

4. Responsibilities of Organizational Units.

Responsibilities of Organizational Units

(1) Board of Trustees

1. Formulate and adopt policies and measures for the management and operation.
2. Adopt annual and supplemental budgets of receipts and expenditures according to its requirements.
3. Subject to the provisions of existing laws and regulations, and upon the recommendation of the President, or motu proprio, organize and/or reorganize MWSS pursuant to Sec. 4 par. c of R.A. 6234, as amended.
4. Subject to the approval of the President of the Philippines, appoint and fix the compensation of the Deputy Administrators.
5. By majority vote of all its members and with the approval of the President of the Philippines, remove for cause any Deputy Administrator.
6. Adopt and establish guidelines for the employment of personnel on the basis of merit, technical competence, and moral character.
7. Issue such rules and regulations as may be necessary for the sanitary protection of watersheds, reservoirs, conduits, springs and other water sources; for the proper operation of water supply lines and sanitary sewers; for the preservation and protection of water and sewer service as soon as establishment; and for proper procedures in applying for approval of, and connection to, water and/or sewer services which rules shall take effect after publication at least once a week for three consecutive weeks in a newspaper of general circulation in the territory served by MWSS.
8. Submit to the President of the Philippines an annual report on the operation.
9. Perform such other functions and duties in R.A. 6234, as amended.

(2) Administrator / Senior Administrator

a) Office of Administrator

1. Execute and administer policies and measures approved by the Board, and be responsible for the efficient discharge of management functions.
2. Submit for the consideration of the Board such policies and measures necessary to carry out the purposes of MWSS.

3. Direct and supervise the operation and internal administration of MWSS and, for the purpose, delegate administrative responsibilities and duties to other offices.
4. Subject to the guidelines and policies set up by the Board,
 - Appoint/promote department heads upon recommendation of the proper Deputy Administrator with the approval of the Board.
 - Appoint/promote all other personnel, upon recommendation of the proper Deputy Administrator and submit to the Board a monthly report on such appointments and non-disciplinary transfers made in the month immediately preceding.
 - Remove, suspend or otherwise discipline for cause, or terminate by reason of incapacity, department heads, division and section chiefs, and other officers of equal rank, subject to the approval of the Board, and in accordance with the provisions of Article VII of the Civil Service Act, as amended.
5. Detail any officer or employee when required by the exigencies of the service, for a period not exceeding six months, without reduction in salary.
6. Submit to the Board an annual budget and plantilla of personnel not later than sixty days prior to the beginning of a fiscal year, and thereafter such supplemental budgets as may be necessary.
7. Submit to the Board, not later than twentieth of every month, a financial and an operational report for the month preceding, and not later than ninety days after the close of each fiscal year on annual report, and from time to time such partial reports as he may see fit to render or as may be required by the Board.
8. Exercise such other powers and duties provided under R.A. 6234, as amended, and those that may be assigned by the Board.

b) Office of Senior Deputy Administrator

1. Advise and assist the Administrator on all matters pertaining to the day to day activities of MWSS.
2. Perform the functions of the Administrator in the latter's absence.

c) Corporate Planning Group

1. Develop and recommend the long-term corporate plan of MWSS.
2. Facilitate the formulation, review and revision of corporate mission, policy, objectives and strategy.

3. Institutionalize a rational, participative planning process for the attainment of corporate objectives.
4. Translate corporate plans into quantifiable targets.
5. Undertake continuing research on environmental factors affecting the viability of MWSS.
6. Undertake tariff and capital investment studies.
7. Undertake continuing research on modern trends in organization planning; recommend organization changes needed to attain developmental objectives of MWSS.

d) Management Information System (MIS) Group

1. Plan, develop, design, improve, and operationalize MIS and related systems.
2. Conduct continuing studies of MWSS's performance and advice top management of findings and recommendation.
3. Provide check and balance mechanism through periodic, comprehensive reports which inform management of the performance of all units.

Performance Monitoring and Evaluation

1. Monitor, review and appraise performance against objectives, plans and standards.
2. Interpret the result of appraisal of performance to Management and to units concerned.
3. Evaluate the adequacy of the control system of operating units.

Systemis Development

1. Develop an management information system to meet information requirements of all level of management.
2. Undertake system analysis, systems design, system testing and evaluation and documentation.
3. Develop a central data bank computer-based applications.
4. Develop/update of manual of preparation.
5. Undertake continuing research on modern trends in management information system and recommend possible adoption.

Computer Service Center

1. Provide data processing facilities and services to all units.
2. Maintain the integrity and relevance of all implemented systems.
3. Oversee maintenance of tape and disc library.
4. Be responsible for the operation and maintenance of all computer equipment.

e) Public Information Department

1. Develop and administer MWSS's public relations program; maintain close coordination with information dissemination of the branches.
2. Plan and produce the Corporate Annual Report, house organ, and other information materials.
3. Produce all the audio-visual requirements of MWSS; prepare and release press and other media materials.
4. Maintain a customers assistance center at the central office to monitor and refer all complaints.
5. Provide press review and abstracting services to inform management and supervisors of current developments affecting MWSS.
6. Initiate and coordinate special events and handle educational visits and plant tours.

Public and Production Division

1. Plan and produce regular and special publications such as the Annual Report, The Pipeline, technical journal, special supplements, brochures, leaflets, primers, handbooks and other institutional materials.
2. Develop, interpret and execute art, photo, audio-visual and other graphic requirements of MWSS, such as radio-TV plugs, video tape recordings, sound-slide presentations, film documentaries and photo exhibits.
3. Undertake photo and videotape recording coverage of major events in MWSS.
4. Maintain close coordination and harmonious relationships with media.

MWSS Action Center (MAC)

1. Receive and monitor complaints; reports inquiries relative to water/sewer services.
2. Maintain an effective link between MWSS and the general public.
3. Provide management with data and statistic on complaints handled.

(3) Engineering Area

a) Office of DA

1. Advise and assist the Administrator in all matters pertaining to engineering.
2. Oversee planning, detailed engineering and quality control of materials.
3. Oversee engineering research activities to insure MWSS's use of appropriate technology and cost-effective processes for water and wastewater treatment.
4. Evaluate the performance of all departments under the Office of the Deputy Administrator for Engineering.

Bidding Documentation and Estimate Division

1. Prepare and develop technical specifications standards for projects, construction supplies and equipment for dissemination to field offices and contractors.
2. Prepare detailed cost estimates for civil works, construction materials, supplies and services for projects proposed for local and foreign financing.
3. Attend to all activities pertaining to the pre-qualification of bidders conduct of bidding and analysis of bids for recommendation/submittal to local or international bidding committees.

b) Planning and Programming Department

1. Undertake project identification, pre-feasibility and feasibility studies including field investigation and survey of projects.
2. Undertake data collection and research studies related to hydrogeology and hydrology.
3. Maintain and operate hydrologic and meteorologic stations.

Hydrology and Research Division

1. Provide technical support in the investigation and survey of proposed water supply, sewerage and other projects including hydrologic, hydrographic, hydrogeologic, topographic, sub-surface and other related activities.
2. Undertake research studies related to hydrogeologic and hydrologic data collection and analysis: compile data for reference.

3. Maintain and operate hydrologic and meteorologic stations of MWSS in coordination with the National Water Resources Board.

Planning Division

1. Undertake planning, technical and economic feasibility studies for the development and expansion of waterworks and sewerage facilities of MWSS.
2. Coordinate with other agencies dealing with water resources development for efficient integration of multi-purpose water resource development schemes.
3. Develop a computer based simulation of the distribution network in order to insure efficient design of additional water main extensions and to maximize the water delivery capacity of the distribution system.

c) Design Department

1. Develop and recommend guidelines, specifications, criteria, and procedures for the design of the water supply and sewerage projects and other related infrastructure.
2. Undertake detailed engineering design of water supply distribution system, sewerage system and other projects including the preparation of design analysis, plans, specifications and cost estimates.
3. Conduct evaluation and technical review of plans of water supply and sewerage system of subdivisions and evaluate system prior to takeover by MWSS under P.D. 1345.

Design Division

1. Undertake detailed engineering design of proposed water supply, sewerage system and other facilities, including preparation of design analysis and plans.
2. Develop schemes and prepare detailed engineering design of vertical structures and other civil works, including mechanical and electrical design.
3. Review and recommend for approval the plans for water supply and sewerage systems for subdivision.

Technical Support Services Division

1. Perform technical support functions in connection with detailed engineering.
2. Undertake geodetic and engineering surveys preparatory to detailed engineering.

3. Prepare architectural plans and working drawings; be responsible for the safekeeping of such plans and drawings for reference.
4. Prepare detailed specifications and cost estimates.
5. Assist the PBAC in the pre-qualification of contractors and in the evaluation of bids.

d) Applied Research and Quality Control Department

1. Develop and recommend guidelines and procedures on quality control in construction projects and in MWSS's water supply and wastewater treatment; undertake necessary research activities for this purpose.
2. Undertake acceptability test of construction materials; insure proper supervision of factory or plant testing of construction and supply materials.
3. Undertake acceptance test of completed projects.
4. Provide technical assistance on matters related to materials and quality control.
5. Develop plans and programs of research work pertaining to type and quality of construction materials for use in projects; water and sewage treatment processes.

Central Laboratory Division

1. Conduct periodic chemical and bacteriological parameter test of the water supply and wastewater for research purposes.
2. Collect and supervise collection of samples of water supply; monitor the water quality in MWSS.
3. Collect and supervise collections of samples of wastewater; monitor the quality of effluents and receiving bodies of water.
4. Provide technical assistance to other agencies as may be authorized by the Administrator.

Research and Development Division

1. Undertake research studies and development of water and sewage treatment processes and analyses; recommend improvements.
2. Undertake research studies and quality analysis of chemicals used in treatment processes; recommend improvements.
3. Undertake research work pertaining to type and quality of construction materials for use in projects.

Quality Control Division

1. Collect or supervise collection of samples of construction materials for laboratory tests.
2. Supervise the factory or plant testing of construction and supply materials to insure compliance with specification.
3. Perform acceptance tests of completed projects.
4. Check the quality of raw materials used in the fabrication or manufacture of various materials for use of the project.
5. Conduct hydrostatic and leakage testing of completed pipe laying projects.
6. Provide materials testing services to other agencies as may be authorized by the Administrator.

(4) Construction Area

a) Office of DA

1. Advise and assist the Administrator in all matters pertaining to construction management of physical facilities.
2. Monitor the progress of work of all projects and submit periodic reports to the President.
3. Review and evaluate operating and capital budgets, financial planning, fund releases and control of funds of all special projects, including review of all financial documents for loan withdrawals and charges.
4. In coordination with DA for Finance, implement and monitor a sound system of internal control and safeguard in the disbursements of project and operating funds.

b) Locally Funded Projects Department

1. Develop and recommend guidelines and procedures for the construction and supervision of normal expansion projects.
2. Administer and provide technical supervision for the normal expansion of water supply, sewerage system and other projects under contract.
3. Oversee the implementation of normal expansion projects by administration and projects under contract taken over by MWSS.
4. Provide technical supervision for the construction of water supply and sewerage projects undertaken by other government agencies, private subdivision developers and others as

may be authorized by the Administrator.

Construction Division

1. Undertake the normal expansion of water supply sewerage system and other projects by administration.
2. Undertake construction of projects under contract taken over by MWSS.

Contract Administration Division

1. Undertake technical supervision, coordination and control of the construction of normal expansion projects under contract.
2. Prepare civil works contract of normal expansion projects and other related documents.
3. Prepare/review programs of work, schedules and construction methods for the efficient prosecution of normal expansion projects.
4. Monitor and evaluate progress of construction of normal expansion projects and insure compliance.
5. Review progress billings and recommend payment to contractors of normal expansion projects.

(5) Operation Area

a) Office of DA

1. Advise and assist the Administrator on all matters pertaining to the operations and maintenance of all water sources, treatment plants, water distribution and sewer collection systems.
2. Oversee the efficient and continuous operation of the waterworks and sewerage systems.
3. Oversee the implementation of a continuous and systematic preventive maintenance program for all water and sewer system facilities.
4. Evaluate the performance of all departments under the Office of the Deputy Administrator for Operations.

b) Water Sources and Treatment Department

1. Maintain the continuous and adequate supply of standard quality water from the water sources through the treatment plant facilities to the distribution system.

2. Maintain the operational efficiency of intake structure, treatment plants and conveyances, including storage facilities.
3. Maintain, develop and safeguard watersheds, reservations, reservoirs and right-of-ways.
4. Maintain and safeguard treatment plant facilities, buildings, waterworks structures and appurtenances.

Water Sources Division

1. Operate and maintain the facilities of raw water sources and watersheds, such as headworks, conveyance, storage and other structures.
2. Safeguard waterworks structures and facilities, buildings, watersheds, reservation and right-of-ways.
3. Undertake minor repair works of headworks, adequate, storage facilities and other related waterworks structures under the Division.
4. Implement effective/viable reforestation to preserve the growth of forest cover of the watersheds and reservations.

Balara Treatment Plant Division / La Mesa Treatment Plant Division

1. Implement systematic treatment and purification of raw water in the treatment plants in order to insure adequate safe potable water supply for distribution to the water distribution network.
2. Insure efficient functioning and operation of all treatment plant equipment and facilities.
3. Direct and coordinate the security and improvement of all properties under the jurisdiction of the Divisions.
4. Enhance the physical environs of the treatment plant to inspire public confidence in the purity of treated water.

c) Water Distribution and Maintenance Department

1. Develop and implement plans and programs for the efficient operation and maintenance of water distribution facilities in order to meet the water demand and minimize complaints of customers.
2. Implement plans and programs to improve the efficiency of the water distribution network operation through continuous water waste and hydraulic investigations and network operation adjustments; recommend regulations for the connection of new system

- components in areas where water is inadequate.
3. Undertake overall maintenance and improvement of distribution network components including replacement/installation of water mains where needed, and the installation of water services of pipe diameter over 50 mm.
 4. Participate in the acceptance procedures for the new water distribution system components.
 5. Maintain a smooth and efficient operation and minor maintenance of all water pumping plants and deepwell stations.
 6. Monitor and coordinate the development and implementation of measures aimed at reducing the volume of non-revenue water.

Network Operation and Maintenance Division

1. Operate, maintain and safeguard the water distribution pipe network and its control devices and appurtenances.
2. Operate, maintain, install and repair, fire hydrants and valves in the water distribution pipe network.
3. Replace/install water mains for maintenance purposes; install water services over 50 mm in diameter.
4. Represent the Department in the acceptance procedures for new water distribution pipe components.
5. Undertake and coordinate safeguarding of distribution piping structures as well as right-of-way in the distribution network.

Hydraulic Surveys and Analysis Division

1. Undertake surveys, studies and investigations in order to develop and implement an efficient and effective operational strategy for the water distribution system as well as to reduce the non-revenue water.
2. Conduct continuous water waste survey of the water of the distribution network in order to quantify/control water losses.
3. Develop methods and procedures to monitor and control non-revenue water and provide technical assistance in the acceptance of new water distribution system components as well as in the shutdown or repair of major facilities in water distribution network.
4. Conduct continuous hydraulic surveys of the water distribution network in order to

- regularly establish the operational status of the network preparatory to system changes.
5. Develop and maintain an adequate system of information handling; together with fast communication linkage among field operation units through computer operation.
 6. Continuously update the pressure record of the distribution network as far as practicable and provide all service sectors with copies; recommend approval of new water connections in areas having inadequate water pressure.
 7. Institute a system, as soon as practicable, providing information to Service Sectors as to the volume of water distributed to them.

Pumping Plants Division

1. Undertake the efficient operation, minor maintenance and monitoring of all booster and deepwell pumping stations in accordance with established operating procedures to ensure continuous water supply to the water distribution network.
2. Implement a synchronized operating strategy among all booster pumping station in accordance with prescribed operational schedule and with consideration of varying operating parameters and secure the premises.
3. Operate deepwell pump stations in accordance with prescribed operational schedule and schedule and secure the premises.

d) Central Maintenance Department

1. Implement an efficient maintenance management program for all equipment, vehicles, instrumentation and accessories used in the operation and maintenance of the waterworks and sewerage system.
2. Maintain and repair mechanical and electrical equipment used in the water sources, treatment distribution networks and provide shop support for the sewerage system equipment.
3. Undertake preventive maintenance of motor vehicles, heavy equipment and field accessories; control and monitor heavy equipment.
4. Repair and maintain water meters, instrumentation and other related equipment.

General Control and Repair Division

1. Provide electrical and mechanical workshop support for all equipment and machinery.

2. Repair and maintain electrical and mechanical equipment and accessories of waterworks/sewerage facilities.
3. Provide carpentry and other support services.

Instrumentation and Remote Control Division

1. Provide adequate field instrumentation and communication services, including operation and maintenance of mechanical/electrical/electronic facilities.
2. Provide workshop support for the repair and maintenance of instrumentation and communication equipment to insure their continuous operations.
3. Undertake major maintenance and improvement of building facilities.

Transportation, Heavy Equipment and Field Accessories Division

1. Undertake preventive maintenance of motor vehicles, heavy equipment and field accessories.
2. Maintain and repair of heavy equipment and field accessories.
3. Operate and dispatch heavy equipment.

Water Meter Maintenance Division

1. Develop and implement an orderly and systematic maintenance of water meters.
2. Perform periodic calibration of water meters.
3. Repair, test and maintain water meter; install big water meters.

e) Sewerage System Department

1. Develop and implement plans and programs for the effective operation and maintenance of the sewerage systems as well as collection and disposal of sludge from septic tank of non-sewered areas and extension of sewer mains and service connections.
2. Direct and coordinate operation and maintenance of sewer mains, sewage pumping/lift stations, septic/Imhoff tanks and treatment plants of MWSS.
3. Undertake investigations of existing systems and inspection of new systems; installation and repair of sewer mains and appurtenances and service connections.
4. Perform, monitor and coordinate septic tank/Imhoff tank desludging services for non-sewered areas, and help minimize pollution.

Operations and Maintenance Division

1. Implement plans for the efficient operation and maintenance of sewage lift/pump stations.
2. Undertake a systematic operation and maintenance of sewer lines and appurtenances.
3. Undertake efficient and effective operation and maintenance of sewage treatment plant.
4. Undertake field repair and maintenance of sewage handling equipment.

Sewer Connection, Extension and Field Investigation Division

1. Install and repair sewer mains, service connection and appurtenances.
2. Conduct field investigations on existing systems and inspection of new systems.

Septic Tank Maintenance Division

1. Perform desludging, hauling and disposal of septic tank sludge by administration for individual and community septic/Imhoff tanks.
2. Conduct census and inspection surveys for systematic scheduling of desludging services.
3. Supervise and coordinate desludging services for individual septic tanks by contract.
4. Operate and maintain disposal sites.

(6) Customer Service Area

a) Office of DA

1. Monitor, collate and evaluate the operation and performance of all sectors and offices under the supervision of the DA in view of providing effective customer service.
2. Perform completed staff work for activities/program of the Customer Service Area.
3. Conduct unprogrammed surveys/census to ferret out illegal connections, investigate and cut off right away services which are outright illegal, in any part of the MWSS service area.
4. Initiate investigation of reports of employee infraction/violation of office rules and regulations, in any office within the Customer Service Area, and recommend sanction, if necessary.
5. Recommend a system of rewards and penalties for illegal water withdrawal practices.

6. Recommend performance standards for the Customer Service personnel as a basis for giving incentives as may be allowed by higher authorities.

Census and Investigation Service Division

1. Investigate alleged illegal/unregistered water and sewer service connections.
2. Issue closing orders for illegal service connections.
3. Compute undercollections/penalties for illegal services.
4. Process and compute claims for rewards.
5. Conduct census of prospective users of water and sewer services.
6. Process application/petition for public faucet Level II.

b) Sectors

1. Maintain equitable distribution of water, maintain revenue water at optimum level through continuous water audit, rehabilitation, maintenance/repair of pipe network and its appurtenances, repair of leaks.
2. Bill/collect water/sewer accounts and attend to/resolve customers' complaints.
3. Maintain accounts receivable within allowable limits.
4. Investigate all customer-related complaints and adjust/revise bills, if warranted.
5. Mount/dismount/test onsite small meters.
6. Process all applications for water service connections; accept applications for sewer services.
7. Install water service connections (63 mm and below).
8. Read at regular intervals all inflow/outflow gauging points, all districts meters and all customer meters.
9. Conduct regular investigations, verification of customers' use of water; ferret out illegal and other unauthorized practices.

Service Center

1. Equitably distribute water within the sector.
2. Perform continuous water audit.
3. Conduct regular hydraulic water surveys/tests.
4. Maintain revenue water at optimum level.

5. Rehabilitate and maintain pipe networks and all its appurtenances.
6. Backfill excavated pavements.
7. Install new and additional water service connections (63 mm and below) including Level II Service (Public Faucets).
8. Mount/dismount/onsite test small meters.
9. Disconnect services with delinquent accounts and illegal connections.

Meter Reading and Consumption Analysis Division

1. Monthly read all customers' meters.
2. Examine, analyze and compute all customers' consumption.
3. Investigate doubtful and questionable consumption.
4. Review/edit billing for accuracy.
5. Ensure all new connections are assigned account numbers and entered into the master files, read and billed.
6. Institute a program of unscheduled random checking of meter readings.
7. Provide Branch Offices with reports/lists of new accounts and all changes in existing accounts.
8. Monthly total billings: by book, by sub-zone, by Branch and for the Sector to determine revenue water.

Branch Office

1. Safeguard and collect bills.
2. Maintain accounts receivable level to three months billing or less.
3. Disconnect/reconnect water services.
4. Initiate legal action against delinquent customers.
5. Investigate, verify and resolve of all customers' complaints, and revise/adjust bills.
6. Process water service connection application and accept sewer connection application and transform the latter to the SSD for processing.
7. Maintain records for ready use of any branch personnel.

(7) Finance Area

a) Office of DA

1. Advise and assist the Administrator in the formulation of policies for attainment of MWSS's goals and objectives in the field of finance, including those for special projects.
2. Direct and oversee programs and activities on financial matters.
3. Evaluate the performance of all departments under the Office of the Deputy Administrator for Finance.

b) Financial Control and Budget Department

1. Prepare the corporate budget.
2. Monitor corporate cash flows and coordinate with all operating units and the Treasury Department for cash requirements.
3. Control, release and monitor utilization of budgetary appropriations; analyze budget variances.
4. Provide assistance to operating units in the programming of funds and submission of departmental and project financial reports.
5. Review the effectiveness of the claims control systems and recommend measures for the prevention and prompt detection of irregular or unnecessary expenditures of funds.
6. Coordinate with the COA regarding the pre-audit and post audit of all claims.
7. Initiate the groundwork for and conduct revenue analysis; gather and maintain financial statistics.

Revenue Analysis and Financial Statistics Division

1. Conduct revenue analysis and recommend strategies to maximize revenue generation.
2. Provide assistance to operating units in the preparation and submission of operation and financial reports.
3. Analyze and consolidate revenue and other related reports.
4. Monitor corporate cash flows and coordinate with the Treasury Department for cash requirements.

Budget Management Division

1. Develop criteria for budget preparation.
2. Analyze and consolidate departmental budget proposals.
3. Review budget performance of operating units, analyze variances and in consultation with operating units recommend alternative courses of action.

4. Review the effectiveness of the budgetary system and recommend necessary changes to conform with the needs of its services.
5. In coordination with the Corplan, implement the recommended financial mix in financing projects.

Claims Control Division

1. Review all disbursements and determine and/or ascertain their legality, validity, propriety, accuracy and reasonableness in accordance with existing budgeting, accounting and auditing rules and regulations.
2. Coordinate with the COA regarding the pre-audit and post-audit of all claims.
3. Coordinate with the Budget Management Division as to the proper charges of accounts.

c) Accounting Department

1. Plan, direct and coordinate the accounting of transactions and the proper maintenance of books of account.
2. Prepare and interpret financial statements.
3. Certify, approve/recommend for approval all disbursements; insure compliance with existing policies, rules and regulations.
4. Institute internal control measures in the accounting system; recommend improvements.
5. Render technical advice on accounting and financial matters to management and the operating units.

General Accounting and Specialist Division

1. Responsible for the systematic recording of business transactions and the maintenance of corporate books of account.
2. Review and analyze results of operation and financial condition; prepare and interpret financial statements.
3. Develop internal control measures in the accounting system; evaluate effectiveness and recommend improvements.
4. Submit reports and recommendations on actual financial performance to serve as basis for financial projections and management decision-making.

Construction Accounting Division

1. Supervise the proper recording, accumulation and reporting of costs of on-going and completed construction projects.
2. Review and analyze costs of water/sewer service installations, major repairs and replacements, plumbing jobs, and monitors results and maintains records.
3. Maintain continuing property records including depreciation, and the annual valuation/appraisal of fixed properties and equipment.
4. Submit reports/recommendations to management and operating units on results of cost analyses.

Customers Accounting and Reconciliation Division

1. Maintain and reconcile subsidiary records for water and sewer accounts.
2. Prepare and analyze reports pertaining to water /sewer accounts.
3. In coordination with Sector Managers, recommend the dropping and/or adjustments of uncollectible water/sewer accounts.
4. Monitor and supervise the balancing of all collection data in all branch offices; serve as the link between branch office and the Computer Service Center.
5. Reconcile cash accounts with bank records and cash book.

Payroll Claims and Cost Accounting Division

1. Be responsible for the implementation of the payroll system and centralized liability records system for third party claims.
2. Implement internal control measures to safeguard disbursements; insure compliance with policies, rules and regulations.
3. Maintain adequate, accurate and up-to-date records of disbursements, asset and liability accounts.
4. Review and analyze operational costs in relation to operational activities, changes in manpower requirements and price factors; interpret variances.
5. Perform cost accounting analyses of water production; cost of production, allocation of project costs, by functions and by responsibility areas.

d) Treasury Department

1. Responsible for all cash and properties of MWSS.
2. Responsible for receipt custody and deposit of all collections as well as cash disbursements and warehousing services.
3. Recommend policies to improve/update systems and procedures in cash and property management and warehousing services.

Cash Management Division

1. Be responsible for the receipt, custody, deposit and disbursement of cash; maintain cash books and other related records; submit cash status reports.
2. Control official receipts, checks and other accountable forms.
3. Be responsible for the bonding of accountable officers.
4. Monitor cash flows and handle investment of cash.

Warehouse Services Division

1. Be responsible for warehousing functions of MWSS.
2. Be responsible for the receipt, custody and issuance of supplies, materials and equipment.
3. Take initiative in the disposition of unserviceable equipment and scrap materials.

Property Management Division

1. Be responsible for the custody and safekeeping of records and documents pertaining to real estate and other land rights of MWSS; see to it that all insurable properties are adequately covered.
2. Issue memorandum receipts for all equipment and tools; monitor and control property accountabilities of employees.
3. Coordinate with warehousing services for the disposition of unserviceable properties.

(8) Administration Area

a) Office of DA

1. Advise and assist the Administrator in the formulation of policies for the attainment of MWSS's goals and objectives in the field of administration.

2. Direct and oversee programs and activity on personnel administration and development, health and safety, legal matters, public information, procurement and other administrative/office services.
3. Evaluate the performance of all departments under the office of the Deputy Administrator for Administration.

b) Personnel Management Department

1. Plan, develop, direct, and administer programs and activities on recruitment and employment, wage and salary administration, benefits, employee relation and personnel information, and other personnel transactions.
2. Formulate and recommend policies and procedures relating to all personnel transactions and related matters.
3. Interpret and implement Board Resolutions, Civil Service Law, Rules and Regulations, Budget Circulars, Presidential Decrees, LOIs, Court Decisions, GSIS Law, Office Rules and Regulations relating to personnel matters.
4. Provide technical assistance to other departments/offices on personnel matters.
5. Coordinate with other department and government offices and agencies concerned with personnel management.

Recruitment and Employment Division

1. Be responsible for personnel recruitment program.
2. Prepare appointment, promotions, transfers, separations, reinstatements, and other personnel activities.
3. Maintain up-to-date personnel service records.
4. Prepare plantilla of personnel.

Compensation Administration Division

1. Develop, administer and evaluate programs on position classification, salary and wage structure, and employee welfare and benefits.
2. Implement Board Resolutions, Civil Service Law, Rules and Regulations, Budget Circulars, Presidential Decrees, LOIs, office policies and office rules and regulations on welfare benefits and compensation.

3. Undertake studies and researches to further improve the employee welfare and benefits program.
4. Interface with other department and government offices and agencies concerning employee's claims and benefits.

Employee Relations and Personnel Information Division

1. Implement continuing programs for fostering harmonious employer-employee relationships.
2. Be responsible for the implementation of Excessive Order No. 895 related to the creation of Employee-Management Committee in MWSS governing employee's grievances and procedures.
3. Disseminate circulars, memoranda, office orders and other information regarding personnel matters.
4. Formulate and recommend policies in the implementation of the new Performance Appraisal System.
5. Provide computerized personnel information system.

c) Human Resource Development Department

1. Develop, implement and evaluate training, education and development programs for personnel at all levels.
2. Prepare and maintain an inventory of manpower, indicating, among others, personnel competency/skill levels, forecasting manpower requirements and developing short and long-range manpower planning programs.
3. Formulate and recommend policies, systems and procedures on all matters pertaining to human resource planning and development, in coordination with the Corplan.
4. Provide leadership, technical guidance, operating instructions and information to line supervisors in their staff development efforts.
5. Plan for and direct the administration of training grants and scholarship programs, and providing liaison and representation with other government offices as well as the private sector on matters dealing with human resource development.

Manpower Planning, Evaluation and Scholarship Division

1. Formulate and implement a continuing review and appraisal of existing human resource management systems and programs, and recommend significant procedural or policy modifications as required.
2. Conduct job evaluation and analysis to assess relevance and effectiveness of existing positions to organization, develop an overall manpower staffing pattern in coordination with all line staff-offices, and prepare forecasts on the long and short range manpower requirement of MWSS.
3. Study the implications of changes in the MWSS's mission, technology and organizational structure and to recommend necessary manpower training, education and development thrusts.
4. Monitor on a continuing basis all the activities relating to the evaluation of all courses and programs to be able to establish indicators of effectiveness and measure their impact on employee performance.
5. Conceptualize, administer and evaluate short and long range scholarship programs both local and overseas including the identification as well as evaluation of other available training resources.

Management Development and Other Programs Division

1. Plan, design and implement programs for continuing training, education and development of supervisors and managers.
2. Plan and conduct needs analysis studies to obtain and provide viable information for program development and implementation.
3. Develop and manage training, education and development programs for administration, commercial and financial personnel at all levels.
4. Provide technical assistance and information to line supervisors to effect increased staff efficiency.
5. Identify, arrange for and coordinate supervisory and management training programs with agencies and institutions outside of MWSS.

Technical Skills Development Division

1. Plan, design and implement programs for continuing training, education and development of technical and skills personnel.
2. Plan and conduct needs analysis studies to obtain and provide viable information for

program development and implementation.

3. Administer and maintain the Practical Training Center for in-house personnel training as well as for external participants under the TEEM program.
4. Provide technical assistance and information to line supervisors to effect increased staff efficiency.
5. Identify, arrange for and coordinate technical and skills training programs with agencies and institutions outside of MWSS.

d) Health and Safety Department

1. Plan, develop and administer comprehensive and continuing health and safety programs.
2. Formulate and recommend policies, rules, regulations and procedures on health and safety and set safety standards for personnel.
3. Adopt modern and effective medical and dental methods and safety techniques.
4. Initiate and implement government rules, regulations, and ordinances relating to health and safety.
5. Coordinate with the HRD and other government offices in the conduct of training programs on health and safety.
6. Provide adequate medical and dental supplies for first aid treatment.

Medical Services Division

1. Provide medical services to employees and dependents.
2. Implement medical policies, rules and regulations.
3. Determine the propriety of medical claims.
4. Undertake studies on the use of modern and effective medicines and medical methods.
5. Arrange with hospitals for the hospitalization and treatment of employees; conduct periodic visits.
6. Determine physical fitness of applicants and employees.

Dental Services Division

1. Provide dental services to employees and dependents.
2. Implement dental policies, rules and regulations.
3. Determine the propriety of dental claims.

4. Undertake studies on the use of modern and effective medicines and dental methods.

Safety Division

1. Develop and administer accident prevention programs.
2. Promotion and instill safety consciousness among employees.
3. Implement safety measures and programs and periodically inspect and evaluate the physical working conditions in the central and field offices.
4. In coordination with the HRD, develop training programs for occupational safety.
5. Implement government laws, orders, ordinances, rules and regulations and other related measures on occupational safety.

e) Legal Department

1. Provide legal advice to the Board and the Administrator; extend legal services to MWSS.
2. Prepare/review contracts and other legal documents to which MWSS is a party.
3. Handle cases/hearings before the Courts, Fiscal's Office, the community guardians, and quasi-judicial or administrative bodies.
4. Prepare/review reports/decisions on administrative cases.
5. Initiate steps leading to the apprehension and prosecution of persons illegally drawing water from any System's facilities.
6. Coordinate with the Office of the Government Corporate Counsel as necessary.
7. Provide assistance whenever needed to legal staff of branches and other units.

Court Cases Division

1. Handle all court cases, whether civil or criminal, in the Courts, Fiscal's Office, community guardians, and quasi-judicial or administrative bodies.
2. Research and prepare legal opinions requested by the Board of Trustees, the Administrators and other officials.

Complaints and Investigation Division

1. Investigate all complaints of private customers/third parties; prepare consolidated reports.
2. Review and investigate complaints filed against officials/employees of MWSS; prepares administrative cases.

3. Take charge of the apprehension/prosecution of persons illegally drawing water from any MWSS's facilities.

Contract and Real Estate Division

1. Take charge of all ejectment cases against squatters at MWSS's real properties and right-of-way.
2. Handle all expropriation and land registration cases for MWSS.
3. Prepare/review contracts and other legal documents to which MWSS is a party.

f) Procurement Department

1. Responsible for the procurement of all supplies, materials and equipment.
2. Recommend policies, rules, regulations and improvement for efficient procurement systems and procedures.
3. Provide secretariat services to the Pre-qualification and Award Committee for procurement.

Purchasing Division

1. Undertake the procurement of all supplies, materials and equipment.
2. Initiate innovations of procurement systems and procedures.
3. Maintain current price lists.

Bidding and Documentation Division

1. Perform public bidding for office supplies, materials, equipment and general services.
2. Evaluate pre-qualification of suppliers.
3. Notify both pre-qualified and disqualified suppliers.
4. Prepare and issue sets of bid documents to prospective bidders.

g) General Services Department

1. Plan and administer a program for procurement, office, buildings, grounds and auxiliary services.
2. Recommend plans for the allocation and proper use of office spaces and grounds in coordination with the operating units.

Office Services Division

1. Provide services relating to forms and records management, messengerial, telecommunications and printing reproduction.
2. Maintain all office machines/equipment and provides for an office equipment pool.
3. Initiate the adoption of modern office services system, procedures and practices.
4. Recommend the types and scope of services to be contracted.

Buildings, Grounds and Auxiliary Services Division

1. Implement the program for the maintenance of Balara and La Mesa buildings and grounds, security, janitorial, recreational and food services.
2. Provide janitorial and security services to booster pumping stations; undertake minor repairs of buildings.
3. Recommend the types and scope of services to be contracted.
4. Operate the mechanical and electrical systems of all buildings.

5. Summary of Authorized and Filled Positions as of December 31, 1994.

Summary of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments	Authorized				Filled				Authorized		Filled	
	Mng	Eng	Adm	Or	Mng	Eng	Adm	Or	Reg. I	Total	Reg. I	Total
Office Of The Board Of Trustees	1		17				11		18	18	11	11
Office Of The Administrator	2		16	2	2		9	1	20	20	12	12
Public Information Department	3	0	20	6	11	0	2	0	40	40	35	35
Corporate Planning (Corplan) Group	3		14	1	1	3	10	1	18	18	14	14
Management Information System (MIS) Group	1		5				2		6	6	7	7
Performance Monitoring & Evaluation Dept.	5		14	11	11	5	14	9	30	30	28	28
Systems Development Department	8	0	23	2	143	2	5	0	176	178	126	127
Other Office of the Administrator staffs						13			11	0	13	0
Office of the Administrator Area Total	23	0	109	8	168	16	18	0	308	324	229	242
Planning & Programming Department	3	53	13	0	15	5	3	43	84	89	61	64
Design Department	3	111	15	0	4	0	2	82	133	133	100	100
Applied Research & Quality Control Dept.	4	64	11	2	2	0	4	50	83	83	65	65
Project Total (Engineering)	0	0	0	0	0	401	0	0	0	0	0	0
Other Engineering Area Staffs	3	31	12	0	4	132	2	27	58	50	182	36
Engineering Area Total	13	259	51	2	25	538	11	202	371	350	888	264
Locally Funded Projects Department	3	48	24	81	4	84	3	42	160	160	244	136
Project total (CONS)	24	0	25	0	0	3,518	21	0	1,760	49	3,567	45
Other Construction Management Area Staffs	1	1	4	1	1	1	1	1	7	7	7	6
Construction Management Area Total	28	49	53	81	5	3,602	25	43	1,839	216	3,818	187
Water Sources & Treatment Department	4	5	14	283	72	0	3	4	378	378	269	269
Water Distribution & Maintenance Dept	4	5	40	1,084	28	272	4	3	1,173	1,161	1,433	811
Sewerage System Department	4	19	21	312	11	88	3	16	52	367	455	274
Central Maintenance Department	5	2	21	215	47	14	5	2	13	290	304	200
Other Operations Area Staffs	1	1	5	1	1	1	1	3	8	8	3	3
Operations Area Total	19	31	101	1,894	159	374	15	25	2,204	2,578	1,857	1,795
North Service Sector	6	1	46	308	8	107	6	1	485	476	297	382
East Service Sector	7	1	50	346	8	157	7	1	412	412	302	451
Southeast Service Sector	7	1	51	346	8	166	7	0	413	413	324	458
West Service Sector	7	1	51	346	8	202	5	1	413	413	330	506
Southwest Service Sector	6	1	46	315	8	83	5	0	376	376	273	337
Big Accounts & Census Services Sector	4	2	22	109	0	200	3	1	159	137	337	111
Other Customers' Service Area Staffs	1	1	8	2	2	2	1	6	13	13	9	9
Customers' Service Area Total	38	7	274	1,772	42	915	34	4	2,133	3,048	1,676	2,413
Financial Control & Budget Department	4	1	81	0	3	6	3	0	51	89	95	80
Accounting Department	5	0	152	0	3	46	4	0	160	206	133	172
Treasury Department	4	1	81	148	4	9	4	1	248	257	187	195
Other Financial Area Staff	1	1	4	1	1	1	4	1	6	6	6	6
Financial Area Total	14	2	328	149	10	61	12	1	503	564	401	453
Personnel Management Department	4	0	52	1	1	0	4	0	58	58	53	53
Human Resource Development Department	4	0	32	0	3	0	4	0	39	39	31	31
Health & Safety Department	4	0	15	0	33	0	3	0	52	52	36	36
Legal Department	4	0	41	0	0	0	4	0	45	45	29	29
Procurement Department	3	0	10	12	0	0	1	0	25	25	15	15
General Services Department	3	3	50	73	64	73	2	1	193	266	133	154
Other Administration Area Staff	1	1	5	1	1	1	4	1	7	7	5	5
Administration Area Total	23	3	205	96	102	79	18	1	419	492	302	323
Grand Total	158	351	1,121	3,992	511	5,579	133	276	6,133	11,712	4,616	7,796
(%)	2.58	5.72	18.28	65.09	8.33	47.63	2.88	5.98	18.33	64.97	4.64	

6. Number of Authorized and Filled Positions as of December 31, 1994.

Number of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments/Divisions/Sections	Authorized				Filled				Authorized		Filled	
	Mng	Eng	Adm	Oper	Mng	Eng	Adm	Oper	Reg. I	Reg. II	Reg. I	Reg. II
Office Of The Board Of Trustees	1	17					11		18	18	11	11
Office Of The Administrator	2	16			2	2	9		11	20	12	12
Inspectorate Group					13					0	13	0
Public Information Department	1	4			1	1	4		5	5	5	5
Publication & Production Division	1	1					1		2	2	1	1
Communications Planning & Research Section		5					4		5	5	4	4
Publications & Media Relations Section		6					5		6	6	5	5
Production & Audio Visual Section					6				6	6	6	6
MWSS Assistance Center (Mac)	1	4			6	5	4	4	16	16	14	14
Dep. Sub Total	3	0	20	6	11	0	2	0	40	40	35	35
Corporate Planning (Coplan) Group	3	14			1	3	10		18	18	14	14
Management Information System (MIS) Group	1	5			1	1	2		6	7	3	4
Performance Monitoring & Evaluation Dept.	5	14			11	5	14	9	30	30	28	28
Systems Development Department	4	4			22	3	2	11	30	30	16	16
Computer Service Center	1	2			2	1	1	1	4	6	2	3
Systems Maintenance & Documentation Div.	1	2			12	1	2	7	15	15	9	9
Data Preparation & Control Division	1	1			1	1	1	1	3	3	3	3
Input Machine Operations Section					44			38	44	44	38	38
Billing & MIS Data Control Section					36			28	36	36	28	28
Customers' Records & Monitoring Section					7	2	9	4	18	18	12	12
Computer Operations Division	1	2			2	2	1	1	3	3	1	1
Computer Job Scheduling & File Mgmt Section		5			5		3	5	10	10	8	8
Machine Operations Section					13			9	13	13	9	9
Dep. Sub Total	8	0	23	2	143	2	5	0	176	176	126	127
Area Total	23	0	109	8	168	16	18	0	308	324	229	240
Office Of The DA For Engineering	1	5			1	1	3		7	7	5	5
Umayyadqat Transbasin Project	1				130				57	131	0	57
Bidding Documentation & Estimates Division	1	1			2	1	1	1	2	4	2	3
Bidding & Evaluation Section		12			2			2	17	17	14	14
Bidding Documents & Estimate Section		19			1			16	23	23	17	17
Planning & Programming Department	1	3			5	1	1	3	4	9	2	5
Hydrology & Research Division	1	1			1	1	1	1	2	2	2	2
Investigation & Hydrology Section		17			2			16	20	20	18	18
Research Section		12			1			11	16	16	15	15
Planning Division	1	8			4	1	5	8	18	18	14	14
Utility Mapping & Data Base Mgmt Section		16			8		8	43	24	24	10	10
Dep. Sub Total	3	53	13	0	15	5	3	43	84	89	61	64
Design Department	1	3			1	1	3		4	4	4	4
Design Division	1	1			1		1		2	2	0	0
Waterworks Design Section		11			1		8	1	12	12	9	9
Civil Structural Design Section		11			1		10	1	12	12	11	11
Mechanical/Electrical Design Section		11			1		7	1	12	12	8	8
Sewerage Design Section		11			1		6	1	12	12	7	7
Technical Support Services Division	1	1			1	1	1	1	2	2	1	1
Investigation & Survey Section		38			2		28	2	41	41	29	29
Architectural Design Section		19			2		17	2	24	24	22	22
Subdivision & Outlying Areas		10			2		8	1	12	12	9	9
Dep. Sub Total	3	111	15	0	4	0	82	12	133	133	100	100
Applied Research & Quality Control Dept.	1	1			1	1	1	1	4	4	4	4
Quality Control Division	1	1			3	1	3	1	4	4	2	2

Number of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments/Divisions/Sections	Authorized				Filled				Authorized		Filled			
	Mng	Eng	Adm	Opr	Otr	Cas	Mng	Eng	Adm	Opr	Otr	Cas	Reg. Total	Req. Total
Pressure & Leakage Section													11	11
Materials Testing Laboratory Section		11											11	11
Field Testing & Plant Inspection Section		11											12	12
Central Laboratory Division	1		3				1	2					4	4
Water Research & Analysis Section		8							1				9	8
Sewage Research & Analysis Section		7							1				8	6
Field Survey & Sampling Section		9											10	10
Research & Development Division	1	6	2				1	2					9	9
Environmental Section		1											1	1
Dep. Sub Total	4	64	11	2	2	0	4	50	8	1	2	0	83	83
Manila South Water Supply Project						100							0	100
AWSOP (Engineering)						135							0	135
Fringe Area Water Supply Study Group						15							0	15
Rizal Province Water Supply Project						94							0	94
Metro Manila Ground Water Dist. Project						48							0	48
Manila North East Water Supply Project													0	0
Salara Water Treatment Plant Rehab Project						8							0	8
Area Total	13	259	51	2	25	538	11	202	37	1	13	280	350	888
Office Of The DA For Construction Mgt.		1	4				1	1	3				7	7
Metro Manila Water Distribution Project	9		7			544	8		6			284	16	560
Support Services Division	3		2			20	3		2			20	5	25
Support Services Division													0	0
Metro Manila Sewerage Project (MMSP)	4		5				3		5				9	9
Support Services Division													0	0
Manila Water Supply Rehab. Proj. I (MWSRP I)	4		7			620	3		7			581	11	631
Support Services Division													0	0
Mia Water Supply Rehab Proj II (MWSRP II)	4		4			1,060	4		4			656	8	1,068
Support Services Division													0	0
Locally Funded Projects Department	1		7			28	1		7			25	8	36
Contract Administration Division	1		6				1		4				7	7
Proj. Inspection & Evaluation Section		24	4					21	2			28	28	23
Well Dev't. & Construction Section	7						5		5				7	7
Contract Preparation & Admin. Section	5		2				5		2				7	7
Project Construction Division	1		5				1		4				6	6
Waterworks Project Section	6		40				6		32				48	40
Sewerage & Miscellaneous Section	6		41				5		38				49	43
Restoration Task Force						56						54	0	54
Dep. Sub Total	3	48	24	81	4	84	3	42	19	68	4	79	160	244
AWSOP - I (CONST)						38						29	0	38
AWSOP - II (CONST)						195						123	0	195
Manila South Water Supply Project (CONST)						268						30	0	268
AWSOP - III (CONST)						773						37	0	773
Area Total	28	49	53	81	5	3,602	25	43	46	68	5	1,839	216	3,818
Office Of The DA For Operations	1		5						3				7	7
Manila South Water Supply Project	1												1	1
Water Sources & Treatment Department	1		2				1		2				4	4
Process Quality Unit	3		1	4			2		1	2			9	9
Water Sources Division	1		1						1				2	2
Alat-La Mesa Operations & Maint. Section			1	35	7				1	28	2		43	43
													31	31

Number of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments/Divisions/Sections	Authorized						Filled						Authorized		Filled	
	Mng	Eng	Adm	Oper	Chr	Cas	Mng	Eng	Adm	Oper	Chr	Cas	Req.	Total	Req.	Total
Ipo-Bldg Headworks Section			1	42	28					32	22		71	71	54	54
Montalban Laiban Headworks Section			1	11	16					8	9		27	27	17	17
Balara Treatment Plant Division			1						1				2	2	2	2
Filter Plant Operations Section			1	34	4				1	26			39	39	27	27
Chemical Treatment Section		1	1	28				1	19				30	30	20	20
Security, Recreational & Gen Services Section			1	42	15				25	13			58	58	39	39
San Juan Reservoir Section				15					10				15	15	10	10
La Mesa Treatment Plant Division			1					1					2	2	2	2
Plant Operations & Pumping Station Section			1	24					17				25	25	17	17
Chemical Treatment Section			1	22					19				25	25	20	20
Gen Services & Barging Reservoir Section			1	24	1				18	1			26	26	20	20
Dep. Sub Total	4	5	14	283	72	0	3	4	10	204	48		378	378	256	256
Water Distribution & Maintenance Dept	1		2	1		272	1		2	1		173	4	276	4	177
Pumping Plants Division	1		1	5	1		1		1	3	1		8	8	6	6
Booster Pumping Plants Section			2	112	1				88	1			115	115	100	100
Deepwell Pumping Plants Section			3	328	1				269	1			332	332	273	273
Hydraulic Surveys & Analysis Division	1		1	2	2		1		1	1			6	6	3	3
Hydraulic Surveys & Waste Detection Section			4	92	3				75	1			99	99	77	77
Technical Services Section	2		6	28	5				16	2			41	41	22	22
Network Operation & Maintenance Division	1		12		1		1		4				14	14	5	5
Water Mains Maintenance Section	2		5	252	7				160	2			266	266	166	166
Valves & Hydrants Section	1		4	264	7				148	3			276	276	155	155
Dep. Sub Total	4	5	40	1,084	28	272	4	3	22	771	11	173	1,161	1,433	811	984
Sewerage System Department	1		3			88	1		3			52	4	92	4	56
Department Assistance Unit			1	7	1				1	7			9	9	8	8
Tools & Equipment Storage Section				14					14				14	14	14	14
Operations & Maintenance Division	1		1						1				2	2	1	1
Sewer Tank Maintenance Section			1	74	3				47				78	78	47	47
Sewage Pumping Section			1	94					70				95	95	71	71
Wastewater Treatment Section	3		1	6	1			3	1	2	1		11	11	7	7
Equipment & Bldg. Maintenance Section	1		1	19					14				21	21	15	15
Sewer Connection, Ext. & Field Investign Div	1		1	17					1				2	2	2	2
Field Investigation Section			2	3	27			2	3	22			32	32	27	27
Sewer Connection, Ext. & Repair Section	1		4						3				5	5	4	4
Septic Tank Maintenance Division			1	31	6				1	27	4		38	38	32	32
Desludging Operations Section			13	2	23			10	1	17			38	38	28	28
Disposal/Contract Services Section	4	19	21	312	11	88	3	16	17	233	5	52	367	455	274	326
Dep. Sub Total	1		2			14	1		3	4		13	3	17	2	15
Central Maintenance Department			3	4					3	4			7	7	7	7
Maintenance Specialist Staff			1						1				2	2	2	2
General Control & Repair Division			2	31					19				33	33	21	21
Mechanical & Electrical Section			2	43					26				45	45	28	28
Treatment Plant Mech/Elect Section			1	26	1				18	1			28	28	19	19
Instrumentation & Remote Control Division			2						1				3	3	2	2
Instrumentation Workshop & Other Services				10	3				5	2			13	13	7	7
Instrument Field Services Section				14					10				14	14	10	10
Transpation Heavy Eqpt & Fid Access Div	1		3	1					2				5	5	3	3
Motor Vehicle Section			1		24				1			15	25	25	16	16
Heavy Eqpt & Field Accessories Section	2		1	25	19			2	1	20	17		47	47	40	40

Number of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments/Divisions/Sections	Authorized			Filled			Authorized			Filled			
	Mng	Eng	Adm	Mng	Eng	Adm	Reg. I	Cas	Otr	Reg. I	Cas	Otr	Total
Water Meter Maintenance Division	1		3										3
Water Meter Maintenance Section						2							2
Water Meter Maintenance Section									25				25
Meter Depostory Rec & (B.M.) Replacement Sec									15				15
Dep. Sub Total	5	2	21	215	47	14	5	2	16	142	35	13	290
Area Total	19	31	101	1,894	159	374	15	25	68	1,350	99	238	2,578
Office Of The DA For Customers' Service	1		8	2	2		1		6		2		13
North Service Sector	1		6			4			4				114
North Service Center	1		1			1			1				2
Support Services Unit			1	6	16	8	1	6	12	4			31
Water Services Connection & Meter Replacement					46				39				46
Water Service Maint. & Leak Repair Section					73				59				73
North Meter Reading Services Division	1		1			1			1				2
Meter Reading Section			5	49		5			40				54
Consumption Analysis Section			12	10		7			9				22
Navaliches Branch	1		3	1		3			1				5
Collection Section				22					18				22
Branch Action Center			1	9		6			10				10
Application Processing			1	6		1			5				7
Caloocan Branch	1		3	1		3			1				5
Collection Section				22					17				22
Branch Action Center			1	9		1			8				10
Application Processing			1	6		1			5				7
Navotas-Malabon Branch	1		3	1		2			19				22
Collection Section				22					19				22
Branch Action Center			1	9		6			6				10
Application Processing			1	6		1			6				7
Collection Section			1	6		1			1				7
Application Processing			1	6		1			5				7
Sector Sub Total	6	1	46	308	8	107	6	1	35	251	4	85	369
East Service Sector	1		5			5			5				119
East Service Center	1		1			1			1				2
Support Services Unit			1	6	16	8	1	6	12	8			31
Water Services Connection & Meter Replacement				46		38			38				46
Water Service Maint. & Leak Repair Section				73		60			60				73
East Meter Reading Services Division	1		1			1			1				2
Meter Reading Section			5	49		3			39				54
Consumption Analysis Section			12	10		11			10				22
Balara Branch	1		3	1		2			1				5
Collection Section				22					18				22
Branch Action Center			1	9		7			7				10
Application Processing			1	6		5			5				7
Cubao Branch	1		3	1		3			1				5
Collection Section				22					16				22
Branch Action Center			1	9		5			5				10
Application Processing			1	6		1			4				7
Espana Branch	1		3	1		3			1				5
Collection Section				22					16				22
Branch Action Center			1	9		6			6				10
Application Processing			1	6		5			5				7
Manila Branch	1		3	1		2			1				5
Collection Section				22					20				22
Branch Action Center			1	9		1			6				10

Number of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments/Divisions/Sections	Authorized						Filled							
	Mng	Eng	Adm	Oper	Otr	Cas	Mng	Eng	Adm	Oper	Otr	Cas	Reg. I Total	Reg. II Total
Application Processing														
Sector Sub Total	7	1	50	346	8	157	7	1	40	276	8	119	412	569
Southwest Service Sector	1		6			166	1		4			134	7	173
Southwest Service Center	1		1				1		1				2	2
Support Services Unit		1	6	16	8			3	11	3			31	17
Water Services Connection & Meter Replacement Sec				48					40				46	40
Water Services Maint. & Leak Repair Section				73					63				73	63
Southwest Meter Reading Services Division	1		1				1						2	2
Meter Reading Section			5	49				3	39				54	42
Consumption Analysis Section			12	10				8	8				22	16
Mandaluyong-San Juan Branch	1		3	1			1		1				5	5
Collection Section				22					16				22	16
Branch Action Center			1	9				1	8				10	9
Application Processing			1	6				1	6				7	7
Makati Branch	1		3	1			1		1				5	3
Collection Section				22					12				22	12
Branch Action Center			1	9				1	7				10	8
Application Processing			1	6				1	6				7	7
Pasig Branch	1		3	1			1		3	1			5	5
Collection Section				22					20				22	20
Branch Action Center			1	9				1	8				10	9
Application Processing			1	6					4				7	4
Passay Branch	1		3	1			1		2	1			5	4
Collection Section				22					17				22	17
Branch Action Center			1	9				1	7				10	8
Application Processing			1	6				1	6				7	7
Sector Sub Total	7	1	51	346	8	166	7	0	32	282	3	134	413	579
West Service Sector	1		6			202	1		5			176	7	209
West Service Center	1		1					1	1				2	2
Support Services Unit		1	6	16	8			1	3	13	6		31	23
Water Services Connection & Meter Replacement				46					39				46	39
Water Services Maint. & Leak Repair Section				73					64				73	64
West Meter Reading Services Division	1		1				1						2	2
Meter Reading Section			5	49				3	41				54	44
Consumption Analysis Section			12	10				3	9				22	12
Alibon Branch	1		3	1			1		2	1			5	4
Collection Section				22					18				22	18
Branch Action Center			1	9					8				10	8
Application Processing			1	6					5				7	5
Tondo Branch	1		3	1				2	1				5	3
Collection Section				22					15				22	15
Branch Action Center			1	9					7				10	7
Application Processing			1	6					5				7	5
Sta. Cruz Branch	1		3	1			1		3	1			5	5
Collection Section				22					21				22	21
Branch Action Center			1	9					7				10	7
Application Processing			1	6					6				7	6
Sampaloc Branch	1		3	1			1		3	1			5	5
Collection Section				22					17				22	17
Branch Action Center			1	9				1	5				10	6

Number of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments/Divisions/Sections	Authorized						Filled							
	Mng	Eng	Adm	Oper	Ctr	Cas	Mng	Eng	Adm	Oper	Ctr	Cas	Reg. Total	Reg. Total
Application Processing	7	1	51	346	8	202	5	1	28	280	6	176	413	615
Sector Sub Total	7	1	51	346	8	202	5	1	28	280	6	176	413	615
Southwest Service Sector	1	1	6	16	8	83	1	1	1	1	1	1	2	2
Southwest Service Center	1	1	6	16	8	83	1	1	1	1	1	1	2	2
Support Services Unit	1	1	6	16	8	83	1	1	1	1	1	1	2	2
Water Services Connection & Meter Replacement				46						33			46	46
Water Services Maint. & Leak Repair Section				73						51			73	73
Southwest Meter Reading Services Division	1	1	3	1			1	1	1	1			2	2
Meter Reading Section			5	49					4	42			54	54
Consumption Analysis Section			12	10					10	7			22	22
Cavite Branch	1	1	3	1					2	1			5	5
Collection Section			29						18				29	29
Branch Action Center			1	9					1	6			10	10
Application Processing			1	6					1	5			7	7
Paranaque Branch	1	1	3	1			1	1	1	1			5	5
Collection Section			22						17				22	22
Branch Action Center			1	9					1	7			10	10
Application Processing			1	6					1	6			7	7
Las Pinas-Muntinlupa Branch	1	1	3	1			1	1	3	14			5	5
Collection Section			22						14				22	22
Branch Action Center			1	9					1	5			10	10
Application Processing			1	6					1	6			7	7
Sector Sub Total	6	1	46	315	8	83	5	0	34	229	5	64	376	459
Big Accounts & Census Services Sector	1	1	5			200	1	1	4			159	6	206
Census & Investigation Services			1	2					1				2	2
Public Faucet Level II Section			6	16					5	14			22	22
Investigation & Evaluation Section			2	2	21			1	2	18			25	25
Customers' Census Section	1	1	3	1					1	1			5	5
Big Consumers' Branch			35						27				35	35
Collection Section			1	6					6				7	7
Branch Action Center			3	1					3	1			5	5
Government Accounts Branch	1	1	3	1			1	1	3	1			6	6
Collection Section			22						18				22	22
Branch Action Center			1	5					1	5			6	6
Sector Sub Total	4	2	22	109	0	200	3	1	17	90	0	159	137	337
Area Total	38	7	274	1,772	42	915	34	4	192	1,418	28	737	2,133	3,048
Office Of The DA For Finance	1	1	2			6	1	1	4	1			6	6
Financial Control & Budget Department			2						1			5	3	9
Revenue Analysis & Financial Stat. Div	1	1	7				1	1	5				7	7
Revenue Analysis & Monitoring Section			3		3				3		2		6	6
Financial Stat & Operational Reporting Sect.	1	1	1						1				2	2
Budget Management Division			15						14				15	15
Budget Analysis Section			13						11				13	13
Appropriations Control Section			4						3				4	4
Foreign Assisted Proj. Budget Control Sect.	1	1	1				1	1	1				2	2
Claims Control Division			15						14				15	15
Employees Claims & Control Section			1						1				1	1
Third Party Claims Control Section			7						6				7	7
Foreign Assisted Proj. Claims Control Sect	4	1	81	0	3	6	3	0	70	0	2	5	89	95
Dep. Sub Total	4	1	81	0	3	6	3	0	70	0	2	5	89	95

Number of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments/Divisions/Sections	Authorized			Filled			Authorized			Filled						
	Mng	Eng	Adm	Opr	Otr	Cas	Mng	Eng	Adm	Opr	Otr	Cas	Reg. I	Reg. II	Total	
Accounting Department	1	1	2	6	48	39	2	5	2	7	7	6	2	49	2	41
Gen. Accounting & Specialist Division	1	1	6	9			1	9	9	9	9	9	9	9	9	9
General Accounting Control Section			10	8				8	8	10	10	8	8	10	8	8
Sewerage Accounting Section			1	1			1	1	1	2	2	2	2	2	2	2
Customers' Acctg. & Reconciliation Division			14	9			9	9	9	14	14	9	9	14	9	9
Reconciliation Section			42	34	3		34	34	2	45	45	36	2	2	2	36
Collection Data Control Section	1	1	1	1			1	1	1	10	10	8	2	2	2	8
Construction Accounting Division			10	7			8	8	5	7	7	5	7	7	5	5
Normal Expansion Projects Acctg. Section			8	7			7	7	7	8	8	7	7	8	7	7
Special Projects Accounting Section			1	1			1	1	1	2	2	2	2	2	2	2
Fixed Assets Acctg. & Valuation Section	1	1	17	17			17	17	17	17	17	17	17	17	17	17
Payroll Claims & Cost Acctg. Division			13	12			12	12	12	13	13	12	12	13	12	12
Payroll & Third Party Claims Acctg. Section			11	9			9	9	9	11	11	9	9	11	9	9
Journal & Subsidiary Ledger Control Sect.			5	0	3	46	4	0	127	0	2	39	150	206	133	172
Cost Accounting Section			1	2			9	1	2	2	8	3	12	3	11	11
Treasury Department	1	1	2	4			1	4	3	1	4	5	5	4	4	4
Cash Management Division	1	1	2	4			1	4	3	1	4	5	5	4	4	4
Cash Disbursing Section			36	28	2		28	28	28	2	38	38	30	38	30	30
Cash Receipts Section			35	32	2		32	32	2	37	37	34	34	37	34	34
Property Management Division	1	1	1	1			1	1	1	1	2	2	2	2	2	2
Real Estate & Insurance Section			1	1			1	1	1	7	12	12	9	12	9	9
Supply, Equip. Accountability & Records Sect			6	3			3	3	3	3	14	14	6	14	6	6
Inventory Control & Disposal Section			2	2			2	2	2	8	11	11	9	11	9	9
Warehouse Services Division	1	1	1	1			1	1	1	2	2	2	2	2	2	2
Main Warehouse Section			5	5			5	5	39	51	51	29	39	51	29	39
Aux. Warehouse Equip/Tool Usage Section			1	68			1	68	1	48	69	49	49	69	49	49
Foreign Assisted Project Warehouse Section			1	3			1	3	1	4	4	4	4	4	4	4
Dep. Sub Total	4	1	91	142	4	9	4	1	73	105	4	8	248	257	187	195
Area Total	14	2	328	145	10	61	12	1	274	106	8	52	503	564	401	453
Office Of The OA Administration	1	1	5	7			4	4	4	1	7	7	5	7	5	5
Personnel Management Department	1	1	2	3			1	1	1	1	4	4	3	4	3	3
Recruitment & Employment Division			3	4			3	4	3	4	4	4	4	4	4	4
Recruitment Section			7	7			7	7	7	7	7	7	7	7	7	7
Personnel Action Section			8	8	1		8	8	8	1	9	9	9	9	9	9
Compensation Administration Division	1	1	3	3			2	2	2	4	4	4	3	4	3	3
Wage & Salary Administration Section			6	6			5	5	5	6	6	6	5	6	5	5
Claims & Benefits Section			8	7			7	7	7	8	8	7	7	8	7	7
Employee Relations & Personnel Inform. Div	1	1	3	3			3	3	3	3	4	4	4	4	4	4
Employee Relations & Grievance Section			6	6			5	5	5	6	6	6	5	6	5	5
Personnel Inform. & Statistics Section			6	6			6	6	6	6	6	6	6	6	6	6
Dep. Sub Total	4	0	52	6	1	0	4	0	47	1	1	0	58	58	53	53
Area Total	1	1	6	3			1	1	5	2	10	10	8	10	8	8
Human Resource Development Department	1	1	9	4			4	4	4	9	9	4	4	9	4	4
Technical & Skills Devt. Division			4	4			4	4	4	4	4	4	4	4	4	4
Skills & Devt. Training Section			4	4			4	4	4	4	4	4	4	4	4	4
Professional Training Section			1	1			1	1	1	1	1	1	1	1	1	1
Management Devt. & Other Programs Div			5	5			5	5	5	5	5	5	5	5	5	5
Management & Supervisory Devt. Section			1	1			1	1	1	1	1	1	1	1	1	1
Manpower Planning, Evaltn & Scholarship Div			4	4			4	4	4	4	4	4	4	4	4	4
Manpower Planning Section			1	1			1	1	1	1	1	1	1	1	1	1

Number of Authorized and Filled Positions As of Dec.31, 1994

Areas/Departments/Divisions/Sections	Authorized						Filled						Authorized		Filled		
	Mng	Eng	Adm	Opr	Orr	Cas	Mng	Eng	Adm	Opr	Orr	Cas	Reg.I	Total	Reg.I	Total	
Evaluation & Scholarship Section			4						4					4		4	
Dep. Sub Total	4	0	32	0	3	0	4	0	25	0	2	0	39	39	4	31	
Health & Safety Department:			1		3	1	1		2		1		5	5	4	4	
Medical Services Division	1		3		23		1		1		18		27	27	20	20	
Dental Services Division	1		1		9		1		1		3		11	11	4	4	
Safety Division	1		8				1		7				9	9	8	8	
Dep. Sub Total	4	0	15	0	33	0	3	0	11	0	22	0	52	52	36	36	
Legal Department			1		15		1		10				16	16	11	11	
Court Cases Division	1		9				1		5				10	10	6	6	
Contract & Real Estate Division	1		9				1		8				10	10	9	9	
Complaints & Investigation Division	1		8				1		2				9	9	3	3	
Dep. Sub Total	4	0	41	0	0	0	4	0	25	0	0	0	45	45	29	29	
Procurement Department			1		2		1		1				3	3	2	2	
Purchasing Division	1		3	10			1		8				14	14	9	9	
Bidding & Documentation Division	1		5	2			2		2				8	8	4	4	
Dep. Sub Total	3	0	10	12	0	0	1	0	4	10	0	0	25	25	15	15	
General Services Department			1		2		73		1				21	3	76	1	22
Office Services Division	1						1		1				1	1	1	1	
Forms & Records Management Section			12		2				7		2		14	14	9	9	
Office Machines/Eqpt Maint. Services Sect.			2	11					2	5			13	13	7	7	
Telecom, Secretarial, Messengerial Section			8	8	7				7	3	7		23	23	17	17	
Printing/Reproduction Services Section			6		12				4		10		18	18	14	14	
Bldgs, Ground & Auxiliary Services Division	1		1				1		1				2	2	1	1	
Mechanical & Electrical Services Section			2	24					2	18			28	28	20	20	
Repair & Maintenance Section			1	3	27	8			1	3	11	7	39	39	22	22	
Auxiliary Services Section			14	3	35				9	3	29		52	52	41	41	
Dep. Sub Total	3	3	50	73	64	73	2	1	35	40	55	21	193	266	133	154	
Area Total	23	3	205	88	102	73	18	1	151	51	81	21	419	492	302	323	
Grand Total	158	351	1,121	3,992	511	5,579	133	276	846	2,999	362	3,180	6,193	11,712	4,616	7,796	

7. Frequency of Employees' Age

FREQUENCY OF EMPLOYEES' AGE (as of June 1995)

(REGULAR EMPLOYEES)

Age	Number of Employees		
	Male	Female	Total
16 - 20	0	0	0
21 - 25	16	5	21
26 - 30	217	100	317
31 - 35	977	413	1,390
36 - 40	940	275	1,215
41 - 45	612	153	765
46 - 50	247	85	332
51 - 55	169	55	224
56 - 60	223	56	279
61 - 65	152	31	183
Total	3,553	1,173	4,726

(CASUAL EMPLOYEES)

Age	Number of Employees		
	Male	Female	Total
16 - 20	0	0	0
21 - 25	81	6	87
26 - 30	523	131	654
31 - 35	954	191	1,145
36 - 40	637	101	738
41 - 45	234	23	257
46 - 50	56	8	64
51 - 55	18	3	21
56 - 60	10	1	11
61 - 65	2	1	3
Total	2,515	465	2,980

(ALL EMPLOYEES)

Age	Number of Employees		
	Male	Female	Total
16 - 20	0	0	0
21 - 25	97	11	108
26 - 30	740	231	971
31 - 35	1,931	604	2,535
36 - 40	1,577	376	1,953
41 - 45	846	176	1,022
46 - 50	303	93	396
51 - 55	187	58	245
56 - 60	233	57	290
61 - 65	154	32	186
Total	6,068	1,638	7,706

8. Regular Employees by Academic Background

NUMEMP.XLS Sheet2

REGULAR EMPLOYEES BY ACADEMIC BACKGROUND

as of Dec. 1994

Age	By Academic Background												Total
	Doctorate		Masteral		Collegiate		Vocational		High School		Elementary		
	M	F	M	F	M	F	M	F	M	F	M	F	
18 - 25	0	0	0	0	5	5	6	0	1	0	0	0	17
26 - 35	1	0	10	34	685	503	171	24	428	6	76	2	1,940
36 - 45	0	0	35	44	598	289	121	10	452	6	118	2	1,675
46 - 55	1	0	16	17	200	107	17	11	121	1	28	0	519
56 - 65	0	0	11	11	181	51	16	9	116	2	35	0	432
Total	2	0	72	106	1,669	955	331	54	1,118	15	257	4	4,583

REGULAR EMPLOYEES BY LENGTH OF SERVICE

as of Dec. 1994

Years	By Academic Background												Total
	Doctorate		Masteral		Collegiate		Vocational		High School		Elementary		
	M	F	M	F	M	F	M	F	M	F	M	F	
1 - 5	0	0	1	0	34	24	13	0	6	3	4	2	87
6 - 10	2	0	26	39	820	603	156	31	467	7	81	2	2,234
11 - 15	0	0	13	24	334	140	127	5	338	1	82	0	1,064
16 - 20	0	0	18	28	232	113	12	3	140	2	50	0	598
21 - 25	0	0	3	2	19	10	1	0	12	1	2	0	50
26 - 30	0	0	2	6	90	33	4	3	56	0	11	0	205
31 - 35	0	0	7	5	75	17	14	3	38	1	9	0	169
36 & up	0	0	2	2	65	15	4	9	61	0	18	0	176
Total	2	0	72	106	1,669	955	331	54	1,118	15	257	4	4,583

Note: 'Vocational' ---- One to three years area specialized education courses.

NUMEMP.XLS Sheet5

NUMBER OF ENGINEERS (Regular Employees)

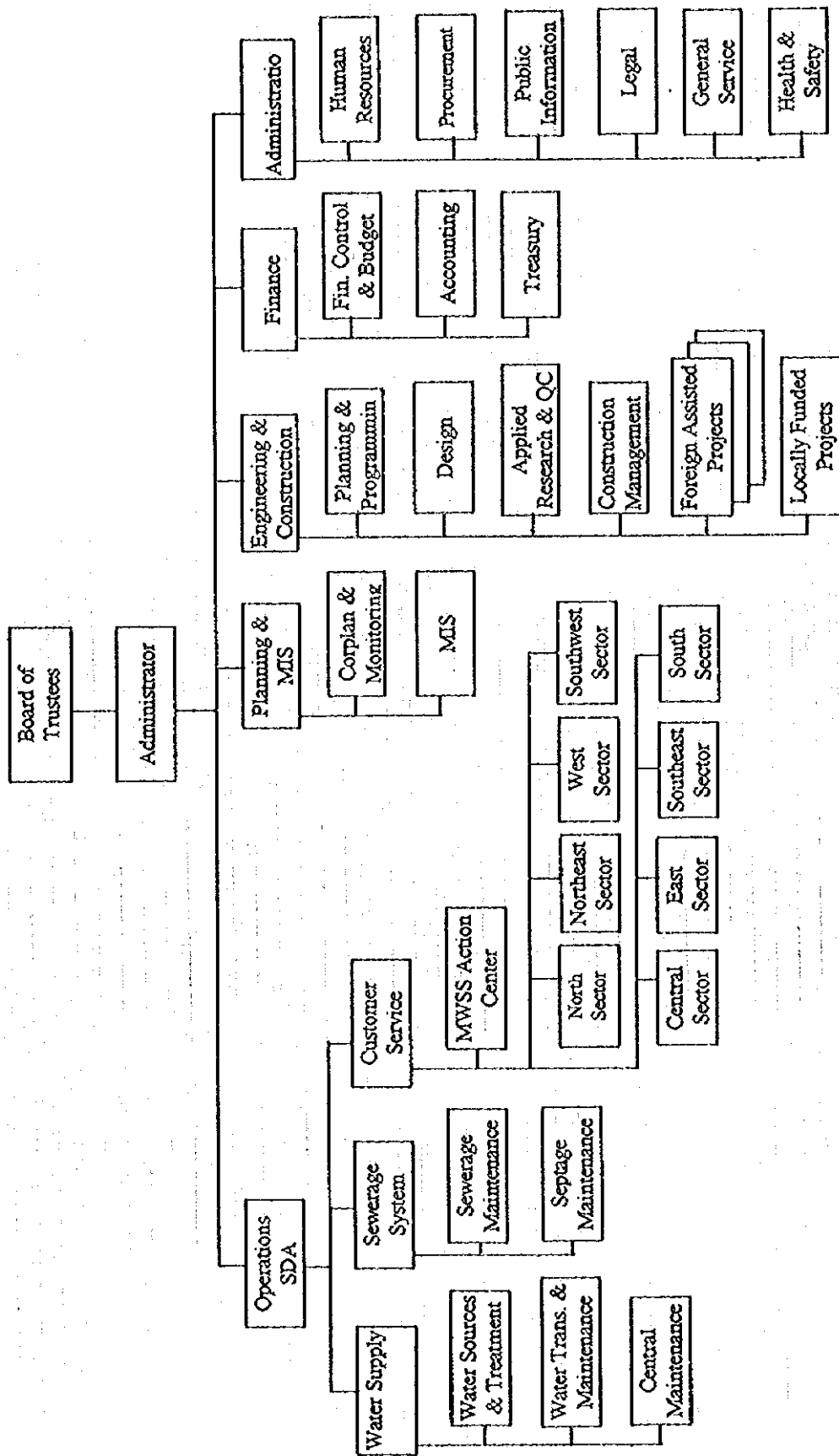
as of Dec. 1994

Profession	Age	Below 30		30 to 39		40 to 49		50 & above		All Age Total
		Male	Female	Male	Female	Male	Female	Male	Female	
BS in Civil Engineering		6	1	221	68	39	4	43	0	382
BS Architecture		0	1	2	2	1	1	3	1	11
Mechanical Engineering		1	0	81	1	45	0	17	0	145
Electrical Engineering		0	0	22	1	12	0	3	0	38
Sanitary Engineering		1	0	38	12	12	2	15	1	81
Environment & Sanitary Eng.		0	0	13	3	4	0	3	0	23
Chemical Engineering		0	0	5	23	3	3	4	4	42
Sciences in Chemistry		0	0	1	7	1	3	0	5	17
Geology		0	0	2	1	1	0	0	0	4
Total		8	2	385	118	118	13	88	11	743

9. Changes in Roles and Responsibilities in MWSS Organization
Changes in Roles and Responsibilities in MWSS Organization

Areas	Phase I	Phase II	Phase III	Phase IV
Overall	<ul style="list-style-type: none"> • Experimental implementation of selected privatization options • Gradual rightsizing through attrition & removal of overlapping positions • Improvement of engineering & professional skills 	<ul style="list-style-type: none"> • Improvement of engineering & professional skills • Rightsizing through delegated contracts with private sector participation 	<ul style="list-style-type: none"> • Improvement of engineering & professional skills • Rightsizing through delegated contracts with private sector participation 	<ul style="list-style-type: none"> • Enhancing planning, programming & monitoring oriented organization • Focus on mission critical operations in core and supporting functions • Smaller and efficient organization
Planning & Monitoring	<ul style="list-style-type: none"> • Improvement of mid-term planning & monitoring capability at corporate level • Increase of number of capital expansion projects 	<ul style="list-style-type: none"> • Enhancement of planning & monitoring capability at department and division levels • Peaking of capital expansion 	<ul style="list-style-type: none"> • Improvement of long-term planning & monitoring skill expansion projects 	<ul style="list-style-type: none"> • Establishment of planning oriented organization
Operations & Maint.	<ul style="list-style-type: none"> • Increase of number of facilities • Improvement of maintenance system and logistics 	<ul style="list-style-type: none"> • Increase of number of facilities in water supply and sanitation areas 	<ul style="list-style-type: none"> • Increase of number of facilities in Sanitation area 	<ul style="list-style-type: none"> • Further decrease of capital expansion projects • Increase of rehabilitation projects
Customer Service	<ul style="list-style-type: none"> • Increase of service area and number of connections • Improvement of collection • Increase of number of APCs 	<ul style="list-style-type: none"> • Increase of service area and number of connections • Increase of number of APCs • Contracting out leakage repair 	<ul style="list-style-type: none"> • Increase of service area and number of connections • Increase of number of APCs • Contracting out leakage repair 	<ul style="list-style-type: none"> • Increase of service area and number of connections • Increase of number of APCs • Contracting out leakage repair
Supporting Functions	<ul style="list-style-type: none"> • Retention of key personnel • Improvement of HRD program • Improvement of incentives 	<ul style="list-style-type: none"> • Improvement of core skills • Establishment of effective incentive plans 	<ul style="list-style-type: none"> • Acquiring advanced skills • Implement'g skill conv. prog. • Enhancement of incentive plans 	<ul style="list-style-type: none"> • Acquiring advanced skills • Maintaining high morale
MIS	<ul style="list-style-type: none"> • Full implementation of ISP • Implementation of CMP 	<ul style="list-style-type: none"> • Effective use of ISP • Networking remote sites 	<ul style="list-style-type: none"> • Enhancement of ISP 	<ul style="list-style-type: none"> • Study on next generation system based on ISP
Finance	<ul style="list-style-type: none"> • Improvement of budgeting & accounting systems • Improvement of transaction processing & reporting capability based on ISP 	<ul style="list-style-type: none"> • Further improvement of accounting transaction processing, analysis & reporting capability • Enhancement of financial sourcing 	<ul style="list-style-type: none"> • Enhancement of financial sourcing • Improvement of financial management and projection capability 	<ul style="list-style-type: none"> • Enhancement of financial management and projection capability
Administration	<ul style="list-style-type: none"> • Improvement of prof. skills • Contracting out non-mission activities on trial basis 	<ul style="list-style-type: none"> • Enhancement of prof. skills • Contracting out non-mission activities 	<ul style="list-style-type: none"> • Retaining core function with high skill professionals 	<ul style="list-style-type: none"> • Retaining core functions with high skill professionals

10. Proposed MWSS Organization Chart
Proposed MWSS Organization Chart



11. Proposed Organizational Change of MWSS

Table x.x.x Proposed Organizational Change of MWSS (1/3)

Area	Present Organization		New Organization		Organizational Changes
	Department	Area	Department	Area	
Corporate	Office of the Board of Trustees		Office of the Board of Trustees		No change
	Office of the Administrator		Office of the Administrator		No change
	Corporate Planning Group	Corplan and MIS	Corporate Planning and Monitoring		Merge with Performance Monitoring & Evaluation
	Public Information Dept.	Administration	Public Information Department		Transfer MAC to Customer Service Area and PID to Administration Area
	Management Information System Group	Corplan and MIS	Corporate Planning and MIS		Merge with Corporate Planning Group
	Performance Monitoring & Evaluation Dept.	Corplan and MIS	Corporate Planning and Monitoring		Merge with Corporate Planning Group
	Systems Development Dept.	Corplan and MIS	MIS Dept.		Move to Corporate Planning and MIS Area and merge with CSC
	Computer Service Center	Corplan and MIS	MIS Dept.		Move to Corporate Planning and MIS Area and merge with SDD
	Office of the DA for Engineering	Engineering & Construction	Office of the DA for Engineering & Construction		Merge with Construction Area
	Planning and Programming Dept.	Engineering & Construction	Planning and Programming Dept.		Merge with Construction Area
Engineering	Design Dept.	Engineering & Construction	Design Dept.		Merge with Construction Area
	Applied Research & Quality Control Dept.	Engineering & Construction	Applied Research and Quality Control Dept.		Merge with Construction Area
	Foreign Assisted Projects (Engineering)	Engineering & Construction	Foreign Assisted Projects (Engineering)		Merge with Construction Area
	Office of the DA for Construction Management	Engineering & Construction	Office of the DA for Engineering & Construction		Merge with Engineering Area
Construction		Engineering & Construction	Construction Management Dept.		Newly created Dept.

Table x.x.x Proposed Organizational Change of MWSS (2/3)

Present Organization		New Organization		Organizational Changes
Area	Department	Area	Department	
Construction	Foreign Assisted Projects	Engineering & Construction	Foreign Assisted Projects	Merge with Engineering Area
	Locally Funded Projects	Engineering & Construction	Locally Funded Projects	Merge with Engineering Area
Operations	Office of the DA for Operations	Water Supply	Office of the DA for Water Supply	Change Area name
	Water Sources & Treatment Dept.	Water Supply	Water Sources and Treatment Dept.	Change Area name
	Water Distribution & Maintenance Dept.	Water Supply	Water Transmission & Maintenance Dept.	Change Area and Dept. names
	Central Maintenance Dept.	Water Supply	Central Maintenance Dept.	Change Area name and add Materials Management Div.
	Sewerage & Sanitation Dept.	Sewerage System	Office of the DA for Sewerage System	Newly created
Customer Service	Office of the DA for Customer Service		Office of the Customers Services Group	Upgrade from Div. to Dept. Upgrade from Div. to Dept.
	North Service Sector		MWSS Action Center	Move from Public Information Dept.
	Northeast Service Sector		North Service Sector	No change
	West Service Sector		Northeast Service Sector	No change
	Southwest Service Sector		West Service Sector	No change
	Central Service Sector		Southwest Service Sector	No change
	East Service Sector		Central Service Sector	No change
	Southeast Service Sector		East Service Sector	No change
	South Service Sector		Southeast Service Sector	No change
	Big Accounts & Census Service Sector		South Service Sector	No change
				Merge Big Account with North Sector
				Census Division has merged with
				Office of the DA for Cust. Service

Table x.x.x Proposed Organizational Change of MWSS (3/3)

Area	Present Organization		New Organization		Organizational Changes
	Department	Area	Department	Area	
Finance	Office of the DA for Finance		Office of the DA for Finance		No change
	Financial Control & Budget Dept.		Financial Control and Budget Dept.		No change
Administration	Accounting Dept.		Accounting Dept.		No change
	Treasury Dept.		Treasury Dept.		Transfer part of Warehouse Service Division and Property Management Division to CMD
	Office of the DA for Administration		Office of the Administration		
	Personnel Management Department		Human Resources Management Dept.		Merge with Human Resources Development Dept.
	Human Resources Development Department		Human Resources Management Dept.		Merge with Personnel Management Dept.
	Health & Safety Dept.		Health & Safety Dept.		No change
	Legal Dept.		Legal Dept.		No change
	Procurement Dept.		Procurement Dept.		No change
	General Services Dept.		General Services Dept.		No change

12. MWSS New Performance Appraisal System

METROPOLITAN WATERWORKS AND SEWERAGE SYSTEM OFFICE CIRCULAR No. 53-A

Subject : MWSS New Performance Appraisal System
Date : May 10, 1993
To : All MWSS Officials & Employees

For easy reference and usage, incorporated hereunder are all amendments, new policies, rules and regulations on the MWSS New Performance Appraisal System established under Office Circular No. 22, dated December 4, 1978:

I. Purposes:

The MWSS New Performance Appraisal System is intended to continually foster the improvement of individual employee efficiency and organizational effectiveness.

More specifically it aims:

1. To provide systematized opportunity for self-motivated growth and development for each employee.
2. To assist both supervisor and employee in appraising the employee's worth to the organization.
3. To provide a base for facilitating congruence between achievement and reward in merit increases and incentive awards, training opportunities, promotions and other personnel actions.

II. Policy Guidelines:

1. The MWSS New Performance Appraisal System is hereby made an integral part of the personnel management and development program of the MWSS.
2. Appraisal shall focus on results/ outputs rather than on activities/processes.
3. All supervisors shall assist each of their subordinates in the establishment of objectives/results which provide verifiable measures of work performance.
4. Each employee shall be periodically advised of his progress in meeting his objectives/results on pre-arranged dates.
5. Each employee performance appraisal shall include a description by the supervisor of the employee's potential for training and career development.
6. Employees shall be given appropriate recognition for the merit of their performance and their contribution to the efficiency and economy in the operations of the Office.
7. Each supervisor/employee shall be informed of his rights and obligations under this System.
8. Appropriate training opportunities shall be continually provided to facilitate effective implementation of the New Performance Appraisal System.
9. The performance rating of an official and employee who is on study leave abroad or who is on leave of absence during the performance rating period shall be his last performance

before he left for study grant or before the effective date of his leave of absence.

10. Maternity leave of absence and scheduled vacation leave pursuant to Executive Order No. 1077 shall not affect performance rating under the element of Punctuality and Attendance".
11. The "Outstanding" and "Poor" ratings shall have the concurrence/approval of the Administrator and must be accompanied by detailed explanations/descriptions for each "Responsibility Area" on why the rates were given such rating and the Monthly Accomplishment Report (Annex "C").
12. Only employees with "outstanding" and "Very Satisfactory" ratings shall be considered for Promotion.
13. Delayed submission of the Performance Appraisal Rating (PAR) shall not be allowed unless the delay is justified in writing by the rater-supervisor, and duly approved by the Deputy Administrator concerned.
14. The PAR of an official or employee can no longer be substantially changed/alterd once once it is already submitted to the Personnel Management Department. Formal changes may be allowed.

III. Scope:

The Performance Appraisal System shall apply to all officials and employees of the MWSS except the Administrator, Senior Deputy Administrator, Deputy Administrators whose performance is covered under the Career Executive Service Performance Evaluation System (CESPES). Contractual personnel are also excluded but may adopt it for the purpose of renewing their contract.

IV. Rating Periods:

Performance appraisal shall be made semi-annually, one from January to June and the other from July to December. Performance reports on the prescribed form shall be submitted to the Personnel Management Department within fifteen (15) days after each rating period.

V. Who Shall Rate:

Each official or employee shall be rated by his immediate supervisor (Section Chief and up as the case may be), subject to review or concurrence by the next higher supervisor. However, the initial rating of a probationer shall be subject further to the concurrence/approval of the Administrator.

Any official or employee who had worked under two (2) or more supervisors for at least two (2) months each during the same rating period shall be rated jointly by the said supervisors who shall agree on the common rating.

VI. Appraisal Procedure:

The Performance Appraisal System shall follow the following steps:

1. Preparation of M.O.R.E. Commitment Sheets:

At the beginning of each rating period, not later than the third week of January or July as the case may be each official or employee shall accomplish his Management by Objectives and

Results Evaluation (MORE) Commitment Sheet (CS) (Annex. A) in four (4) Copies and his M.O.R.E. Action Plan (MAP) (Annex. B) in case he has targeted improvements for which written plans of action are necessary.

2. Agreement on Commitment:

After discussion with his immediate supervisor and the concurrence of the next higher supervisor, the M.O.R.E. Commitment Sheet; and his MAP in case he has targeted an improvement, shall be signed and the employee concerned shall be under obligation to comply with his commitment. Of the four (4) copies prepared, the official or employee shall keep the original, the supervisor shall keep the duplicate, the next higher supervisor the triplicate, and the Personnel Management Department, the quadruplicate.

3. Discussion of Performance Progress:

At least once a month, the supervisor shall dialogue with the employee on how the latter's commitment is being met and shall provide counseling or training or even temporary reassignment as may be deemed necessary. The latter may however, take the initiative in seeking his supervisor's counsel as often as necessary.

4. Recycling of Objectives/Results:

From time to time the supervisor and employee shall dialogue on any change of objectives/results. Any agreement on such changes shall be reflected in amendment, modification, or revision of the M.O.R.E. Commitment Sheet.

5. Documenting Progress and Preparation of Performance Appraisal Report:

At the end of every week, the ratee shall write down his/her weekly performance output and attendance and punctuality on the M.O.R.E. Monthly Accomplishment Report (MAR) (Annex. C) in two (2) copies. The ratee signs the report and submits it to his/her supervisor for review and initial on appropriate box for the corresponding week.

After review of the ratee's output for week 4, the rater-supervisor signs the report, indicates the date the report was signed, returns the original copy to the ratee and retains the duplicate for safekeeping. The supervisor-rater shall summarize the accomplishments of his staff and his own in two (2) copies, submits it to the next higher supervisor for review and concurrence. The original copy is returned to the ratee-supervisor and retains the duplicate copy.

At the end of the rating period, the rater and the ratee shall meet to discuss the ratee's degree of success in meeting his M.O.R.E. Commitments visa vis his MAR for the 6-month period. The rater shall record such assessment on the Performance Appraisal Report form (Annex. D), in four (4) copies to be distributed as follows: the original to the Personnel Management Department, the duplicate to the employee concerned, the triplicate to the supervisor, and the quadruplicate to the next higher supervisor.

VI. Adjective Ratings:

There shall be five (5) adjective ratings as follows:

1. Outstanding - an employee shall be given this rating when he exceeds his performance target by at least 50%. It represents an extra-ordinary level of achievement in terms of quality and time,

technical knowledge and skill, ingenuity, creativity and initiative. Employees at this performance level should have demonstrated exceptional mastery in all major areas of responsibility.

2. **Very Satisfactory** - An employee shall be given this rating when he exceeds the expected output/performance by at least 25% but falls short of what is considered an outstanding performance.
3. **Satisfactory** - An employee shall be given this rating when he meets 100% of the standards of ordinary requirements of the duties of the position.
4. **Unsatisfactory** - An employee shall be given this rating when his performance is 51 % - 99% of the minimum requirements but could stand improvement. It is expected that in the next rating period, the employee, under close supervision, will either improve his performance for which he shall be given at least a satisfactory rating, or if not, he shall get another unsatisfactory rating. Two (2) successive unsatisfactory ratings shall be a ground for separation from the service.
5. **Poor** - an employee shall be given this rating when he fails to meet his performance requirements or meets 50% or below of the minimum requirements and there is no evidence to show that he can improve his performance. A rating of Poor shall be a ground for separation from the service.

VIII. Responsibilities:

1. The Manager, Personnel Management Department, shall be responsible for the development, establishment and administration of the New MWSS Performance Appraisal System.

2. Supervisors:

Each supervisor shall be responsible for:

- a. Assuring that the objective/result of each employee accurately reflects the significant responsibility areas of his position;
- b. Evaluating performance on a continuing basis and keeping employees currently informed on how they are measuring up to the objective/result set;
- c. Giving guidance and assistance to each employee, helping the promising worker progress and assisting the low performers to improve;
- d. Providing opportunity for advancement within the MWSS;
- e. Insuring the submission to the Personnel Management Department of his subordinates Commitment Sheets and Action Plan, if any, not later than the 3rd week of January or July, as the case maybe, and the Performance Appraisal Reports within 15 days after each rating period.

3. Human Resource Development Department:

The Human Resource Development Department in coordination with the Personnel Management Department, shall periodically conduct training courses for raters and ratees to facilitate effective implementation of the Performance Appraisal System.

IX. Appeals:

An employee who expresses dissatisfaction with the rating given him, may appeal through the duly established Grievance Machinery in the MWSS within fifteen (15) days after receipt of his copy of performance rating. Failure to file an appeal within the prescribed period shall be deemed a waiver of such right.

X. Administrative Sanction:

Any supervisor who shall fail to submit on time the Commitment sheets or the Performance Appraisal Reports of his/her subordinates or who shall use the New MWSS Performance Appraisal System to give undue advantage and disadvantage to people they rate shall be subject to proper disciplinary action.

X I. Instructions How to Accomplish the Forms

I. M.O.R.E. COMMITMENT SHEET (CS), Annex "A"

At the beginning of each rating period, not later than the third week of January or July as the case may be, each officer or employee shall accomplish his M.O.R.E. Commitment Sheet in four (4) copies.

- a. **Responsibility Area (RA)**
The employee lists under Responsibility Area what he, in his position, intends to contribute to organization functioning. These are the output requirements of his position which align horizontally with those of other employees and vertically with those of the supervisor/subordinate.
- b. **Objective/Result (OR)**
Each responsibility area shall have a corresponding objective/result which is specific, measurable, attainable, relevant and time-bounded (SMART).
- c. **Success indicator (SI)**
The Success Indicator is the proof, evidence of testimony that an objective/result has been achieved. This may come in the form of an accomplishment report, a record, written document, spot check, performance list, statistics and others.
- d. **Targeted improvement (TI)** Not
all objectives/ results have targeted improvements but should there be any, this refers to what the employee intends to do to insure that an objective/result will be achieved. The targeted improvement may involve improvement in work procedures/distribution, etc., anticipating problem-solving and innovation. This should be within the individual's sphere of activity.
- e. **Priority**
Priority (both for RA's and TI's) refer to ranking in the order of significance or importance.
- f. **Agreement on Commitment** After
discussion with his immediate supervisor and the concurrence of the next higher supervisor, the M.O.R.E. Commitment Sheets shall be signed and the employee concerned shall be under obligation to comply with these commitments.

The officer or employee shall keep the original; the supervisor shall keep the duplicate; the

next higher officer keeps the triplicate; and the Personnel Management Department, the quadruplicate.

2. M.O.R.E. ACTION PLAN (MAP), Annex "B"

At the beginning of each rating period, not later than the third week of January or July as the case may be, each officer or employee shall accomplish his M.O.R.E. Action Plan (MAP) in case he has targeted improvements, for which written plan of action is necessary.

The targeted improvements are taken from his M.O.R.E. Commitment Sheet. There shall therefore be as many MAP's as there are targeted improvements in the M.O.R.E. Commitment Sheet.

a. Action Steps

The action steps are individual step-by-step plans of carrying out the Targeted Improvement in order to achieve the objective/result. These are numbered in the sequence of implementation.

b. Completion of the Action Steps

Each action step has a target time and an actual time of completion. Thus under Target Time shall be recorded the projected time the action step is completed; and in the column Completed shall be written the actual time of completion. The Remarks column is where a brief explanation of the delay of the Accomplishment of any action step may be written.

c. Actual Performance

At the end of the time allotted for the targeted improvement, the supervisor makes an overall assessment of the action steps and their time allotments.

The MAP is signed by both the employee or officer and the supervisor. It is then attached to the M.O.R.E. Commitment Sheets.

3. M.O.R.E. MONTHLY ACCOMPLISHMENT REPORT (MAR), Annex "C"

a. This Form shall be accomplished by the ratee-supervisee in two (2) copies: the original to the ratee and the duplicate to the rater-supervisor.

b. At the end of every week, the ratee shall write down on the appropriate box of the Form his/her performance output for the week. The ratee signs the report and submits it to his/her supervisor. For this purpose, the weekly preparation of reports shall coincide with the payroll week; i.e., 1-7 for week 1; 8-15 for week 2; 16-22 for week 3; and 23-31 for week 4.

c. The rater shall review the weekly accomplishment report and shall initial on the appropriate box for the corresponding week and return the same to the ratee. Any changes/erasures made thereon shall be initialed by both the ratee and the rater.

d. After review of the ratee's performance output for week 4, the rater shall sign the report on a line provided for the purpose and shall indicate the date the monthly report was signed, and returns the original copy to the ratee for safekeeping. The supervisor/rater shall summarize the accomplishments of his staff and his own in two (two) copies, submits it to the next higher supervisor for review and concurrence. The duplicate copy is retained by the next higher supervisor.

- c. Before a rating is made at the end of each rating period, the rater shall tally the monthly accomplishment reports for six (6) months and match it with the ratee's M.O.R.E. Commitment Sheet to determine the ratee's performance.

4. M.O.R.E. PERFORMANCE APPRAISAL REPORT (PAR), Annex "D"

To the Supervisor

Before starting to accomplish this form, set before you the employee's M.O.R.E. Commitment Sheet, his M.A.P. if any, his M.A.R. and your unit accomplishment reports. Recollect the highlights of your monthly dialogue with the employee. Remember that the Performance Appraisal Report is a summation, in writings, of your assessment of how the employee has met his commitments over the last six months.

- a. The listing of Responsibility Areas shall parallel that in the M.O.R.E. Commitment Sheet.
- b. Encircle the appropriate numerical value for each Responsibility Area according to the following scale:
 1. Outstanding - This means the employee has met 150% or of his commitments.
 2. Very Satisfactory - This means the employee has exceeded his commitments by at least 25% but falls short of what is considered "Outstanding".
 3. Satisfactory - This means the employee has met his commitments 100%
 4. Unsatisfactory - This means the employee has met his commitments only within 51% - 99%.
 5. Poor - This means the employee has met 50% or below of his commitments.
- c. On the other Behavior Factors encircle the appropriate numerical value according to the following scale;
 - c. 1. Punctuality:
 - 1 - Less than 4 times tardy during the last 6 months
 - 2 - 4-6 times tardy
 - 3 - 7-10 times tardy
 - 4 - 11-15 times tardy
 - 5 - More than 15 times tardyUndertimes incurred either in the morning or in the afternoon shall be considered as tardy.
 - c. 2. Attendance:
 - 1 - Less than 3 times absent:
Half day is considered absence.
 - 2 - 3-5 times absent
 - 3 - 6-8 times absent
 - 4 - 9-10 times absent
 - 5 - More than 10 times absentTimes absent rather than days absent shall be the basis of reckoning; e.g. a half-day's absence shall be counted one time; an approved vacation leave for 15 consecutive days shall likewise be considered one absence. Scheduled vacation leave being mandatory, shall not be counted for time absent.
 - c. 3. Public Relations:
 - 1 - Employee is very effective in dealing with the public; gets along easily with other members of

the workforce; highly respected in the organization.

2 - Employee can be relied upon to deal with the public and is generally courteous and accommodating; cooperative with peers and respectful of leaders.

3 - Employee has the ability to deal with the public and peers, although he needs some advice at times.

4 - Employee has some difficulty in dealing with the public: is occasionally discourteous except when attending to important or influential persons; needs further improvement.

5 - Has considerable difficulty in dealing with the public; draws negative reactions; is often discourteous and irritable.

d. The supervisor shall write out a brief description of the employee's promotional potential and development needs, including in such assessment any remarks regarding the employee's personal qualities, e.g. cooperation, creativity, dependability, initiative and other characteristics relevant to organizational contributions.

e. To arrive at the overall adjective rating, compute the average for the ratings on Responsibility Areas and multiply by 75%; compute the average for the ratings on other Behavior Factors and multiply by 25%. The combined weighted average shall be evaluated in accordance with the following conversion table.

1.0 - 1.59	Outstanding
1.6 - 2.59	Very Satisfactory
2.6 - 3.59	Satisfactory
3.6 - 4.59	Unsatisfactory
4.6 - 5.0	Poor

The performance appraisal report submitted to the Personnel Management Department made not in accordance with the above conversion table shall be sent back to the raters for correction.

f. This form shall be accomplished in four (4) copies not later than 15 days after June 30 and December 31 each year. The original shall, after signing of all concerned, be forwarded to the Personnel Management Department; the duplicate shall be given to the employee, the triplicate to the supervisor and the quadruplicate to the next higher supervisor.

X II. Effectively

The MWSS New Performance Appraisal System shall take effect beginning the first rating period of 1993.

13. Qualification Standards

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PREFACE

These Qualification Standards refer to specific attributes, skills and competencies related to the performance of the duties of a given position. These Standards supersede all previously prescribed qualification standards for service-wide positions and modify or confirm all approved qualification standards for unique positions in government.

These Standards are expressed in terms of education, experience, training and civil service eligibility and are prescribed as minimum requisites for personnel selection. The application of these Standards should be within the context of Civil Service Law and Rules as well as existing policies on the matter.

The basic objective of this Qualification Standards Manual is to provide adequate information on relevant qualifications so as to ensure a sound basis for personnel selection in the civil service. The Manual comprises three sections. The first section of the Manual states the general policies on Qualification Standards which are contained in CSC MC No. 46, s. 1993. The second section is a brief catalog of information indicated as Key Points in Understanding Qualification Standards. This section articulates the guiding principles and defines the necessary terms with the intent of providing pertinent information on the application of Qualification Standards. The third section prescribes the specific qualifications with respect to positions arranged alphabetically, by salary grade, and occupational grouping. This is meant to provide the users with ease in identifying the requisite qualifications for any position and to ensure a complete understanding of the position being staffed.

Finally, the Manual closes with appendices featuring significant developments in Qualification Standards. These pertain to the evolution of a new scheme in granting eligibility to trades and crafts as well as specialized technical positions in government.

Hopefully, this Manual will generate a keen awareness of the fundamentals of personnel selection and in effect, instill a deeper commitment in the strengthening of the merit principle.

RESOLUTION NO. 93-4916--A

WHEREAS, the Commission is authorized by law to promulgate policies, standards and guidelines governing recruitment and selection of employees to first and second level positions in the career service;

WHEREAS, pursuant to Section 22, Book V of Executive Order No. 292, qualification standards shall be established for appointment to position in the civil service and for other purposes provided for by law;

WHEREAS, there is a need to establish a Qualification Standards Manual in accordance with the policies herein prescribed;

NOW THEREFORE, the Commission RESOLVED as it hereby RESOLVES to amend, supersede and modify all Circulars pertaining to qualification standards which are inconsistent hereto, to approve the Qualification Standards Manual for positions in the Civil Service and to adopt the following policies:

1. The qualification standards prescribed in the Manual are the minimum and basic requirements of the position. Agencies, however, are not precluded from establishing higher standards for positions if deemed necessary. Where higher standards are established by an agency, these standards shall be the operative standards for said agency.
2. Experience and training requirements shall not be required for appointment to entrance positions in any agency;
3. In determining the relevance of the education and experience requirements, reference shall be made to the duties and responsibilities attached to the positions and the occupational groupings where they belong;
4. Assistant positions, except Legal Assistants, Executive Assistants, Assistant Professors and other positions which the Commission may determine are considered first level positions which shall require completion of two (2) years studies in college or completion of vocational/technical/trade course, as the case may be;
5. RA 1080 eligibility shall be required only for appointments to positions which need the passing of BAR or Board Examinations. For example, only Accountant positions shall require a CPA (RA 1080) eligibility, except when the qualification standards of the agency so require;
6. Eligibilities resulting from the Police Examinations, including PO1 Entrance Examination and PO3 Entrance Examination, given by the NAPOLCOM are considered appropriate for appointment to first level positions in government. Eligibility resulting from the INP Entrance Examination (now renamed as Police Officer Entrance Examination) is likewise appropriate for appointment to first level positions;
7. Experience, training and eligibility shall not be required for Confidential/Personal Staff positions whose terms of office are coterminous with those of the officials they serve. The educational requirement for said positions shall be as follows:

Second Level: Bachelor's degree

First Level: (Adm./Support Positions) Completion of two years studies in college/vocational/technical/trade course
(Trades/Crafts/Laborers) Must be able to read and write
8. Contractuals and casualts shall have to comply with all the qualification standards except eligibility; and
9. If the position title is not listed in any of the Occupational Services in the Qualification Standards Manual, the duties attached to the position should be made parallel to any comparable and functionally-related position therein. When a comparable position has been identified, the approved qualification standards for that position may be used.

Agencies need not submit to the Commission the qualification standards for positions already incorporated in the Qualification Standards Manual. However, qualification standards for newly created positions should be submitted to the Civil Service Regional Office for review and approval. The approval shall be in accordance with the minimum requisites prescribed by the Commission in the Manual.

Quezon City, October 28, 1993.

PATRICIA A. STO. TOMAS
Chairman

RAMON P. ERENETA, JR.
Commissioner

THELMA P. GAMINDE
Commissioner

Attested by:

JUANITO R. DEMETRIO
Board Secretary VI

MEMORANDUM CIRCULAR

T O : ALL HEADS OF DEPARTMENTS, BUREAUS AND AGENCIES OF THE NATIONAL AND LOCAL GOVERNMENTS, INCLUDING GOVERNMENT--OWNED AND CONTROLLED CORPORATIONS AND STATE UNIVERSITIES AND COLLEGES

SUBJECT : Policies on Qualification Standards

This Memorandum Circular amends, supersedes and modifies all Circulars pertaining to Qualification Standards which are inconsistent with the provisions hereof.

The Qualification Standards Manual for positions in the Civil Service is hereby established pursuant to Book V of Executive Order No. 292.

The following are the policies on Qualification Standards:

1. The qualification standards prescribed in the Manual are the minimum and basic requirements of the positions. Agencies, however, are not precluded from establishing higher standards for positions if deemed necessary. Where higher standards are established by an agency, these standards shall be the operative standards for said agency;
2. Experience and training requirements shall not be required for appointment to entrance positions in any agency;
3. In determining the relevance of the education and experience requirements, reference shall be made to the duties and responsibilities attached to the positions and the occupational groupings where they belong;
4. Assistant positions, except Legal Assistants, Executive Assistants, Assistant Professors and other positions which the Commission may determine are considered first level positions which shall require completion of two (2) years studies in college or completion of vocational/technical/trade course, as the case may be;
5. RA 1080 eligibility shall be required only for appointments to positions which need the passing of BAR or Board examinations. For example, only Accountant positions shall require a CPA (RA 1080) eligibility, except when the qualification standards of the agency so require;
6. Eligibilities resulting from the Police Examinations, including PO1 Entrance Examination and PO3 Entrance Examination, given by the NAPOLCOM are considered appropriate for appointment to first level positions in government. Eligibility resulting from the INP Entrance Examination (now renamed as Police Officer Entrance Examination) is likewise appropriate for appointment to first level positions;
7. Experience, training and eligibility shall not be required for Confidential/Personal Staff positions whose terms of office are coterminous with those of the officials they serve;

The educational requirements for said positions shall be as follows:

Second Level: Bachelor's degree

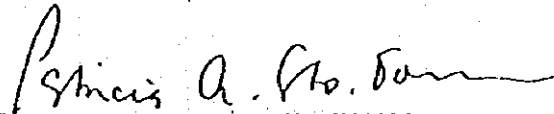
First Level: (Adm./Support Positions) Completion of two years studies in college/vocational/technical/trade course

(Trades/Crafts/Laborers) Must be able to read and write

8. Contractuals and casuals shall have to comply with all the qualification standards except eligibility; and
9. If the position title is not listed in any of the Occupational Services in the Qualification Standards Manual, the duties attached to the position should be made parallel to any comparable and functionally-related position therein. When a comparable position has been identified, the approved qualification standards for that position may be used.

Agencies need not submit to the Commission the qualification standards for positions already listed in this Qualification Standards Manual. However, qualification standards for newly created positions not in this list should be submitted to the Civil Service Regional Office for review and approval. The approval shall be in accordance with the minimum requisites prescribed by the Commission as contained in the Manual.

This Memorandum Circular shall take effect fifteen (15) days after publication in a newspaper of general circulation


PATRICIA A. STO. TOMAS
Chairman

KEY POINTS IN UNDERSTANDING QUALIFICATION STANDARDS

The qualifications specified for a position must be based on the duties and responsibilities of the position.

Qualifications refer to attributes which equip a person for a given position. These are expressed in terms of relevant education, training and experience as well as appropriate eligibility.

Relevant education refers to academic, technical or vocational studies or preparation that will enable the candidate to successfully perform the duties and responsibilities of the position. For example, a course in Education or Psychology would adequately prepare a candidate to assume the duties of a Human Resource Management Officer II (Training Officer II).

Relevant experience refers to work accomplished in the past that will prepare a candidate to successfully perform the duties and responsibilities of the position. For example, an experience in the development or administration of a training program would constitute preparation for a candidate to perform the functions of a Human Resource Management Officer II (Training Officer II).

Relevant training refers to activities that a candidate for a position underwent that will enable him to acquire the skills and knowledge needed to successfully perform the job requirements of that particular position. For example, completion of or attendance in a seminar-workshop on the design, conduct and evaluation of a training program will equip a candidate with the skills required of a Human Resource Management Officer II (Training Officer II).

In addition to duties and responsibilities of the position, the level, salary grade occupational grouping, and the location of the position in the hierarchical ranking shall be considered in determining the appropriate qualifications standards to be used.

Entry positions do not generally require experience and training. This is true if the position to be filled is that which is at the bottom of a certain occupational grouping or the lowest position of an occupational grouping in a certain agency. For example, the position of Accountant I is an entry position in the Accounting Group and requires only a Bachelor's degree in Commerce/Business Administration and RA 1080 (CPA) eligibility. In some agencies, the entry position may not necessarily be the lowest position in an occupational grouping. It may be the next higher position in which case the qualification standards for such position shall be used wherein experience and training are required.

First level positions include clerical, trades, crafts and custodial service positions. These positions may require education acquired from either secondary or vocational or completion of up to two (2) years of studies in college or possession of career service (sub-professional) or any other appropriate eligibility for first level positions. Two (2) years studies in college correspond to completion of 72 academic units.

Manual positions such as laborers, aides, and other similar positions would require only completion of elementary studies or the ability to read and write. However, aide positions which are clerical in nature require completion of two (2) years studies in college.

Second level positions generally bear the title of Officer, Analyst or Specialist. These positions require completion of a Bachelor's degree relevant to the job, relevant experience and training and possession of a Career Service (Professional) or any other appropriate eligibility for second level positions. An example of appropriate eligibility for second level positions is RA 1080 (BAR).

Chiefs of Divisions or positions of equivalent rank require completion of a masteral degree in management or any masteral degree relevant to the job effective January 1, 1995. This is in addition to the other requirements specified for second level positions.

Third level positions or those belonging to the Executive Service may not require experience, training and eligibility. This is particularly true for Presidential appointees such as Cabinet Secretaries, Undersecretaries or Presidents of government-owned and controlled corporations. However, those belonging to the Career Executive Service must comply with the requirements for permanence prescribed by the Career Executive Service Office of the Civil Service Commission.

o Although not reflected in all positions in this Manual, good moral character and a pleasant personality are intrinsic requirements for appointment to all positions in government. These are explicitly specified in certain sectors, e.g. Philippine National Police, local government employees, elective officials, and constitutional officers, as prescribed by law.

o For trades and crafts positions, passing an appropriate skills test given by the National Manpower and Youth Council (NMYC) is a mandatory requisite in addition to other requirements. There are certain positions, however, where no skills test could be given by the NMYC. In this instance, a corresponding eligibility shall be issued to an appointee after one year of continuous and satisfactory performance in a temporary capacity.

QUALIFICATION STANDARDS

POSITION TITLE	SG LEVEL	EDUCATION REQUIREMENTS	EXPERIENCE REQUIREMENTS	TRAINING REQUIREMENTS	ELIGIBILITY REQUIREMENTS
Accountant I	11	Bachelor's degree in Commerce/Business Administration major in Accounting	None required	None required	RA 1080
Accountant II	15	Bachelor's degree in Commerce/Business Administration major in Accounting	1 year relevant experience	4 hours of relevant training	RA 1080
Accountant III	18	Bachelor's degree in Commerce/Business Administration major in Accounting	2 years relevant experience	8 hours of relevant training	RA 1080
Accountant IV	22	Bachelor's degree in Commerce/Business Administration major in Accounting	3 years relevant experience	16 hours of relevant training	RA 1080
Accountant V (IUG:GFI)	20	Bachelor's degree in Commerce/Business Administration major in Accounting	3 years relevant experience	16 hours of relevant training	RA 1000
Accountant V (IUG:GFI)	22	Bachelor's degree in Commerce/Business Administration major in Accounting	4 years in position/s involving management and supervision	24 hours of training in management and supervision	RA 1000
Accounting Clerk I	04	Completion of two years studies in college	None required	None required	Career Service (Subprofessional); Appropriate Eligibility for First Level Position
Accounting Clerk II	06	Completion of two years studies in college	None required	None required	Career Service (Subprofessional); Appropriate Eligibility for First Level Position
Accounting Clerk III	08	Completion of two years studies in college	1 year relevant experience	4 hours of relevant training	Career Service (Subprofessional); Appropriate Eligibility for First Level Position
Accounting Machine Operator I	05	Completion of two years studies in college	None required	None required	Career Service (Subprofessional); Appropriate Eligibility for First Level Position
Accounting Machine Operator II	07	Completion of two years studies in college	None required	None required	Career Service (Subprofessional); Appropriate Eligibility for First Level Position
Accounting Machine Operator III	10	Completion of two years studies in college	2 years relevant experience	8 hours of relevant training	Career Service (Subprofessional); Appropriate Eligibility for First Level Position
Accounting Processor A	05	Completion of two years studies in college	1 year relevant experience	4 hours of relevant training	Career Service (Subprofessional); Appropriate Eligibility for First Level Position
Accounting Processor D	06	Completion of two years studies in college	None required	None required	Career Service (Subprofessional); Appropriate Eligibility for First Level Position

* Effective Jan. 1, 1995 - Masteral degree in Management or any Masteral degree relevant to the job

Other qualification provided for under the Constitution and other pertinent laws

** No final salary grade allocation by DBM yet.

Ⓢ Including the requirements of Filipino Citizenship, of good moral character and a resident of the Local Government unit concerned as provided for in the 1991 Local Government Code.

14. HRDD CY-1995 Program of Activity

Human Resources Development Department CY-1995 PROGRAM OF ACTIVITY

ACTIVITY/ DESCRIPTION	TARGET PARTICIPANTS	ESTIMATED NUMBER OF PARTICIPANTS	TENTATIVE DATE	ESTIMATED COST (Peso)
I. IN-HOUSE TRAINING				
A. Management & Supervisory Development:				
Foreman-ship Training:	Foremen & Team Leaders	30/class	06-13 Feb 08-15 May 07-14 Aug, 23-30 Oct	132,560.00
The Training seeks to increase the awareness of the foremen regarding their responsibilities as supervisors and develop supervisory skills and effective work inspection techniques.				
PAS-MORE:	Sec Heads/Div Mgrs Supervisors	30/class	01-03 Feb 03-05 May 16-17 Jun 03-05 July 04-06 Sept, 02-04 Oct	92,280.00
A training workshop to provide participants the practical skills in the use of the MORE/Performance Appraisal System.				
Training for Effective Supervision:	Sec Heads/Div Mgrs Dept Mgrs/Supvrs	30/class	13-22 Mar 17-26 Aug 20-29 Nov, 04-13 Dec	200,400.00
A basic management course designed to provide first-line supervisors, a basic grounding in supervisory concepts and practices. It is primarily intended for section chiefs or other personnel with supervisory responsibilities. The course features a special discussion on problem-solving and decision-modules on the fundamental supervisory functions. It utilizes practical exercises and workshops to complement the class discussions and lectures.				
Systematic Problem Solving & Decision Making:	Supervisors, Section Heads & Div. Chiefs	30/class	22-27 May 28 Aug- 1 Sept, 02-09 Oct	84,300.00
The training program is designed to develop problem solving and decision making skills based on techniques by Kepner and Tregoe.				
Managing & Conducting Effective Meetings:	Dept Mgrs/Div Mgrs Sec Chiefs/Supervisors	30/class	01-03 Mar 17-19 Jul	37,960.00
This course is designed to enable managers gain maximum mileage from staff meetings.				
Planning & Budgeting Seminar-Workshop:	Dept Mgrs/Div Mgrs Sec Heads/Supvrs	30/class	29-30 Jun 13-14 Nov	87,400.00
On the premise that a good plan is the basis for a more effective and productive action, the workshop is designed to help managers and supervisors master the basic principles and steps in developing an effective and practical workplan.				
The training focuses on the development of the frame work of an actual work plan by the participants. It features lecture-discussions at strategic points which serve as inputs in the preparation of their respective work plans.				
Effective Employee Counselling	Division Chiefs	25/class	11-14 Jan 06-07 Nov	29,800.00
Training geared towards the enhancement of skills of its participants in uplifting the morale of their				

**Human Resources Development Department
CY-1995 PROGRAM OF ACTIVITY**

ACTIVITY/ DESCRIPTION	TARGET PARTICIPANTS	ESTIMATED NUMBER OF PARTICIPANTS	TENTATIVE DATE	ESTIMATED COST (Peso)
subordinates through counseling.				
Time Management:			19-21 Apr, 07-09 Jun 18-20 Sept, 20-22 Nov	73,040.00
This is a seminar/workshop designed to value time. It introduces principles and techniques that would allow the participant to manage his time effectively not only on the job but also at home and elsewhere. This course is intended primarily for managers and supervisors.				
B. Employee Development:				
Training for Service Investigators:	Service Investigators	25/class	10-12 Mar 20-22 Sept	34,120.00
The training aims to enhance the skills and knowledge of Service Investigators in conducting field inspections relevant to water service applications and customer complaints as well as investigation of illegal water service connections.				
Effective Customer Relations Development:	Customer Service and Other Selected Personnel	30/class	20-24 Mar 17-22 Apr, 24-28 Jul, 20-24 Nov	112,400.00
This training aims at improving employee competence in dealing with customer & providing workable guides on how to handle customer complaints.				
Stress Management:	Complaints Examiner MAC personnel/Branch Action Center Personnel	40/class	22-24 Feb 29-31 May 27-29 Sep, 28-30 Nov	65,840.00
A course designed to increase transactional advantage in customer relations through the understanding of the influence of stress in the job. It discusses the relationship between stress and behavior patterns and focuses on how to reduce the adverse influence of stress on inter personal relations.				
Business Report Writing:	Mixed	25/class	10-12 Jul 09-11 Oct	34,120.00
A specialized training to provide the knowledge and skills in preparing/writing effective business reports. This is useful to all employee tasked with preparing reports, whether formal or informal, project studies, program proposals, etc.				
Pagasaanay Sa Wika:	1st level	40/class	13-18 Feb 10-14 Apr, 24-28 Jul, 18-22 Sep	32,560.00
Ang Kursong ito ay nagpapaalala sa kahalagahan ng Filipino bilang wikang opisyal sapamahalaan. It is designed to give are fresher in the use of the language.				
C. Administrative Development:				
Records Management Seminar	Selected Personnel	30/class	10-14 Apr 19-24 Jun	56,200.00
This training includes records creation, utilization, maintenance and disposition of records.				
Administrative Skills Devt:	Mixed	30/class	13-18 Feb 14-18 Aug	55,080.00
This course is designed to enhance the effectiveness of the participants in their day-to-day duties in the office.				

Human Resources Development Department
CY-1995 PROGRAM OF ACTIVITY

ACTIVITY/ DESCRIPTION	TARGET PARTICIPANTS	ESTIMATED NUMBER OF PARTICIPANTS	TENTATIVE DATE	ESTIMATED COST (Peso)
D. Professional/Technical Trng:				
Seminar on Water Quality Management, Treatment and Distribution:	Chemists/Engineers	25/class	Wk III Jan Wk I Jul (8 days)	60,000.00
This seminar is designed for technical personnel involved in the water treatment tech. particularly in the disciplines of water quality control, treatment and distribution. The participants are also made to understand the water resources and their usage, water quality standard in the rivers and lakes, water quantity modelling methods, the parameters, criteria and control technology in water treatment plants and the different government organization which are water related.				
First Aid Seminar:	Technical/ Professional	25/class	Wk III Apr Wk III Oct (5 days)	43,000.00
The seminar imparts the basic knowledge on first aid and develop the skills of the participants in life-saving and life preservation procedures to be administered to victim/patient before medical help arrives.				
Field Operations Appreciation Course:	Technical Personnel	15/class	Wk I Apr Wk I Oct (5 days)	43,000.00
The seminar aims to provide technical personnel both the theoretical and practical knowhow in various field operations topics such as Main Pipe Laying, service, main pipes, leak repair, drilling, tapping main pipes, safety in excavation, road restoration, hydrotesting of pipes, safety practices.				
Occupational Health and Safety Seminar:	Professionals/ Engineers	25/class	Wk III Feb Wk IV Aug (8days)	60,000.00
The seminar will develop the participants' knowhow and proper attitudes for effective implementation of safety rules and regulations. Likewise, this will make the participants aware of the benefits derived from the observance of occupational health and safety practices.				
Contract Administration:	Engineers/ Non-engineers	25/class	Wk I Feb Wk II Aug (4 days)	35,400.00
This seminar is designed to upgrade the knowledge and skills of technical personnel in contract administration. It includes measurements, qualification, preparing and reviewing progress estimates, preparing and receiving variation orders, time extension, as-built drawings, project cost estimates and budget, and preparing and reviewing final acceptance of documents.				
Industrial Safety:	Technical Personnel	25/class	Wk I Jun Wk I Nov (5 days)	43,000.00
This seminar familiarizes the participants in the accident prevention principles, economic aspect of safety and job safety analysis and procedures. Likewise, it makes the participants aware of the electrical and mechanical safety practices and provides knowledge and skills on first aid.				
Groundwater Development and Management Seminar:	Engineers	25/class	Wk II May Wk I Nov (5days)	43,000.00
This seminar will strengthen the organization that shall implement the proposed groundwater development and management program. This will include topics on groundwater exploration, well drilling and rehabilitation, well development and pumping tests and groundwater monitoring and management.				
Operation and Maintenance of Wastewater Treatment Plant:	Engineers/ Technicians	25/class	Wk I Mar Wk III Jul (5 days)	43,000.00
This seminar aims to enhance the knowledge and skills needed to establish a baseline information in the maintenance of a wastewater treatment plant. This also aims to upgrade the Sewage Laboratory analysis and				

Human Resources Development Department
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ACTIVITY/ DESCRIPTION	TARGET PARTICIPANTS	ESTIMATED NUMBER OF PARTICIPANTS	TENTATIVE DATE	ESTIMATED COST (Peso)
better understanding in sludge interpretation.				
Disaster Preparedness Relief Services Seminar:	Graduates of First Aid Seminar	25/class	Wk IV May Wk I Dec (3 days)	27,800.00
This seminar will familiarize the participants with disaster relief policies & procedures of the PNBC. It will also provide the participants with knowledge in the organization & functions of the various disaster preparedness & relief committees and develop a high level of competence in handling disaster organization & relief operations. The MWSS personnel in particular will be aware of their important role in meeting the emergency needs of the victims caused by floods, typhoons, fires, earthquakes & other disasters				
Seminar/Workshop on Mountaineering:	Technical/ Professional	25/class	Wk I Mar Wk II Sept (8 days)	60,000.00
This seminar is designed to familiarize MWSS staff on various aspects of mountain climbing in relation to the water resource development projects. The participants will be acquainted with the various dangers they will be acquainted with the various dangers they will encounter during this kind of activity and how they will survive in the mountains and jungles if such dangers occur.				
Unprogrammed (upon request) Professional/		25/class	Upon request	129,000.00
E. Skills Development Training:				
Plant Accessories, Electrical Circuits on Motor Control:	Deepwell Pump Operators, Electricians	20/class	06-17 Feb 08-19 May, 07-18 Aug 09-20 Oct, 06-17 Nov	78,750.00
This course aims to improve the knowledge and skills of Deepwell Pump Operators and Electricians. Target participants are graduates of the Basic Seminar on Plant Electrical Circuit and Motor Control.				
Defensive Driving:	Drivers	20/class	06-10 Mar	47,750.00
Toolkeepers and Storekeepers Training:	Toolkeepers, Storekeepers	15/class	10-14 July 04-08 Dec	29,000.00
This course aims to enhance the knowledge and skills of participants in the procurement procedures, stock maintenance, handling, stockpiling and storage of materials, tools and equipment stocks receiving procedures, records keeping management & report presentation				
Valves and Hydrants Operation and Maintenance:	Pipefitters, Laborers	15/class	30 Jan-06 Feb 08-12 May 11-15 Sept	43,500.00
This training aims to improve the knowledge and skills of laborers and pipefitters who regularly operate, repair and maintain the different valves and hydrants.				
Seminar on Basic Plumbing:	Pipefitters and Laborers	15/class	29 May-09 Jun 21 Aug-01 Sept	58,000.00
This seminar aims to impart the basic knowledge and skills conforming to basic plumbing standards. This covers the minimum safety and health requirements for design, installation, inspection and performance of plumbing equipment system, including water supply distribution, drainage and ventilation.				
Training on Arc Welding:	Welders, Mechanics and Technicians	15/class	30 Jan-10 Feb 08-19 May, 17-28 Jul 21 Aug-01 Sept, 16-27 Oct	154,667.00
This course is designed for maintenance employees who use electric arc welding equipment in repairing and main-				

**Human Resources Development Department
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ACTIVITY/ DESCRIPTION	TARGET PARTICIPANTS	ESTIMATED NUMBER OF PARTICIPANTS	TENTATIVE DATE	ESTIMATED COST (Peso)
aining different tools, equipment and vehicles of the system.				
Training on Gas Welding:	Welders, Mechanics and Technicians	15/class	06-17 Mar 19-30 Jun, 11-22 Sep, 13-24 Nov	106,000.00
This course aims to impart the basic knowledge and skills in using oxy-acetylene gas welding equipment.				
Small Engine Mechanic Course:	Mechanics	15/class	06-17 Mar 26 Jun-07 Jul, 16-27 Oct	77,000.00
This course is designed to impart the basic knowledge and skills in the maintenance and operation of small engine. It includes servicing of mechanical starters, charging system, ignition system and engine starting system.				
Field Equipment Operations and Maintenance:	Pipefitters, laborers	15/class	13-17 Feb 22-26 May, 07-11 Aug	43,500.00
Aims to enhance the knowledge and skills of the participants to the proper operation and maintenance of air compressors, water pumps, jack hammers, etc.				
* AS REQUESTED			OPEN	
F. Specialized Training:				
Micro Computer Trainings:				
Wordstar 5	Selected Personnel	12/class	09-14 Jan 06-10 Mar, 05-09 Jun 07-11 Aug, 02-06 Oct	40,700.00
The program aims to develop the skills of participants in word processing. It covers manipulation of documents, editing, printing files etc.				
DBase III Plus	Selected Personnel	12/class	16-21 Jan 13-17 Mar, 12-16 Jun 14-18 Aug, 09-13 Oct	40,700.00
The training aims to develop the skills of participants in database management. It covers creation and retrieval, updating data base files.				
Lotus 1 2 3	Selected Personnel	12/class	23-28 Jan 20-24 Mar, 17-21 Jun 21-25 Aug, 16-20 Oct	40,700.00
The training aims to develop skills of participants in the worksheet. It covers the electric graphics and complete information management system.				
G. Student In-Plant Training:	Students on Practica	Open	Continuing	
A supervised on-the-job trainig that aims to provide students' actual work experience in any of the varied activities and operations of the System.				
II. Other Programs:				
Lecture Forum:	2nd Level	80/session	24 Jun, 18 Nov	3,640.00
A lecture forum is a symposium to keep personnel abreast with relevant and worthy issues in the national and local field.				

**Human Resources Development Department
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ACTIVITY/ DESCRIPTION	TARGET PARTICIPANTS	ESTIMATED NUMBER OF PARTICIPANTS	TENTATIVE DATE	ESTIMATED COST (Peso)
Area Staff Development:	2nd Level	80/class	OPEN	
This program is designed to update the knowledge and skills of the staff on training and development. It also aims to update the staff on the latest techniques and developments in the human resource development realms.				
Middle Management Development Program:	Division Managers	140/class	10 Feb, 15 Apr 04 Aug, 10 Nov	18,000.00
A lecture-forum designed to provide middle managers the opportunity for continuing development in the field of supervisors & management.				
Exec Development Program:	Dept Managers	60/class	29 Apr, 07 Jul 08 Sept, 08 Dec	28,400.00
A lecture-forum designed to keep executives abreast of new development in management issues and techniques.				
Visitors Briefing/Orientation:	Local & Foreign	Open	Continuing	
Briefing is designed for local & foreign visitors on the org. of the System, the services it offers, completed and on-going projects & its relationship to other water related agencies.				
Product Presentation:	Professionals	20/class	OPEN	
Now and then, there are proposals to conduct short seminars on different products for water utilities. These are usually requests of suppliers or manufacturers whose principals are in the country. The demonstration may be an introduction of new products or already existing products not utilized by MWSS. Their purpose (suppliers) is to familiarize our engineers and end users on the availability of the product at a reduced cost possible.				
II. EXTERNAL TRAINING PROGRAMS:				
A. Local Training:				1,617,500.00
Seminar, Workshop, Convention, Conference, etc.:	Selected Personnel	205	As announced	
Special programs for the personal & professional growth and development of concerned personnel of the System conducted by the central staff-agencies of the government, i.e. Civil Service Commission, Commission of Audit, Dept. of Budget and Management, and professional associations like the Philippine Society of Sanitary Engineers as well as private learning institutions like MERALCO Foundation and Phil. Society for Training and Development.				
Scholarship Programs:	Selected Personnel	5	Continuing	
Local grants or study leading to an academic degree or diploma in any recognized learning institution, such as program in Development Economics.				
1. UP-NEC 2. UP-School of Economics				
Masteral Degree Scholarship Program: (MDSF)	Selected Personnel	20	Continuing	
Offshoot of CSC MC requiring appointees to Division Chief positions to possess a masteral degree starting January 1, 1995.				
National Scholarship for Development: (NSFD)	Rank & File	10	Continuing	
A Civil Service Commission initiated study now-pay-later program geared towards providing formal education to				

Human Resources Development Department
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ACTIVITY/ DESCRIPTION	TARGET PARTICIPANTS	ESTIMATED NUMBER OF PARTICIPANTS	TENTATIVE DATE	ESTIMATED COST (Peso)
those employees who wish to complete professional or technological courses and those who desire to pursue higher studies, particularly in those areas determined to be critical in the implementation of development programs				
B. Overseas Training:				540,000.00
Overseas Scholarship or Study Grant:				
Grants for overseas study leading to an academic degree or diploma.	Per invitation	10	Per invitation	
Overseas Training:				
Participation or attendance in any overseas training course, seminar, study tour and/or similar activities.	Per invitation	30	Per invitation	
Echo Seminar:				
Conducted by overseas training participants 30 days upon arrival.	Peers of overseas training participants	200	As conducted	
MWSS-MWA Exchange Progr.				
Conducted between MWSS and MWA (Bangkok) per memorandum of Agreement signed between the agencies.	Team participants selected per area	5-7	March	350,000.00
III. TRAINING EVALUATION:				
A. Reaction Level:				
The impressions of participants regarding the training conduct are determined through responses made to a post-training feedback questionnaire.	Participants of selected training/seminar		As conducted	
IV. MANPOWER PLANNING:				
A. Review of Manpower Proposals:				
Review and recommend proposed expansion of organizational structure, creation/upgrading of positions			Continuing	
B. Manpower Inventory:				
Maintain manpower inventory database file.			Continuing	
C. Monitoring of Human Resource Movement Proposals:				
Review and recommend appropriate actions on various human resource movement proposals.			Continuing	

15. Proposal to Contract-out the Meter Reading Function

CABLE ADDRESS
MWSS PH

In reply, please refer to
Tel. Nos. (2) 95-32-11 to 29
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Republika ng Pilipinas
PANGASIWAAN NG TUBIG AT ALKANTARILYA SA METROMANILA
Metropolitan Waterworks and Sewerage System
Kalipunan Road, Balara, Quezon City 1105, Philippines

21 November 1994

The Board of Trustees
MWSS, Quezon City

Gentlemen:

Subject: **PROPOSAL TO *CONTRACT-OUT* PRIVATE THE METER READING FUNCTION**

I. THE METER READING DIVISION: PRESENT SET-UP

The Meter Reading Division (MRSD) is one of the three (3) Divisions immediately below the Sector Managers' Office. Its place in the Corporate structure is shown in Annex I.

In line with the on-going Sectoralization, there are now eight (8) Ad Hoc Meter Reading Divisions. They are similar in structure and functions except for the manpower complement which as conceptualized under the Ad Hoc set-up, is determined based on the number of services. Thus, MRSD's handling large accounts have more personnel as compared with those handling lesser accounts. The structure of a typical MRSD is shown in Annex 2.

Function of Meter Reading Division

Simply stated, the primary function of the MRSD is to read water meters of each customer once a month. The meter registration serve as our basis in billing the customers for water used. Another function is the assignment of account numbers to new customers. All other functions of the MRSD revolve around the efficient implementation of these functions.

For our need, we shall acquaint ourselves with the activities necessary for the MRSD to accomplish its primary function. The other activities will not be mentioned as they are deemed not important considering the focus of this paper.

The sequence of activities are as follows:

- Preparation of reading schedule for a particular month. There are about 26 reading days in a month as Meter Readers work everyday, even during Holidays, except Sundays.

- Using as reference all the services scheduled to be read for the month, the Computer Service Center's Central Computer downloads information to the Meter Reading computer stations.
- Loading of information from the meter reading computers to the Rover units.
- Determination of books to be read daily.
- Reading of meters and inputting of data in the Rover's memory. On the average, each meter reader is assigned one book per day. Each book which contains 250 to 500 accounts is ordinarily read within 2-4 hours.
- Downloading of information from the Rover to the meter reading computers and printing of hard copies.
- Review and analysis of print outs
It is at this point where the Consumption Analyst check for fluctuations in the consumption of customers. As a policy, inspectors are dispatched to investigate accounts whose consumptions are obviously below or above the historical consumptions. It is also at this point, where efficiency of meter readers is assessed.
- Corrections if any are effected by editors. Corrected data are then sent to the CSC thru a diskette to be used as basis for printing bills.

II. PROBLEMS ENCOUNTERED IN PRESENT SET-UP

As the data on the bills are supplied by the MRSD, it has been accepted that the true measure of the MRSD's efficiency is determined by the looking at the quality of bills printed by the CSC.

Using the MWSS jargon, bills are generally classified into two: normal and average. Bills which reflect the true consumption of the customers are normal bills, all others are average bills. The term average is coined as we base our billing on the average historical consumption of the customer whenever we fail to determine the precise volume of water they use. As of October 1994, average bills stands at about 12% of total billing.

While causes of average billings are not due to errors of the meter reading alone, some factors contributing to these are as follows:

1. Personnel

Based on 877,000 services at present the 8 MRSD's under the sectoral set-up require about 245 plantilla positions for meter readers. As we only have 200 plantilla positions, we still need 45 more.

This lack is a backlash of the Attrition Law which prohibits creation of additional plantilla positions. To cope, personnel from other units are being utilized as meter readers. At present, we have 222 personnel performing the duties of meter readers, which we can group as follows:

Regular Meter Readers- - - - -	125
Casual personnel performing the duties of meter reader - - -	97
	<hr/>
TOTAL	222

In MWSS where regular employees receive more benefits than casual employees, the dissatisfaction often leads to inefficiency. As the issue on why the other person is getting more than another who is also performing the same tasks could not be properly addressed, infractions like tardiness, and absenteeism are unavoidable.

What makes things worse is that punishment could not be meted out strictly when meter readers are involved as they are considered a skeletal force. Minor infractions are thus, treated lightly for fear that stringent measures like suspension could further result to the diminution of their already dwindling numbers.

2. Lack of equipment

A. Rovers

A Rover is a portable computer which accepts and stores meter information provided by the meter readers. As each soldier should have his own gun when he goes to war, each meter reader should have a Rover when he goes to the field.

The ideal relationship between Rovers and meter readers is 1:1 plus back-up units. It is sad to note however that we only have 215 Rovers while the number of meter readers is 222. We are now procuring additional Rovers.

B. Computers

Rovers and computers complement each other. One without the other is ineffective. It is for this reason, that

sufficient number of computers should be made available to the meter reading units. Collectively, the eight MRSD's have 23 computers. They need 38, or 15 more to efficiently carry out their task. Likewise, procurement of additional computers is underway.

3. Office Space

The creation of 3 more meter reading offices as required in the sectoralization program necessitate the setting-up of more office space.

Except for South and Southeast Sectors whose MRSDs have enough elbow rooms, the remaining 6 sectors are least fortunate as they have to share offices.

The office location of the MRSDs are as follows.

<u>Sector</u>	<u>Location</u>
1. North	Basement Main Building, Balara
2. Northwest	-do-
3. Central	-do-
4. East	-do-
5. West	Arroceros, Manila
6. Southwest	-do-
7. South	Imus, Cavite
8. Southeast	EDSA Central

III. PROPOSED SET-UP

Our proposal is inspired by the set-up of Meralco which has been contracting out its meter reading functions since 1993.

We propose to contract out only the primary functions of the MRSDs. The office of the Manager, the Consumption Analysis Section, and the Book Arrangement Units shall be retained to process and check the outputs of the Contractor.

Specifically, the features of our proposal are as follows:

1. Contractor's Output.

Contractor's output shall be a diskette containing data obtained by the meter reader in the field. This will be reviewed and transmitted to the CSC for printing of bills. Efficiency of the contractor shall be based on the standard which the MWSS shall set.

2. Working Hours in the Field.

The MWSS is not maximizing the use of its meter readers, as their working hours in the field range from 2-4 hours only. If MERALCO is enjoying a 4-6 working hours for its contractual meter readers we dont see any reason why this could not be imitated in the MWSS.

With the increase in the number of working hours, reduction in the number of meter readers by as much as 60% is possible. As the number of meter readers fielded per day shall be proposed as the basis for payment, savings is definitely assured.

3. Equipment

Since we will no longer need the Rover and its accessories, we might as well sell these to the Contractor based on the depreciated values.

4. Personnel Displacement

Our proposal should not result to demoralization as nobody in the MRSD shall be terminated.

Under the sectoral set-up, the Customers Service Area is still in need of more than 1,000 personnel to fill the various additional plantilla positions.

The meter readers which will be displaced could be trained to perform other duties. In coordination with the DBM, we can likewise convert their positions to other positions vital to our operation.

5. Standard Quality of Contractors Output.

Errors of meter readers like inaccurate readings, failure to read meters and others which lead to average readings should be kept at a minimum. As basis for our expectation from the Contractor we could probably take a cue from Meralco whose batting average is 99%.

We suggest that measures be strictly taken against the Contractor whenever its performance fall below our expectation. Examples are: reduction in payments, stern warnings, and contract termination.

6. Cost to Operate.

The MWSS' personnel expenses per meter reader should be used as basis in paying the Contractor. As a meter reader under SG -14

is receiving about P6,000 per month, the Contractor's offer per meter reader /month should not exceed this amount. Likewise, the number of meter readers to be fielded by the Contractor should be less than the existing numbers (regular and casual) that we presently have as they shall work in the field for longer hours.

IV. CONCLUSION

Without casting doubts on the efficiency of our Meter Reading, it is Management's objective to establish the true level of revenue water from our existing customers thru our proposal to privatize the meter reading function.

Unlike employees, contractors are more obedient and are less demanding. Instead, of yielding to meter readers' request we can insist on what we want if we are dealing with Contractors. In short, the probability of obtaining better results is more probable as Management is in better control.

V. RECOMMENDATION

To test the applicability of this proposal to our system, we suggest for a pilot run. Two sectors, one densely populated and another with dispersed customers should be tried. For this purpose, we suggest that South and Southwest Sectors be considered, and that the call for proposals be published.

For your consideration and approval.

Very truly yours,

RUBEN A. HERNANDEZ
Administrator

16. Memorandum of Agreement (MWSS and City of Manila)

MEMORANDUM OF AGREEMENT

KNOW ALL MEN BY THESE PRESENTS:

This Agreement entered into for the improvement of the delivery of water and sewer services to the residents of the City of Manila by and between:

The Metropolitan Waterworks and Sewerage System (MWSS), a corporation organized and existing under the laws of the Republic of the Philippines, with principal office at Katipunan Road, Balara, Quezon City, Metro Manila, represented in its act by Mr. Ruben A. Hernandez, Administrator of Metropolitan Waterworks and Sewerage System, who is duly authorized for the purpose;

and

The GOVERNMENT OF THE CITY OF MANILA, a government entity organized and existing under the laws of the Republic of the Philippines, with principal office at Taft Avenue, Manila, represented in this act by its Mayor, Hon. Alfredo S. Lim, who is duly authorized for this purpose:

WITNESSETH THAT:

WHEREAS, MWSS in its commitment to undertake continuing efforts to improve the delivery of man's most basic needs for water and sewer services to residents of the City of Manila, shall launch the one-stop application processing concept geared towards a faster implementation within a 10 day period and decrease water losses through an integrated leak repair program;

WHEREAS, the Government of the City of Manila is mandated by law to provide and/or facilitate the delivery of basic services to its constituents;

WHEREAS, to ensure the success and effectiveness of these efforts to fasten the implementation of water/sewer service applications, and the leak repair program, which has been made more urgent in anticipation of an acute water supply shortage crisis, there is a need to revise and align existing procedures, particularly in the areas of street excavations and restorations;

NOW THEREFORE, for and in consideration of the foregoing premises and mutual covenants herein contained, the parties do hereby agree and bind themselves as follows:

1. THE METROPOLITAN WATERWORKS AND SEWERAGE SYSTEM SHALL:

FOR WATER/SEWER SERVICE CONNECTIONS

a. Estimate and receive all payment for excavation permit fees and street re-toration charges for new water/sewer service connection applications or other requests on existing water/sewer services, in close coordination with the City Engineer's Office, in behalf of the City of Manila and to remit these payments within a 15-day period to the City.

b. Notify the City of Manila, particularly the City Engineer's Office and the Traffic Management Division, WPDC excavation jobs to be implemented using the NOTICE OF EXCAVATION WORKS FOR W.S. APPLICATIONS (Attachment A).

c. Implement all approved applications for new water/sewer service connections or other requests on existing water/sewer services.

FOR LEAK REPAIR AND OTHER MAINTENANCE ACTIVITIES

d. Undertake immediately the leak repair and other maintenance activities of its water distribution networks and sewer facilities.

e. Notify the City of Manila, particularly the City Engineer's Office and the Traffic Management Division, WPDC of all excavation jobs done on these leak repairs and maintenance jobs using the NOTICE OF EXCAVATION WORKS FOR LEAK REPAIRS AND WATER PROBLEMS (Attachment B).

f. Maintain a revolving fund with the City of Manila, specifically, to defray costs of street restorations for excavations for leak repairs undertaken by MWSS field personnel and its authorized contractors and conduct a joint inspection with the City Engineer's Office concerning the City's claim for restoration costs.

2. THE GOVERNMENT OF THE CITY OF MANILA:

a. Forward to the MWSS reports received from concerned citizens, barangay officials and other sources regarding leaks, illegal connections and unauthorized withdrawal of water from Fire Hydrants.

b. Grant authority to excavate, in close coordination with the City Engineer's Office and Traffic Management Division, WPDC any street, within the City of Manila.

c. Undertake street restorations for excavations done for water/sewer services connections as submitted by MWSS through Attachment A and excavations on leak repairs as done by MWSS field personnel and its authorized contractors.

d. Provide security assistance to MWSS personnel or its authorized contractors whenever necessary.

It is understood by the parties that this Memorandum of Agreement shall be binding and effective immediately upon signing thereof and shall continue in full force and effect. Any change or modification in this agreement shall be made in writing and shall be signed by the authorized representatives of the parties.

IN WITNESS HEREOF, we hereby affix our signatures to this document on this 9th day of January 1995 at the City of Manila, Philippines.

GOVERNMENT OF THE
CITY OF MANILA
by:

METROPOLITAN WATERWORKS
AND SEWERAGE SYSTEM
by:

ALFREDO S. LIM
Mayor Administrator

RUBEN A. HERNANDEZ

SIGNED IN THE PRESENCE OF:

COL. ZOSIMO S. BLAGTATAS
Chief of Staff
Office of the Mayor

LOIDA S. DINO
Deputy Administration
Customers' Service Area

MICHAEL AQUIO
Senior Superintendent
Traffic Management Div.

17. Standard Time for Processing of Water Service

METROPOLITAN WATERWORKS AND SEWERAGE SYSTEM MEMORANDUM CIRCULAR No. 006-92

Subject : Standard Time for Processing of Water Service Application
Date : 14 January 1992

In line with the MBO-NRW Program of MWSS and to attain the Customer Service Area's commitment to process application and install new water service connection within fifteen (15) days, all offices/units concerned shall observe the following:

OFFICE	ACTIVITY	STANDARD RESPONSE TIME
Application Section, Branch Office/Foreign Assisted Project	1. Receiving of application, scheduling for inspection and/or indorsement to CRMS for verification	1 day
	2a. Field Inspection	1-2 days
Customers Records and Monitoring Section (CRMS)	2b. Verification & notation of size of meter/water service connection, (in case of additional to existing service & miscellaneous applications).	1-2 days
Application Section Branch Office	3. Preparation of cost estimate and contract. Issuance of request for excavation permit and submission of meter supplied by the applicant for testing (if required)	1 day (Upon payment)
	<p style="text-align: center;">or</p> Indorsement of application (with 63 mm and above tubing) to HSAD for meter sizing/pressure test or to CISD for census survey of application exceeding 50 Lm.	
	Note: If census report of the Foreign Assisted Project is available, application need not be refereed for census	
	4. Approval of contract and indorsement to Service Center	1-2 days
	Note: Approval should be completed within 1 day if the Branch Manager is the one approving the application.	
Water Meter Maintenance Division, CMD	5. Receipt of meter supplied by the applicant, meter testing and meter retrieval.	1-2 days
Census & Investigation Services Division (CISD)	6. Conducts census survey of application exceeding 50 Lm.	1-5 days

Hydraulics Survey and Analyses Division (HSAD)	7. Conducts pressure test and meter sizing for application requiring 63 mm and above tubing	1-5 days
Service Center	8. Preparation of job order and indorsement to Sector Office	1 day
Sector Office	9. Awarding of jobs to Accredited Plumbing Contractor (APC)	1 day
Service Center	10. Job Implementation by APC	1-5 days
	11. Final Inspection	1 day
	12. Scheduling, tapping and metering by tapping crew	1-2 days
	13. Preparation/submission of DSJC to MRSD and List of Work Accomplished (LWA) to Accounting Department	1 day
CRSD	14. Assignment account no. and submission of DSJC to CRMS	1-3 days
CRMS., CSC	15. Assignment of water service no.; MCF creation	1-2 days
	16. Generation of installment bills for water service connection	1-5 days

To properly inform the customers on the requirements and status of their application for water service connection, the Application Section shall strictly follow the provision of MC 718, which requires that the applicant should be furnished with the Checklist of Requirements (Exhibit 1), as revised, and Notice slip (Exhibit 2), as revised.

To further reduce the processing time and as require under MC 718D (Item II, No. 4), all applications subject to verification by the CRMS shall be summarized in the Summary of Applications for Verification (SAV) form (Exhibit 3) instead of forwarding the application document to said office.

The following activities related to installation of water service connections under Foreign Assisted/Locally Funded Projects shall likewise be carried out within the following standard time:

OFFICE	ACTIVITY	STANDARD RESPONSE TIME
ARQCD	Pressure and Leakage Test	within 2 days from receipt of request
WDMD	Interconnection	within 7 days from receipt of request
WDMD	Energization	within 1 weeks from receipt of request

subject to availability of water /hook-up materials

To assure strict compliance with the above standards, the Performance Monitoring and Evaluation Department (PMED) is hereby directed to submit a bi-monthly evaluation report on this matter to the undersigned thru the Manager, MIS Group.

To enable PMED to monitor observance of the above set standards, the use of Revised Routing slip (Exhibit 4) shall be strictly implemented. All units concerned are reminded to completely fill up the entries in said form.

This circular shall take effect upon approval

LUIS V.Z. SISON
Administrator

18. MAC Complaints Status Report as of December 31, 1994

Republic of the Philippines
Metropolitan Waterworks and Sewerage System

MWSS ACTION CENTER (MAC)

Complaints Status Report
As of DECEMBER 31, 1994

Nature of Complaint & Implementing Unit	No. of Complaints							
	RECEIVED			RESOLVED			(G)	(H)
	(A) Previous	(B) This Month	(C) To Date (A+B)	(D) Previous	(E) This Month	(F) To Date (D+E)	NO FEED- BACK PENDING (C-F)	% of ACCOM- PLISH- MENT (F/C*100)
1. PIPE LEAK								
Central Service Sector	4,611	547	5,188	3,326	630	3,956	1,232	76%
East Service Sector	2,276	229	2,505	988	14	1,002	1,503	40%
North Service Sector	2,497	282	2,779	1,172	105	1,277	1,502	46%
Northwest Service Sector	1,602	142	1,744	871	194	1,065	679	61%
West Service Sector	4,674	454	5,128	1,548	10	1,558	3,570	30%
Southeast Service Sector	695	85	780	439	247	686	94	88%
Southwest Service Sector	671	55	726	631	48	679	47	94%
South Service Sector	12	0	12	12	0	12	0	100%
MWSRP II	966	0	966	966	0	966	0	100%
SSD/Emergency Leak Repair	306	15	321	281	30	311	10	97%
SLAG II	73	38	111	53	12	65	46	59%
TOTAL	18,413	1,847	20,260	10,287	1,290	11,577	8,683	57%
2. LEAKING/TAMPED FIRE HYDRANT								
Central Service Sector	27	3	30	27	3	30	0	100%
East Service Sector	2	0	2	2	0	2	0	100%
North Service Sector	15	1	16	12	2	14	2	88%
Northwest Service Sector	6	0	6	1	0	1	5	17%
West Service Sector	30	4	34	23	0	23	11	68%
Southeast Service Sector	6	0	6	4	0	4	2	67%
Southwest Service Sector	4	0	4	4	0	4	0	100%
Valves and Hydrants Section	72	10	82	65	1	66	16	80%
MWSRP II	6	0	6	6	0	6	0	100%
TOTAL	168	18	186	144	6	150	36	81%
3. LEAKING/TAMPED GATE VALVE								
Central Service Sector	4	3	7	0	1	1	6	14%
East Service Sector	2	2	4	0	0	0	4	0%
North Service Sector	2	0	2	1	0	1	1	50%
Northwest Service Sector	5	0	5	3	0	3	2	60%
West Service Sector	33	4	37	23	0	23	14	62%
Southeast Service Sector	7	0	7	5	0	5	2	71%
Southwest Service Sector	6	0	6	6	0	6	0	100%
Valves and Hydrants Section	16	3	19	6	3	9	10	47%
MWSRP II	2	0	2	2	0	2	0	100%
SLAG II	1	0	1	1	0	1	0	100%
TOTAL	78	12	90	47	4	51	39	57%
4. ILLEGAL CONNECTIONS								
Census Investigation Division (CID)	924	119	1,043	560	223	783	260	75%

Republic of the Philippines
Metropolitan Waterworks and Sewerage System

MWSS ACTION CENTER (MAC)

Complaints Status Report
As of DECEMBER 31, 1994

Nature of Complaint & Implementing Unit	No. of Complaints							
	RECEIVED			RESOLVED			(G)	(H)
	(A) Previous	(B) This Month	(C) To Date (A+B)	(D) Previous	(E) This Month	(F) To Date (D+E)	NO FEED- BACK /PENDING (C-F)	% of ACCOM- PLISH- MENT (F/C*100)
5. DEFECTIVE METER								
Central Service Sector	53	3	56	33	1	34	22	61%
East Service Sector	27	2	29	12	1	13	16	45%
North Service Sector	30	0	30	24	0	24	6	80%
Northwest Service Sector	13	1	14	8	1	9	5	64%
West Service Sector	34	1	35	22	0	22	13	63%
Southeast Service Sector	5	1	6	2	0	2	4	33%
Southwest Service Sector	13	1	14	6	0	6	8	43%
TOTAL	175	9	184	107	3	110	74	60%
6. DIRTY WATER (RESIDENCE ONLY)								
Central Laboratory	170	21	191	170	21	191	0	100%
Central Service Sector	5	2	7	3	0	3	4	43%
East Service Sector	1	0	1	0	0	0	1	0%
North Service Sector	3	0	3	3	0	3	0	100%
Northwest Service Sector	4	0	4	2	0	2	2	50%
West Service Sector	7	1	8	7	0	7	1	88%
Southeast Service Sector	5	2	7	1	3	4	3	57%
Southwest Service Sector	4	1	5	3	2	5	0	100%
MWSRP II	2	0	2	2	0	2	0	100%
TOTAL	201	27	228	191	26	217	11	95%
7. DIRTY WATER AREA								
Hydraulic Survey and Analyses Division (HSAD)	202	14	216	176	20	196	20	91%
MWSRP II	21	0	21	21	0	21	0	100%
TOTAL	223	14	237	197	20	217	20	92%
8. NO WATER (RESIDENCE ONLY)								
Central Service Sector	276	45	321	239	53	292	29	91%
East Service Sector	111	12	123	64	2	66	57	54%
North Service Sector	113	12	125	59	5	64	61	51%
Northwest Service Sector	103	3	106	58	6	64	42	60%
West Service Sector	250	27	277	136	0	136	141	49%
Southeast Service Sector	148	15	163	106	53	159	4	98%
Southwest Service Sector	129	10	139	108	4	112	27	81%
South Service Sector	54	0	54	54	0	54	0	100%
MWSRP II	132	0	132	132	0	132	0	100%
TOTAL	1,316	124	1,440	956	123	1,079	361	75%

Republic of the Philippines
Metropolitan Waterworks and Sewerage System

MWSS ACTION CENTER (MAC)
Complaints Status Report
As of DECEMBER 31, 1994

Nature of Complaint & Implementing Unit	No. of Complaints							
	RECEIVED			RESOLVED			(G)	(H)
	(A) Previous	(B) This Month	(C) To Date (A+B)	(D) Previous	(E) This Month	(F) To Date (D+E)	NO FEED- BACK /PENDING (C-F)	% of ACCOM- PLISH- MENT (F/C*100)
9. NO WATER AREA								
Hydraulic Survey and Analyses Division (HSAD)	2,745	374	3,119	2,315	189	2,504	615	80%
MWSRP II	153	0	153	153	0	153	0	100%
Pumping Plant Division (PPD)	10	2	12	7	0	7	5	58%
Central Service Sector	8	0	8	1	1	2	6	25%
North Service Sector	5	3	8	0	0	0	8	0%
Northwest Service Sector	5	4	9	0	0	0	9	0%
West Service Sector	7	0	7	0	0	0	7	0%
Southeast Service Sector	6	2	8	3	0	3	5	38%
Southwest Service Sector	4	0	4	1	0	1	3	25%
TOTAL	2,943	385	3,328	2,480	190	2,670	658	80%
10. OPEN MANHOLE								
Valves and Hydrants Section	28	2	30	20	0	20	10	67%
11. OPEN EXCAVATION/DIGGINGS								
Restoration Task Force (RTF)	87	11	98	77	11	88	10	90%
East Service Sector	3	0	3	0	0	0	3	0%
Central Service Sector	5	0	5	0	0	0	5	0%
North Service Sector	2	0	2	0	0	0	2	0%
West Service Sector	1	0	1	0	0	0	1	0%
East Service Sector	1	0	1	0	0	0	1	0%
Southwest Service Sector	2	0	2	2	0	2	0	100%
MWSRP II	7	0	7	7	0	7	0	100%
Northwest Service Sector	0	1	1	0	0	0	1	0%
TOTAL	108	12	120	86	11	97	23	81%
12. CLOGGED SEWERLINES/OVERFLOWING SEWER MANHOLES								
Sewerage System Dept. (SSD)	95	18	113	95	18	113	0	100%
13. WATER RATIONING								
MWSS Action Center (MAC)	202	26	228	202	26	228	0	100%