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REPUBLIC OF THE PHILIPPINES  
DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS  
OFFICE OF THE SECRETARY  
MANILA

30 November 1988

DEPARTMENT ORDER

No. 113 72  
Series of 1988 11/29

T O : Undersecretaries  
Project Managers  
Assistant Secretaries  
Bureau Directors  
Regional Directors  
Project Managers (PMO's)

SUBJECT : Operations Management Structure of the  
Department: One-On-one Meetings Quarterly/  
Policy Review EXCOM Meetings

ONE-ON-ONE MEETINGS

In order to provide maximum regular access to and interaction with the Secretary by operating officials of this Department, please be informed that effective December 1, 1988, this Office will be conducting monthly accomplishment reviews every Friday, per attached schedule. The first meeting will be on December 9 starting with Cluster 1. The corresponding Heads of Units are enjoined to submit their reports as required to make the meetings worthwhile.

For purposes of these meetings, the different department units have been grouped into related clusters:

- |           |                                       |
|-----------|---------------------------------------|
| Cluster 1 | Planning Services Group               |
| Cluster 2 | Management Services Group             |
| Cluster 3 | Operations Services Group             |
| Cluster 4 | Visayas and Mindanao Operations Group |
| Cluster 5 | Luzon Operations Group                |
| Cluster 6 | Project Management Offices - Group 1  |
| Cluster 7 | Project Management Offices - Group 2  |

For purposes of maximizing the effectiveness of these One-On-One meetings, reports should be submitted to this Office at least four (4) days ahead of the meeting, to cover the topics to be discussed as listed below:

1. Cluster 1 (Planning, Bureau of Design and Bureau of Research and Standards)
  - 1.1 Status review of various development programs and proposed infra projects
  - 1.2 Status of Awards of contracts

2. Cluster 2 (Finance, Administrative, Legal, Internal Audit, Complaints and Action Center and Monitoring & Information)
  - 2.1 Review of financial status, particularly releases and disbursement performance
  - 2.2 Discussion of specific requests for realignment for major projects
  - 2.3 Administrative matters
  - 2.4 Ongoing audit, complaints and legal cases
  - 2.5 Tracking activities and results
  - 2.6 Policy issues
  - 2.7 Other matters
3. Cluster 3 (Bureau of Construction, Bureau of Maintenance, and Bureau of Equipment)
  - 3.1 Contract documents being processed in the Central Office incurring delays
  - 3.2 Status of maintenance program
  - 3.3 Status of equipment management program
  - 3.4 Synchronization of BOE/BOM activities
  - 3.5 Policy issues
  - 3.6 Other matters
4. Clusters 4 and 5 (Visayas & Mindanao Operations and Luzon Operations)
  - 4.1 Status of Regional Development Plan
  - 4.2 Status of Awards of contracts
  - 4.3 Review of S-curves of projects
  - 4.4 Performance of the Districts (Projects/Maintenance)
  - 4.5 Analysis of shortfalls, remedial actions, catch-up programs
  - 4.6 Pending decisions in the Central Office

- 4.7 Funding (any delay in funds flow or shortfalls in disbursement program)
- 4.8 Policy issues
- 4.9 Other matters
- 5. Cluster 6 and 7 (PMO Groups 1 and 2)
  - 5.1 Status of awards of contracts
  - 5.2 Review of S-curves of projects
  - 5.3 Analysis of shortfalls, remedial actions, catch-up programs
  - 5.4 Pending decisions in the Central Office
  - 5.5 Funding (any delay in funds flow or shortfalls in disbursement program)
  - 5.6 Policy issues
  - 5.7 Other matters

Other operational concerns may be included in the above agenda as the need arises.

The Undersecretaries concerned are enjoined to attend the meetings of units under their area of responsibility.

#### QUARTERLY PERFORMANCE/POLICY REVIEW

In addition to the monthly meetings, there will be regular Quarterly Performance/Policy Review (QPR) meetings to cover the following agenda:

- Highlights of Regional/District/Project Management Office performance
- Budget Performance Review
- Policy Review, particularly those causing field implementation problems

These QPR meeting shall be attended by all concerned addressed in this Memorandum. The first QPR shall be held on December 16 from 8 am to 5 pm.



For purposes of inclusion in the agenda of the QPR, each of the Regional Directors shall submit the Summary S-curves for their Regions and for each of the Districts under their jurisdiction, as per prescribed format, and be prepared to discuss what targets have been accomplished, any shortfalls, reason for these shortfalls and how it will be made up. Similarly, Project Managers shall submit project S-curves and be prepared to discuss the same concerns.

Regional Directors and Project Managers shall submit also a description of problems and/or policy issues affecting their operations, the pros and cons of the issue, and the recommended solutions.

A copy of these Issue Statements should be provided to the concerned Bureau or Service Unit or Offices ahead of the QPR meeting so that these Offices will be prepared to discuss the same during the meeting.

For the QPR meetings, the Bureau of Construction shall arrange/ handle the Technical Secretariat services assisted by Administrative Services for clerical requirements.


#### EXCOM MEETINGS

For information of all concerned, the Secretary, together with all the Undersecretaries have constituted themselves into an Executive Committee (EXCOM). The EXCOM is scheduled to meet every Thursday at 8:00 am for the purpose of discussing and deciding on operational/coordination/policy matters requiring multisectoral input. The Undersecretaries are requested to submit topics to be included in the agenda of the EXCOM on Tuesday of each week. Any urgent matter concerning your operations not adequately addressed by existing procedures as may be submitted for EXCOM discussion thru the Undersecretary concerned over your area.

The Monitoring and Information Services shall assist the EXCOM with reports on the tracking of project accomplishments and flow management processes concerning the particular units of the Cluster reporting on the coming Friday.

The Resident COA Auditor has an open invitation to all these meetings.

For compliance.

  
FIORELLO R. ESTUAR  
Secretary

cc: Auditor Jose J. Tapia