



ILOILO PROVINCIAL GOVERNMENT
Human Resource Management and Development Office
Learning and Development Unit

Learning Needs Analysis

SURVEY QUESTIONNAIRE *For Supervisory Personnel*

Dear Respondent:

Thank you for taking time to answer this training survey questionnaire. **We are currently identifying the learning and development needs of Division Chiefs in this Office.** The result of this survey will be critical in identifying learning and development interventions that are responsive to your performance needs and the goals of this agency.

Your responses are significant to the success of this endeavor and will be treated with utmost confidentiality and exclusively for development purposes only.

This survey is composed of three parts. Please read the instruction carefully and answer the question to the best of your knowledge and understanding.

Thank you very much.

I. Personal Information

Please supply the information asked on the space provided.

Name: _____
 Position/Designation: _____ SG: _____
 Agency: _____
 Department: _____

Please mark the space that represent your profile with an X mark.

Age () Below 26 () 26-30 () 31-35
 () 36-45 () 46-55 () 56 and above

Gender () Male () Female

Length of Service () Less that 12 months () 1-3 years
 () 4-8 years () 9-15 years
 () 16-25 years () over 25

Highest Educational Attainment () college graduate
 () post graduate
 () others, please specify



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II. This Section explores your training needs relative to competencies required of an HR Practitioner in government. In evaluating the statement, please ask yourself **“to what extent am I demonstrating this behavior?”**

Please encircle the appropriate number corresponding to your self-assessment using the following rating scale:

- 1 – Does not demonstrate the sample behavior and needs opportunity to demonstrate it.
- 2 – Does not demonstrate the sample behavior and needs assistance to demonstrate consistently
- 3 – Demonstrates the sample behavior but not consistently.
- 4 – Demonstrates the sample consistently.

Behavioral Indicator	Rating Scale			
	1	2	3	4
1. Challenge alibis and misconceptions behind inappropriate, unethical or dishonest behaviors.				
2. Does the right thing even when it is not popular.				
3. Identifies complex ethical issues, analyzes and adopts proactive measures/actions to mitigate them. (e.g ethical dilemmas or right vs. right and hierarchy or values).				
4. Maintains confidentiality and protect the privacy of employees, customers, and other members of the public.				
5. Expresses dissent when actions or pending decisions would violate organizational and/or constitutional values, laws and regulations.				
6. Confronts peers and or offices regarding ethical problems or issues and deals proactively with conflict when addressing professional behavior with others.				
7. Adheres to ethical standards/organizational values/laws and regulation when making decision.				
8. Analyzes stakeholder’s needs and expectation vis-à-vis the Organization’s Road Map/Strategic Map and takes proactive measures to respond or act on their needs.				
9. Monitors staff behavior and directs them to provide prompt action and accurate information to customers.				
10. Initiates improvements in service delivery based on stakeholder feedback.				
11. Provides inputs to management that will enhance processes, system and policies that will allow flexibility in catering to customer’s needs.				
12. While exercising flexibility, takes action to ensure that the needs of the organization are also met.				
13. Explains and communicates the alignment of the division targets and strategies with the office short- and long-term goals and objectives bases on the agency Strategy Map/Road Map/Scorecard.				



ILOILO PROVINCIAL GOVERNMENT
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Learning and Development Unit

14. Motivates division personnel to work together to accomplish/ achieve common goals within the division and/or reward outstanding contributors.				
15. Calculates and manages risks in the implementation of division Scorecard based on emerging and future trends				
16. Consistently communicates division plan and programs within the office and/or agency				
17. Keeps line of sight between future directions and day to day transactional work to ensure that the division is able to balance work for now and requirements for future policies and programs that needs to be undertaken to support the long-term vision of the office.				
18. Recommends and implements policies, programs and resources that are needed to remove barriers to performance in the division.				
19. Continuously updates the performance dashboard of the division at real-time to have a source for key decision affecting the office.				
20. Applies the principle of “Plan-Do-Reviews” in the division to ensure achievement of the division’s plans and goals.				
21. Reviews, recommends and implements approved plans to align culture and structure.				
22. Through non-directive coaching, plans with staff their learning and development needs to ensure that they are equipped with the right knowledge and skills to execute individual/office goals linked to the office goals.				
23. Updates one’s self with relevant policies and issues that impact on the change management plan of the office and makes adjustment within the division accordingly.				
24. Communicates the organization change initiatives within one’s division and motivates staff by projecting personal enthusiasm and confidence that the change effort will succeed and encourages staff to perform their role effectively and efficiently as part of a team when their services are tapped.				
25. Obtains and provides resources to implement change initiatives and works to make others feel ownership of the change.				
26. Creates enthusiasm for change, stimulates people and encourages them to look at the benefits, opportunities and possibilities that can be realized in light of the change.				
27. Comes up with sustainable action plan (SAP) for implementation in the division and executes the recommendation coming from the result of the initiative.				
28. Develops and implements approved communication plan for successful information giving to all division numbers before, during and after the completion of the change initiatives.				
29. Provides clear direction about performance expectations within the division by establishing clear linkages between division goals and imperatives with the strategic direction of the office.				



ILOILO PROVINCIAL GOVERNMENT
Human Resource Management and Development Office
Learning and Development Unit

30. Assesses the capability and readiness of the division and its individual members in supporting or fulfilling its goals relative to the strategic direction of the office.				
31. Implements or seeks recommendations on how to augment skill, structural or system gaps of the division in view of its contribution to the strategic direction of the office.				
32. Spots the potential changes, updates or enhancement to the current performance management policies and guidelines and actively engages in a discussion with the appropriate individuals or groups to effect recommendations.				
33. Recommends/Initiates the development of policies, processes and/or mechanisms for identifying talent, managing and developing them and preparing them for new future assignments or responsibilities.				
34. Uses creative ways of developing and inspiring talents such as Job Enrichment and Job Enlargement in order for them to become more effective in their jobs or capable of taking on bigger and more significant challenges and roles.				
35. Empowers talents to come up with their own solution to performance or competency problem, providing them opportunities to exercise, share and apply such newly learned skills.				
36. Creates opportunities for inter-functional interdependence when approaching goals, maintaining balance between functional requirements and organizational interests and personal agenda.				
37. Effectively communicates a compelling vision of the future and operationalizes these into actionable strategies to which everyone can relate.				
38. Recognized ways to reinforce and expand successful partnership.				
39. Practices win-win approach in resolving differences.				
40. Resolves conflict by anticipating concerns, constraints, or private and public sector partners/network.				
41. Forges agreements/understandings (MOA/MOU) with private and public sector partners to achieve common goals.				
42. Listens with palpable respect and without interruption. The quality of attention given to coachee is helping coachee to generate new thoughts and ideas.				
43. Treats each coachee as thinking peers, an equal with you with respect to the capacity to think independently.				
44. Offers a genuine acknowledgement of a person's qualities, and practicing a 5:1 ratio of appreciation to criticism.				
45. Encourages coachee to go to the cutting edge of ideas and not competing with the coachee for such ideas.				
46. Practices empathetic listening to allow coachee to release emotional tension to restore thinking. Supplies the facts to coachee that will enable them to think well.				
47. Uses question to enable people to think more effectively and creatively and motivates them to take positive actions towards achieving their goals and improving their performance.				



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III. We wish to know what further interventions can be provided for your development. Please give your candid responses to the following:

1. What training programs are important to you which you feel this agency should provide?

2. What other initiatives do you expect from this agency to assist you in your present job?

3. What support do you need from this agency in terms of learning and development opportunities for your career advancement?
