powered down—it is non-volatile.

Server – is a computer program that provides services to other computer programs (and their users) in the same or other computers.

Switch - is an electrical component that can break an electrical circuit, interrupting the current or diverting it from one conductor to another.

Wi-Fi (also spelled Wifi or WiFi) - is a popular technology that allows an electronic device to exchange data wirelessly (using radio waves) over a computer network, including high-speed Internet connections.

Windows 7 - is an operating system produced by Microsoft for use on personal computers, including home and business desktops, laptops, netbooks, tablet PCs, and media center PCs.