

## MESSAGE

**T**hose who have been under my stead will vouch for the fact that I always have this enviable impulse to challenge the *status quo*, to think out of the box, to go the extra mile. *Minsan may magsasabing imposible ang ipinagagawa ni Sir*. Telling me that something cannot be done without really trying to find ways to do it is simply unacceptable. I have always inspired and encouraged people to break new grounds, discover new paths, cast out complacency. This is what we went through under the Change Management Program. This is why I encourage everyone to take the time and read this storybook for a glimpse of what we collectively have to go through to transform the CSC. The first portion, *Transition, Transformations*, provides an overview of the changes that transjoined in human resource system: recruitment and performance management resource system assessment and learning and development. The second portion, *"Tearing Down the Wall"* chronicles CSC's Change Management Journey.



Everyone at the CSC should take to heart what we are trying to accomplish through the Change Management Program. *Dapat tayo muna—Civil Service Commission ang champion, ang advocates, ang pinakamagaling at walang puwedeng tumalo sa atin pagdating sa human resource and organization development sa Pilipinas.*

The CSC should be the agency of choice whenever the public sector needs interventions. We need to be masters of the various human resource and organization development initiatives before we assume the moral and technical ascendancy to cascade these programs to the different agencies of government. *Tunay namang ang sarap pakinggan na kapag nagsasalita ang CSC sa usaping yamang tao at pagpapa-unlad pang-organisasyon ay pinakikinggan tayo ng buong bukrasya.* We need to master these and it takes time. We all have to work really hard to internalize all of these and we have to invest time.

We have so much on our plate and there is no reason why we should consider not giving our best into making sure that these programs do get off the ground. I cannot do all of these alone. I hope that the entire CSC remains my ally in breaking barriers into making the Philippine civil service one that is *para sa tao at para sa bayan—para sa taumbayan.*

  
**FRANCISCO T. DUQUE III, MD, MSc**  
Chairman

## MESSAGE

**T**oday's modern world is changing in an ever-increasing rapid pace that all organizations, businesses and governments must likewise seek and fearlessly go with the change if only to keep up and survive. Change is inevitable. And as what business educators would say, global is the new scale. Thus, the Civil Service Commission's vision of becoming Asia's leading center of excellence in strategic human resource and organization development in 2030 by institutionalizing the Performance Governance System and other various HR initiatives.



It was in July 2012 when I first came to the CSC and took my oath as Commissioner. On that fateful day, I greeted and shook the hands of officials and employees as they welcomed me. The air was hopeful, reassuring, positive. That familiar sense you get when something is about to change and you're up to something new. I knew then that I was up to a journey.

And any worthwhile venture or expedition is a story worth telling. This book narrates CSC's own journey of transition and the stories that make up the journey. We hope that this piece of material would be a testament of how CSC was able to pull through this process of change; realizing in the end that we can actually do what we first must have thought we couldn't do. There was a clear opportunity to make our best efforts, and we did just that.

Since that fateful day of my coming to the CSC, I have been one with the officials and employees as CSC treads carefully the path of transition to a culture of transformation and change. This is our story- the CSC story.

*Robert S. Martinez*  
**ROBERT S. MARTINEZ**  
Commissioner

## MESSAGE

**T**he hardest part in going through change is the phase of transition—that of going from something familiar into the unfamiliar, and trying to make it work. In that process, we learn something new and also, to evolve in order to adapt to these changes.



When I entered the Civil Service Commission back in the middle of 2013, people were collectively hurdling the phase of transition and I belonged to that majority who had distance to cover, had my own hurdles to leap over, and had to learn the ropes of the Change Management Program so that in my way, I can help the Commission emerge from that place between transition and transformation.

Our change journey is chronicled in this Storybook entitled, “Let’s Tear Down the Walls: The CSC’s Change Management Journey.” The transformation that we desire involves changes not only in the direction and priorities of the institution but also in the culture and behaviour of the people in it. What is important, are the required shifts in paradigm and structures and technologies at the organizational, group, and individual levels. The destination of our change journey would be manifested in the removal of silos, improved work relationship and communication among top management and senior officials, among peers, and among units and employees in the CSC.

I remain hopeful because despite working with something new, the CSC is now emerging from that place between, becoming a better organization in the process.

I hope that our story inspires you to leave complacency behind and go on your own journey to change for the better.

  
**NIEVES L. OSORIO**  
Commissioner



## Examination and Recruitment

# NO ROUND PEGS ON SQUARE HOLES

Joining government is a matter of chance and choice.

This thought stirred in Anna Vanessa Medina's mind as she patiently waited for the test booklets to be distributed to her and several others in the room who were about to take the civil service test. Anna joined thousands of others who hoped to pass the exam and earn civil service eligibility, their ticket to government employment.

### Civil Service Eligibility Exam

Clearly, the most visible Civil Service Commission function is conducting civil service exams. For decades, the CSC has used this examination as its basic instrument for recruitment.

The CSC recruitment and examination system is based on the policy that; 1)



*Examinees take the career service test in Computer.*



*Applicants wait for their turn to submit requirements for the career service exams.*

Opportunity for government employment shall be open to all qualified Filipino citizens hence, open competitive; 2) Positive efforts shall be exerted to attract the most qualified to enter the service; and 3) Employees shall be selected on the basis of merit and fitness to perform the duties and assume the responsibilities of the positions to which they are appointed.

As far as practicable, career entrance examinations shall be required to test the capacity and fitness of applicants for position in the career service. Those who apply for clerical, trades and crafts posts should pass the career service sub-professional exams. Those who want to be appointed to professional, technical and scientific positions should hurdle the career service professional exams. Only those who pass the exams are given the equivalent civil service eligibility.

Civil service eligibility can be also acquired through other means. For instance, those who pass the bar or board exams, or those who graduate from college with Latin honors are entitled to a civil service eligibility. The bulk of civil service eligible entrants, however, earned their eligibility by passing the career service tests.

*CSC Chairman  
Francisco T.  
Duque III,  
Commissioners  
Robert S.  
Martinez and  
Nieves L. Osorio  
access the  
CSC COMEX  
webpage.*



The Commission administers the civil service exams to an average 300,000 hopefuls every year. Given the large number of examinees year in and year out, the Commission has explored other test administration mechanisms. For example, from the rudimentary paper and pencil exam mode, applicants now have the option to take computerized tests. CSC is working towards computerising the entire process – from the filing of examinations to the release of test results.

Anna knew that passing the test would not mean that she automatically qualifies for a specific post. Aside from having the appropriate civil service eligibility, she should also meet other standards, again set by the CSC. For every position in the bureaucracy, CSC has prescribed the minimum training, education and experience, as well as the appropriate eligibility.

The agency to which Anna sent her job application may set its own, even higher standards but still, government agencies have to follow the minimum set by the Commission. In all these processes, the ultimate goal is to ensure that the newly-hired employee will be able to perform the functions and responsibilities of the position.

Through the years, the Commission has used qualifications standards as basis for approving appointments in any and all government agencies. However, a shift was made in 2011.

After undergoing the organisational assessment conducted under the auspices of the Australian Department of Foreign Affairs and Trade (DFAT) through the Philippines Australia Human Resource and Organisation Development Facility, the CSC deemed it important to adopt competency-based human resource systems, beginning with competency-based recruitment, placement and personnel development. The CSC believes that in order to achieve its vision of becoming the premier human resource and organisation development institution, the competencies of its personnel must have the calibre to help them attain its goal.

In making this happen, CSC had to undergo re-tooling by reviewing its current recruitment process aligned with the established competencies. The Personnel Selection Board underwent training on behavioural event interview. Behavioural event interviews identify competencies of applicants vis-à-vis the requirements of the job. The tool will enable PSB to make objectives decisions based on the principle of past behaviour predicting future behavior.

Previously, screening procedures involved examination of paper credentials, compliance with the following qualification standards: education/eligibility/education/experience requirements, written examination and interview. Today, as a result of the 2011-2012 PAHRODF intervention on Competency Development, the recruitment, selection and placement process has transitioned into competency-based systems, including the qualification standards and assessment such as written examination and behavioural event interviewing. These now became a crucial part of CSC's recruitment process.

Thus far, the Commission has covered considerable ground in competency-based human resource systems. CSC has completed the competency



*Competency assessment of prospective employees has become a crucial part of the recruitment process.*

framework, identified competencies for all positions at its central and regional offices, completed the position profiles and drawn up competency-based recruitment and promotion policies. The competency level assessment of all employees has also been completed in 2012 and 2013. In the offing is the completion of the Individual Development Plans (IDPs) which will address competency gaps of employees. The IDP plans will be crucial in drawing up learning and development interventions to bridge competency gaps.

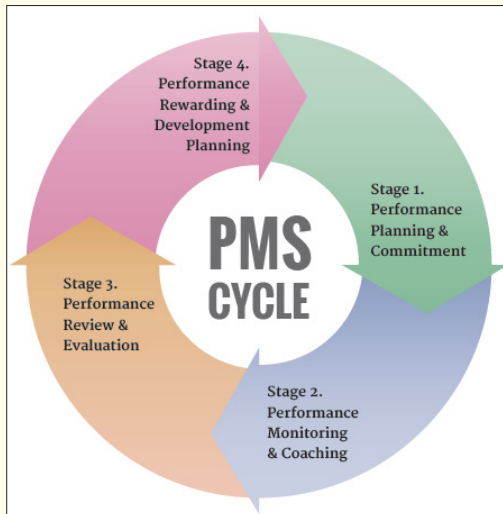
CSC does not intend to overhaul or reconfigure the entire recruitment, retention and promotion process. However, it shall continually seek ways to improve the quality of people who are joining the government and, as a consequence, the quality of public service. The Commission is well aware that its experience in competency-based HR systems, particularly with regard to recruitment, selection and placement, will undoubtedly influence and/or determine the course and direction of public sector employment.



## The Performance Management System Cycle

### Performance Rewarding and Development Planning

is based on the results of the performance review and evaluation when appropriate developmental interventions shall be made available to specific employees.



### Performance Planning and Commitment

is done prior to the start of the performance period where heads of offices meet with the supervisors and staff and agree on the outputs that should be accomplished based on the goals and objectives of the organization.

Performance Review and Evaluation is done at regular intervals to assess both the performance of the individual and his/her office.

### Performance Monitoring and Coaching

is done regularly during the performance period by the Heads of Agency, Planning Office, Division and Office Heads, and the individual.



## Performance Management

# SHIFTING PARADIGMS

How should performance be measured?

That is the question that human resource management has been asking — probably since its birth. HR management researcher David Creelman notes that with every approach to performance appraisal used, there is always criticism. Managers and employees will usually comment that a particular performance appraisal system does not work with their organisation's culture; or they may express the need for another system in order to accurately reflect their team's performance.

Creelman further identifies some reasons why performance appraisal is done: to “weed out bad performers”, to “save” employees from going into a performance rut, to make pay or incentives complementary to quality of performance, and to facilitate “developmental breakthroughs” that improve individual and organisational performance.

Director IV Azucena P. Esleta of the Civil Service Commission (CSC) Human Resource Policies and Standards Office was witness to the different performance appraisal approaches that were adopted through the decades in the bureaucracy. “Performance evaluation has always been a contentious issue,” she says. “Objectivity in performance evaluation has always been elusive.”



*Human Resource Policies and Standards Director Azucena P. Esleta.*

The Performance Rating System introduced in **1963** was an input oriented approach.

Closely involved in developing performance measures for most of her career at the CSC. Director Esleta recalls the different performance evaluation systems that she encountered as she rose from the ranks.

### **Performance Rating System, 1963**

The earliest recorded performance evaluation system that was introduced to the Philippine civil service was called the Performance Rating System. It was based on CSC Memorandum Circular No. 6 issued in 1963.

This system sought to improve individual employee performance, strengthen supervisor-employee relations, apply personnel policies, and develop a standard of satisfactory performance. It was characterised by an input-oriented approach measuring the abilities and attitudes of supervisors and non-supervisors at the workplace. Because the system relied more on the assessment made by supervisors, the ratings of employees were often based on supervisors' general impressions.

### **New Performance Appraisal System, 1978**

In 1978, CSC issued Memorandum Circular No. 2, which aimed to improve employee performance, develop personnel for higher positions, and provide opportunity for self-appraisal. Though it did not deviate drastically from the old system, the New Performance Appraisal System or NPAS used the output-oriented approach and paid more attention to the quality and quantity of work plus the turn-around time.

The system was also more flexible in that employees had access to every process of the appraisal and were allowed to compute their own ratings. It was the first system that Director Esleta encountered as a young government employee. While she complied with the forms and procedures, the question that remained on her mind was, "What is my contribution to the organisation, to CSC?"



In **1989**, the CSC issued guidelines for the Performance Evaluation System or PES, which gave relative freedom to government agencies to craft their own evaluation measures following HR principles.

### **Performance Evaluation Systems, 1989 – early 2000s**

In 1989, the CSC issued guidelines for the Performance Evaluation System or PES, which gave relative freedom to government agencies to craft their own evaluation measures following HR principles.

Throughout the 90s and early 2000s, CSC issued additional PES guidelines, fine-tuning the system and making it more responsive to government HR needs. A substantial percentage of ratings were given to subordinates, so that ratings would not be solely based on a supervisor's prerogative. This allowed a more democratic process of negotiation and dialogue between supervisor and subordinate.

However, the PES was individual-centered, and failed to link individual performance to organisational performance. While well aware that their work performance was being measured in one way or another, employees were at a loss in terms of discerning the significance of their contribution to the over-all performance of the organisation.

At this time, the CSC was looking for alternative measures of performance that would address this problem. At this time, too, Director Esleta was promoted to division chief. She had also been critical of all the systems that were implemented in government thus far to measure performance. She still searched for a system that would promote objectivity while measuring more significant aspects of individual performance.

### **Performance Management System – Office Performance Evaluation System, 2005**

In 2005, the Performance Management System-Office Performance Evaluation System or PMS-OPES was introduced. This system aligned individual performance to organisational goals, and organisational goals to national goals, as set in the Medium-Term Philippine Development Plan, Organisational Performance Indicator Framework (OPIF), and Major Final Output (MFO). The PMS-OPES promoted an objective approach, setting 1 OPES point per work hour as the standard unit of measure. The concept was, "What gets measured gets done".





The next few years saw further evolution of the PMS-OPES, such as the creation of the OPES Table that identified the number of points assigned to tangible and non-tangible aspects of individual, unit, and organisational performance. The intent was to have “objectively-measured performance outputs” in order to eliminate bias or conflict between rater and ratee.

OPES quantified the performance of all office workers. This was done based on the assumption that the single factor common to all employees, regardless of position and salary, is the person-hour. Each employee has eight hours a day to account for. The points-per-output was determined by using the conversion of one hour of work equal to one point. However, calibrating and computing points became a tedious process. It promoted an activity-oriented mindset, because tangible outputs that acquired greater points mattered the most. The original goal of showing the connection between individual performance and organisational performance was not met. The points system approach, while effective in drawing up objective measures, was not widely implemented.

By the time Director Esleta was promoted to managerial level, she began to ask herself, “What are we measuring? *Saan ba tayo dapat timbangin? Kailan masasabi* that I am a public servant and I can account to the people that I deserve the salary drawn from the taxes they pay?”

## Strategic Performance Management System/ Results Based Performance Management System 2011

In 2011, the Strategic Performance Management System (SPMS) was crafted and introduced in the CSC. This system complemented some major reforms that had been undertaken by the institution. As it embarked on its journey towards becoming Asia's center of excellence in human resource management and organisational development by 2030, the CSC looked into developmental aspects of HR, leaving behind a transactional mindset.

As CSC was undergoing these changes, the Philippine government was also gearing towards closing gaps in terms of poverty alleviation and inclusive growth. It was during this time that President Benigno S. Aquino III issued Administrative Order No. 25, institutionalising the Results Based Performance Management System or RBPMS.

This performance management system sought to harmonise organisational performance to national goals.

SPMS and RBPMS complemented each other in that both drew up clear targets and demonstrated the link between individuals, organisations, and national development.

With these new systems in place, Director Esleta says, "I feel more confident managing and evaluating the performance of my staff as there are objective measures and clear

AREA	PARADIGM SHIFT	
	From	To
Perspective	Performance evaluation	Performance management
Focus	Activities and inputs	Outputs and outcomes
Indicators	Performance indicators (e.g. number of appointments processed)	Success indicators (e.g. response time)
Performance alignment	Focus on individual (competition)	Align individual to office/organization (teamwork and collaboration)
Role of supervisor	Evaluator	Coach and mentor



targets for them that are aligned to organisational goals. I feel that employees are more engaged now. I can also clearly see my role in the organisation and my contribution to our sectoral and societal goals. These have given me so much hope in the government.”

The paradigm is now strategic. Ratings are not based on one-dimensional or individualistic approaches anymore. Now, everything matters. Individual contributions are the wheels that thrust an organisation forward. Organisations are not left to their own devices, doing overlapping or repetitive programs. Instead, they are now aligned to specific and measurable national development goals. These major paradigm shifts in performance management show proof of an ever-evolving HR and the development and maturity of the Philippine government.

At the center of this development is the CSC. Years ago, the CSC asked, “How should performance be measured?” Now, the CSC is saying, “Performance is more than just ratings; the ultimate measurement of performance is whether its results are impacting on the lives of the Filipino people.”





(Assessment of HR Systems)

## GETTING THE REAL PICTURE

*Today is the day.*

*Marivic Vino checked her watch. Any time now, the auditors would be arriving. She and the rest of the staff had prepared well for this event. Files were checked and re-checked. Records were neatly stacked and labeled. Forms were placed in their appropriate places.*

*The team could not afford any lapses. They knew the auditors would decide if her unit, which led the Department of Education's (DepEd) efforts to be an accredited agency under the Civil Service Commission Agency Accreditation Program (CSCAAP), would receive accreditation. CSCAAP checks on human resource mechanisms of government agencies.*

*The efforts of Marivic Vino and her team were not in vain. DepEd was granted Accreditation through Resolution No. 02-0965. The year was 2002.*



*Teachers constitute the biggest group of civil servants.*

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*Eleven years later, Vино is again part of the team preparing the agency. But this time, DepEd may also be considered for Level III accreditation, a rank higher than what they obtained in 2002. Why do they want to be accredited? Why push for a higher level of accreditation?*

## **Seeking higher accreditation**

Accreditation gives government agencies the authority to take final action on appointments. This means that accredited agencies do not have to submit the requisite documents to the CSC when they appoint or fill up new positions. Accreditation grants agencies a higher level of control and power. The higher the accreditation level, the more privileges the agency enjoys.

Vино points out, however, that there is more to accreditation than just having the authority to take final action on appointments. "The audit or assessment being done on our human resource system tells us if we are on the right track", says Vино. "The HR systems prescribed by the CSC facilitate our work, given the size of our agency which oversees over 700,000 teaching personnel," she stresses. "Also, the audit points out our weak spots. Thus, we are able to focus on the areas which we need to improve on."

CSC has always placed premium on human resource mechanisms and how these are carried out by government agencies. The accreditation process which DepEd and other agencies underwent differs, however, from today's current process, which CSC implemented in 2012. The focus of inspection and audit function of the Commission then was catching violations of, or deviations from civil service law and rules and consequently, imposing sanctions. The old process leaned more on rote assessment (i.e., were the 201 files and service records complete? Were the leave credits properly computed? Did the selection board meet?).



## Program for the Institutionalisation of Meritocracy and Excellence in Human Resource Management (PRIME-HRM), 2013

The Commission drew up the Program for the Institutionalisation of Meritocracy and Excellence in Human Resource Management or PRIME-HRM. PRIME-HRM is an enhanced version of two previous programs: Personnel Management Assessment and Assistance Program (PMAAP) [1991] and CSC Agency Accreditation Program (CSCAAP) [2004]. These two programs saw CSC personnel doing the rounds among government agencies, armed with a checklist of

Under PRIME-HRM, the CSC will assess the maturity level of an agency's competencies, systems and practices in four HR systems: (1) recruitment, selection and placement, (2) learning and development, (3) performance management and (4) rewards and recognition. Since HRM Offices play a big role in the program, their competencies will also be assessed to determine developmental opportunities.



RECRUITMENT, SELECTION, AND PLACEMENT



LEARNING AND DEVELOPMENT



PERFORMANCE MANAGEMENT



REWARDS AND RECOGNITION





personnel mechanism indicators. These essentially was what made the PRIME-HRM different from previous assessment programs. Previous efforts focused solely on agency compliance with the checklist; whether the items on the checklist were operational was another story.

From a regulatory role, the Commission worked toward being “assistorial” and giving technical support, i.e. building competencies instead of focusing on penalties and sanctions; and providing appropriate recognition and privileges. CSC Chairman Francisco T. Duque III said the shift would empower the HR units of agencies to become self-managed entities.

PRIME-HRM underscores the developmental aspects of human resource management. At the same time, it actively engages and addresses the needs of the human resource management officer. PRIME-HRM checks on whether the human resource mechanisms are present, and verifies whether they are operating as envisioned.

These systems cover the broad range of human resource management functions – qualification standards, merit promotion plan, and selection procedures, as part of the recruitment and promotion system. Retention mechanisms include the performance management system, training and development program, and employee welfare program.

The Program on Awards and Incentives for Service Excellence addresses rewards and recognition concerns. A grievance machinery is installed, complemented by an employee



association. There is also an employee health and wellness program, a committee on decorum and investigation (which handles employee discipline), and a gender and development program to complete the list of HR systems which must be present in government agencies. While the Commission has come a long way in developing, reviewing, implementing and monitoring these HR systems, it acknowledges the fact that practice of the said systems is crucial to ensure sustainability.

One challenge which the CSC faces today is that these systems are directed to over 1.2 million civil servants spread in some 3,600 agencies nationwide – men and women of different levels of skills and knowledge, of varying leanings and orientations. The HR systems must function, and oil the civil service machinery. PRIME-HRM ensures that these systems remain functional and responsive to the climate within which they operate. PRIME-HRM will spur a continuous cycle of assessment, monitoring, and assistance ensure sound human resource management.

On a practical level, Vino raises a valid point on the pivotal role of HR systems, stressing, “There is no room for complacency in human resource management. PRIME-HRM will keep us on our toes, ready and capable to meet the needs of our employees.”





*Organizations are designing programs that are more relevant and effective, and creating a new culture that encourages continuous learning.*



## Learning and Development

# BEYOND TRAINING

Sometimes, an obstacle is an opportunity in disguise.

After years of serving in the private sector, Karl Zapanta decided that he wanted to work as a public servant. He went through the rigors of filling up forms and taking oral and written tests for the department manager post at the Authority of the Freeport Zone of Bataan. He passed all the tests.

However, there was one hitch. He lacked the required training hours. Civil service rules state that an appointee must meet the required educational standard, as well as the experience, eligibility and training requirements deemed essential to effectively perform and handle the responsibilities of the post one is applying for.

This meant that unless Karl had the needed training hours, he will not be appointed as a regular employee. He didn't want to stay long as a temporary employee. To address his deficiency in training requirements, he sought appropriate training programs. That was how he discovered the Civil Service Institute (CSI), the training arm of the Civil Service Commission. Karl needed training programs that would hone managerial and supervisory skills. CSI provided what he needed.

### ***A redefined workplace***

Today, the workplace is being redefined by technological advancements and shifting demands of evolving demographics. In response, organisations are innovating. They are designing programs that are more relevant and effective, and creating a new culture that encourages continuous learning.





*Success in HRM require more than battling to acquire good talent but also the strategic development of the existing talent.*

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The future of organisations lies on whether they will be able to develop competent, motivated and engaged talents. Success in human resource management requires more than battling to acquire good talent. Winning the war depends on the strategic development of the talent that you already have. This is one of the challenges faced by the Civil Service Commission (CSC) as the premier human resource development institution in the public sector.

### ***Roots of Career Development***

The career development and training function of the CSC began in the early 1950s. At that time, the position of Government Training Coordinator of the Government Advisory Board on In-Service Training, or GABIT, was transferred to the Bureau of Civil Service (BCS).

The main function of the BCS (which later became the CSC), was laid down by the Civil Service Act of 1959, namely, "the development and maintenance of high level employee performance through a continuing program of employee training, supervisory, career and executive development."



The Civil Service Act further stated that “Each department, bureau, office or agency shall have an appropriate training staff and shall establish its own in-service training program in accordance with standards laid down by the Commission.”

To fulfill this mandate, CSC trained its training officers and field designates, so that they in turn could conduct effective training programs within their own area of responsibility. Career development was, in a sense, equated solely with training. The Commission also ordered government offices to submit reports on employee development and training activities.

### ***The Emergence of the Civil Service Academy, 1977***

Personnel management, both public and private, underwent changes in the 1960s. From a scientific management focus, i.e., techniques and processes, it embraced the philosophy of human resource development in the 70s. This shift reflected the growing recognition of the worth and significance of people in the organization, and emphasised how the potential of people can be tapped and developed to achieve the organization’s end, at the same time, stimulate self-actualisation.

This new thinking and philosophy led to the emergence of training institutions to provide employees with additional knowledge, positive

#### **→ CSA Training Programs**

- ✓ Executive Forum – a three-day conference that brings together presidents, general managers and other officials of equivalent rank to discuss management problems and issues;
- ✓ Executive Leadership and Management Program – runs for a period of four weeks, the course is a mix of lecture-discussion, practical exercises, and rural immersion exercises to equip corporate executives with outlook and skills necessary to cope with exacting demands of managing public enterprises;
- ✓ School Executive Development Program – designed to develop the leadership skills of school executives as administrators of educational programs and initiator of community development;
- ✓ JET-STREAM – a three-week residential program for division chiefs that combines theory and practice. It has six modules that provide practical insights into the real world of middle managers;
- ✓ Development Managers Training – is a three-week residential training for local government administrators and aims develop appointive local government executives to effectively address local concerns and link efficaciously with various communities;
- ✓ Youth Development Course (Advanced Future Leaders Program) – conducted in cooperation with the National Defence College of the Philippines, the program provides participants with the opportunity to apply in simulated situations, concepts and theories of management. These experiential learnings are expected to prepare them for the demands of managerial roles in the future; and
- ✓ Joint Training Ventures – consist of courses on specialized areas delegated to specific agencies on the basis of functional expertise which include: Financial Administration, Local Government Administration, Hospital Administration, and similar training.





*“For greater productivity through better capabilities and capacities of government workforce, the CSC stepped up training programs in various fields. It instituted the Scholarship Program for Government in fulfillment of its Constitutional mandate to integrate all human resource development programs of the bureaucracy.”*

**~ former CSC Chairperson  
Patricia A. Sto. Tomas**

attitudes, and better skills, at the same time enhancing the development of their total personalities. One of these emerging institutions was the Civil Service Academy or CSA.

The CSA was created in 1977, under Presidential Decree No. 1218. It serves as the training arm of the CSC and is the principal mechanism for the integration and coordination of training activities and programs of government.

With the focus on human resource development, various training agencies have been organised in the government. This is highly laudable considering the multiplicity of functions and responsibilities that the government must be prepared to cope with. The CSA aims to bring diversity to the training courses administered by government agencies and conduct integration to prevent overlapping, duplication, inefficiency and uneconomical operation.

### ***Integrated Human Resource Planning and Development System, 1990s***

Based on the principle that every government official and employee is a valued asset/resource, CSC saw the need to develop and utilise its people to deliver basic services to the public. CSC's mantra was, “The development and retention of a highly competent and professional workforce in public service.”

*Civil servants are the government's key resource in attaining socio-economic growth. The agency shall regard spending for human resource development not as a cost, but as an investment equally important as physical and material resources."*

**~former CSC Chairperson  
Corazon Alma G. de Leon**



The Omnibus Rules Implementing Book V of the Administrative Code provided for the adoption of a framework to rationalise all human resource management practices and processes. This was called the Integrated Human Resource Planning and Development System (IHRPDS). The IHRPDS became the basis in preparing an employee's Career and Personal Development Plan.

In establishing a continuing program for the development of employees, in-service training and development programs were rolled out by the CSC. The programs include:

- Induction Program – This program is for new entrants in government service. It is designed to develop their sense of pride, belonging and commitment to public service.
- Orientation Program – This course is designed to inform employees about their mother agency's thrusts, operations, duties and responsibilities.
- Reorientation Program – These courses are designed to introduce new duties and responsibilities, new policies and programs to employees who have been in the service for quite some time.
- Professional/Technical/Scientific Program – These are substantive programs for 2nd level personnel. The courses are geared to specific areas that will enhance the skills and knowledge of the participants.



- Employee Development Program – These courses are for 1st level employees. The program aims to maintain a high level of competence in basic skills among these employees within the workplace.
- Middle Management Development Program – These are a set or series of human resource interventions and training courses for middle managers. They are designed to prepare and equip them for greater responsibilities.
- Value Development Program – These courses are designed to enhance and harness public service values.
- Pre-retirement Program – These courses are for pending retirees. They inform participants of plans and benefits that they may avail of. They also inform participants of available business opportunities and/or other productive pursuits for their consideration.
- Executive Development Program – This program is for 3rd level employees. It is a continuing education that seeks to enhance the managerial skills of participants through the use of planned activities and experiences.



As the CSC and all other government agencies conducted training courses for the bureaucracy and for their own personnel, additional HRD interventions came into fore: coaching, counseling and job rotation. A government-wide scholarship program was introduced on three fronts, namely; 1) A scholarship program enabling college undergraduates to complete a degree course; 2) A master studies scholarship program for state employees [permitting them time off to pursue this]]; and 3) A scholarship program to upgrade the skills of those who held trades and crafts positions. These scholarship programs were the principal vehicle for developing the government workforce.

A Distance Learning Program was also conceived as an alternative HRD strategy. It consists of modules on must-know topics for government employees and enables employees to expand their knowledge without leaving their work stations.

A Supervisory Development Course was drawn up to address training and development needs of first-line supervisors and/or prospective government managers.

Apart from technical skills, state employees were provided handles to address workplace concerns. More training programs ensued: the Public Service Excellence Program, Career Executive Development, Public Service Values Seminar, Public Service Ethics and Accountability, Gender and Governance, Training on Gender Responsive Intervention in Handling Sexual Harassment Cases, Values Orientation Workshop (VOW), and the Alay sa Bayan or ALAB Training Program.

The CSC started the Service Delivery Excellence Program (SDEP), which was carried through the then Philippines-Australia Governance Facility. SDEP aims to build the capacities of CSC personnel. It also seeks to analyse and introduce improvements in service delivery - not only within the Commission offices, but in other agencies as well.

The CSC has remained attuned to the evolving principles in human resource development, using such changes as tools to transform the bureaucracy into a learning, self-renewing and service-oriented organisation.



### ***The Civil Service Institute: Shaping the servant hero towards public service excellence***

In July 2011, the CSC established the Civil Service Institute (CSI), which serves as its research and training arm in human resource and organisation development.

The mandate of CSI is to drive institutional learning and development towards excellence in public service and administration in the Philippines by providing development interventions and opportunities for all employees of government agencies.

Given CSI's pivotal role in learning and development, the Commission moved for the strengthening of the institute with the assistance of the Australian Government through the Philippines Australia Human Resource and Organisational Development Facility (PAHRODF). The venture covered institution-building, program review/development/evaluation, marketing and special events management. A business model was developed to govern its operations. A distinctive CSI brand was also crafted to address marketing and promotion of its products and services.

The Institute provides competency-based training and development as well as best practice consulting services to all civil servants and government agencies – specifically focusing



The CSC has remained attuned to the evolving principles in human resource development, using such changes as tools to transform the bureaucracy into a learning, self-renewing and service-oriented organisation.

on Human Resource and Organisation Development (HR/OD), Leadership Capacity Development, and Foundation Programs – to support them in their function, and in recognition of their ability to extend the work and mandate of CSI to ultimately influence the capabilities and capacities of civil servants. Among the programs on the drawing board is the Leadership Certification Program for public sector managers and supervisors.

It also brokers competency development solutions by creating strategic partnerships and continuing engagement with thought leaders, learning process experts and talent managers across the bureaucracy, academe and private organisations that help promote the influx of new ideas and perspectives that are relevant to public service.

Among the strategies adopted to attain these objectives is the conduct of large-scale learning events for human resource practitioners from government agencies nationwide. CSI, with the assistance of the Australian government, has organized two Human Resource Symposia, the first such forum held in 2013. These learning events have gathered over a thousand HR practitioners from both the public and private sector for two days. New HR trends and initiatives from local and international experts were shared in these symposia.

CSI unifies public servant development by creating, managing and coordinating programs for development. It achieves this through deliberate approaches on research, knowledge management and learning technologies, and through key partnerships throughout the bureaucracy and external stakeholders.

The Institute complements rather than competes in the task of equipping civil servants with the right skills and competency set, through learning and developmental interventions. It also believes that a vibrant development agenda for public service will open opportunities for and/or renew interest in public sector research, and create even deeper and more productive partnerships with the HR industry in general.





*CSC Officials receive their certificates as Executive Coach.*



Leaping forward, transforming CSC Leadership

## DEVELOPING THE CSC LEADERSHIP BRAND AND COACHING PRACTICES

The CSC Roadmap to Change was crafted at the start of Chair Duque's term. It required a shift in leadership disposition and practice - from regulatory, transactional, and evaluative to developmental and stewardship-focused. Change in the bureaucracy could only happen with a credible modelling of this developmental approach to leadership and people development. An organisational assessment by external consultants showed that CSC was reactive and needed to step up in the following areas: (a) Planning and Policy; (b) Leadership and Management; (c) Human Resource Management and Development; (d) Knowledge Management and Performance Improvement; and (e) Stakeholders Relations.

CSC leaders had differing interpretations of leadership and hence, delivered different modes and levels of staff motivation and development. An excerpt from the report reads:

*"The varied interpretations of processes utilized by Senior Leaders to motivate their staff to high performance as well as the accompanying use of communication vehicles inevitably affect expectations and norms for practicing effective leadership. The lack of a Leadership Brand that glues the individuating notes of effective leadership does not result in clarity of expectations and norms, both from the side of the Leaders and that of the subordinates.*

*"On the Leaders' side, if there is lack of knowledge of leadership expectations, the ideal leadership behaviours flowing from these norms will not necessarily surface. This situation affects the quality of deliverables from Leaders because ideal behaviours which serve as good enablers are not also emphasized, lacking or completely absent. For instance, if a Leader is not aware that the*



*organization values consultation and empowerment measures at the lower levels as part of ideal leadership behaviours, he may be reluctant to delegate authority to his subordinates and ends up doing much of the work by himself.”*

Under the auspices of the Facility, Chairman Duque and Commissioner Fernandez-Mendoza with 10 Directors IV from Central and Regional Offices attended the Benchmarking Program on HR Best Practices in Australia. Of these officials, Civil Service Institute (CSI) Executive Director Agnes D. Padilla championed the development of leadership competencies in her re-entry action plan. Twenty-six CSC officials, all Directors IV from the Central and the Regional Offices were trained as Executive Coaches by Andrew Neitlich, Director of the Center for Executive Coaching. The Executive Coach training was carried out through the PAHRODF support.

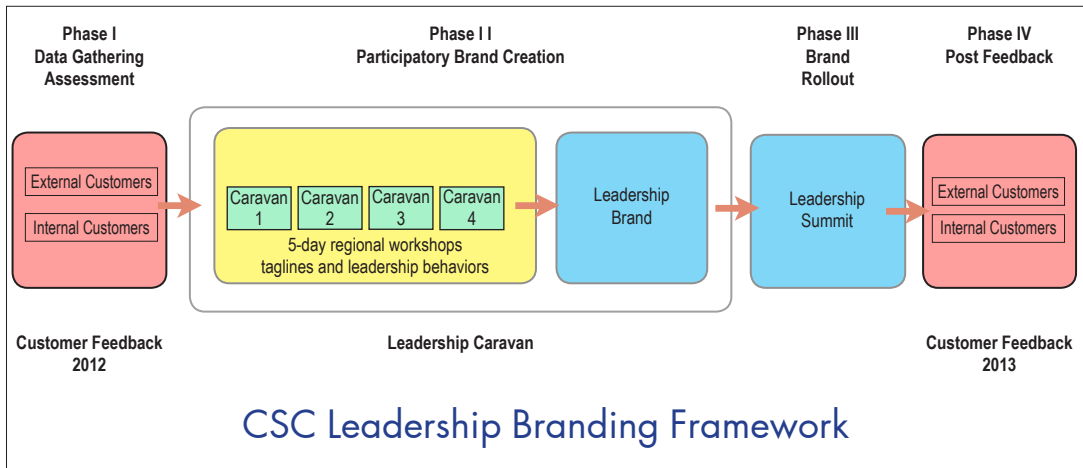
Through the project called **Leading Forward, Transforming CSC Leadership**, still under the auspices of the Facility, the CSC conducted a series of four five-day consultation caravans within the organization to develop desired leadership behaviours and taglines that would lead to the development of the leadership brand. This project involved the following outputs:

- CSC Leadership Brand with agreed leadership behaviours
- CSC Leaders Coaching Guide
- Competency levels of Directors II - IV
- Change Management and communication plan to cascade and monitor the CSC Leadership Brand
- Recommendations on enhancing/improving HR internal Policies with focus on rewards and recognition
- Installed mechanisms (eg internet portal, peer coaching, networking, etc) to promote '**sparkling conversations**' and **community of practice** among the participants to further facilitate the institutionalization of the CSC Leadership Brand.



PAHRODF Director Milalin Javellana





In 2012, the Leadership Caravan resulted in the selection of ***Coaching for Integrity and Excellence*** as the CSC Leadership Brand. The Brand is demonstrated through seven leadership competencies, defined as follows:

- **Thinking strategically** - Ability to direct and establish short and long-range plans, and calculate and manage risks based on future or emerging trends and outcomes of decisions to achieve goals
- **Leading change** - Ability to initiate, facilitate and motivate people to embrace change
- **Building commitment** - Ability to inspire and create an environment that encourages positive interaction and collaboration among members of the organization
- **Partnering and networking** - Ability to build, develop, and utilize collaborative relationships with local and international partners to facilitate the accomplishment of the organization's goals
- **Managing performance** - Ability to provide timely and relevant feedback to individuals/groups so they can take action and improve their performance

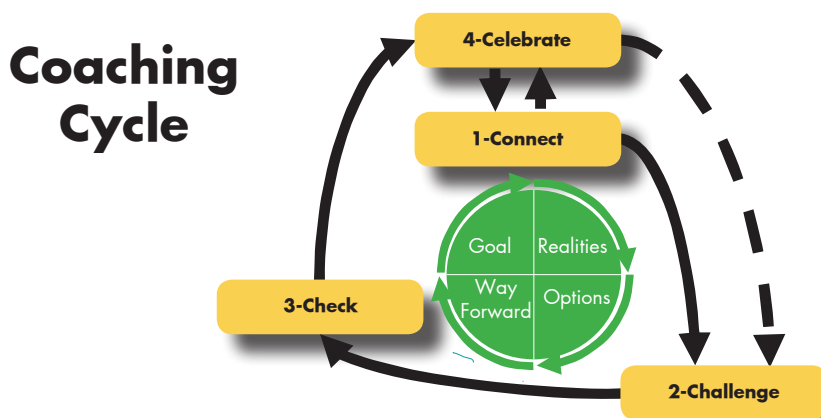




- **Developing people** - Ability to plan and support an individual's/ team's skills and abilities so that they can fulfil current or future job responsibilities
- **Coaching for results** - Ability to nurture learning and growth

Sessions were conducted with the Philippine Society for Training and Development (PSTD) to validate these leadership competencies.

Under the Project, the change management and communication plan rolling out the practice of the Leadership and Coaching brand was developed. The CSC Coaching cycle is patterned after the 4Cs of Change. It also has 4Cs that provide the context for the well-established GROW (Goal-Realities-Options-Way Forward) coaching framework.



These seven leadership competencies are now being used and validated with representatives from national government agencies, local government units, state universities and colleges and government owned and controlled corporations. These efforts directly bear on the development of the CSC Certification Program on Leadership and Supervision. The CSC Certification Program presents an alternative mode of meeting education requirements of those who wish to be appointed to executive-managerial positions in the public sector. It is a competency-based training program on leadership.





## CSC Leadership Brand: Coaching for Integrity and Excellence



The CSC Leadership Brand logo reflects CSC's commitment to sustain, uphold, and institutionalize Integrity and Excellence through its coaching leaders and people in government, building and sustaining partnerships. It symbolizes its aspiration: coaching, nurturing others toward personal and organisational excellence.

The logo bears the same colors as the CSC logo and the Philippine flag. The leadership brand captures the two equal horizontal bands of blue (top) and red (bottom) with an inverted triangle based on the funnel movement. On top is the yellow sun with eight primary. To pursue excellence, one must be grounded with integrity. The white background of the logo represents integrity as embodied by the organisation. The two human figures represent both sexes. CSC is committed to coach- support, help, empower, equip and develop. The swirl motion of the red and blue stripes represents the upward movement of people and organisations through CSC's leadership brand.

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The funnel or inverted pyramid depicts the multiplication of leaders committed to the growth of others. It is also based on the servant-leadership principles of Ken Blanchard and Robert Greenleaf where the frontliners are on top, empowered, delegated or responsible for their duties and responsibilities while coaching leaders are at the bottom.

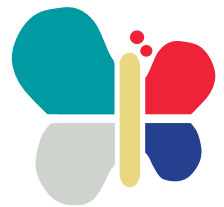
Coaching for Integrity & Excellence leadership brand is derived from the institution's desire of being known for people and organisational integrity and excellence. It captures a working operational definition of the CSC as a premier HR institution of the government.



Part 2

# LET'S TEAR DOWN THE WALLS:

The CSC's Change Management Journey





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## Chapter 1

### Retracing the Steps



“Y ou can't connect the dots looking forward” you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. Y ou have to trust in something — your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life.”

~ Steve J obs

**T**he Civil Service Commission (CSC) has never been in its absolute busiest until its rebirth as a human resource institution. For quite some time now, one will hear "so many things to do", occasionally joined by an inexplicable sigh, as a common expression among its workforce. Even ordinary conversations lead to feverish stories of "not-enough-time challenges," "meetings here and there" and "targets having their own lives." Everyone has just gotten very busy nowadays. A little breathing space has become a reward in itself because nobody can really say how long the frenzy is going to take or when it is going to reach its peak.



Certainly, introducing big changes to an organisation, more so to a century old government institution like the CSC, will never come trouble-free. The bumps and dents on the road surely have hurt here and there but the same painful experience definitely sparked meaningful learning adventures and game-changing results that made CSC's journey worth looking back.

In the past, CSC introduced the Performance Management System - Office Performance Evaluation System (PMS-OPES), a performance contracting system aimed at institutionalising performance-based security of tenure. It attempted to align the office targets with organizational goals and calibrate performance outputs and outcomes according to levels of responsibility. The cascading of this program also entailed a change management program. However, considering the difficulty encountered by many agencies in installing the program, the CSC was forced to issue a moratorium in its implementation.

Among the early efforts of CSC in building the HR capacity of agencies is the development of a competency training for Human Resource Management Officers (HRMOs) as a component of CSC Agency Accreditation Program (CSCAAP). Moreover, when the Anti-Red Tape Act (ARTA) was finally enacted in 2007, the CSC busied itself enforcing the tenets of the law. All of bureaucracy was required to be transparent in its service delivery through the posting of a Citizen's Charter, a quick guide of frontline services to facilitate transactions and eliminate the fixers. Intertwined with the policy on Citizen's Charter is the development of the Report Card Survey, which serves as the agency rating in service delivery. In line with this, CSC become more open to third party assessment of its operations, thus the Pulse Asia Survey. The Commission's conscious desire for CSC to embody excellence in the race to serve has led the organisation to embrace change and experience new and greater heights.

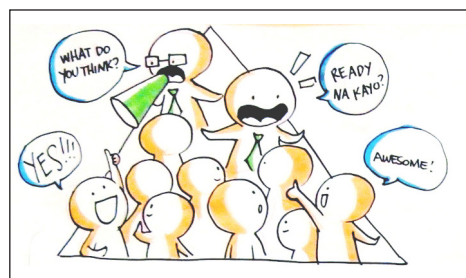
It was in 2011 when CSC was challenged by the result of the Organisational Assessment Survey conducted by the Australian Agency for International Development through the Philippines-Australia Human Resource and Organisational Development Facility (PAHRODF),



CSC's institutional partner. The assessment revealed gaps in CSC's internal capacity to effectively perform its role as premier HR institution in the bureaucracy. The blow had been intense but the CSC boldly faced the music as change has become long overdue.

In benchmarking with the Australian and Singaporean Governments through PAHRODF's support, the CSC realized that its HR system is a far cry from that of its neighboring countries. It also dawned on CSC that several government institutions have significantly advanced in developing their own competency-based HR programs. The *Bangko Sentral ng Pilipinas* and the Department of Trade and Industry are known to have installed a functional competency-based HR system.

In its steadfast pursuit of improving its service delivery and determined to reclaim its hallmark not just in the Philippine bureaucracy but throughout Asia, the CSC set off to a course of organisational transformation. It forced CSC into new and fresher perspectives in reforming and making itself current and relevant.



The visionary call of "*Gawing Lingkod Bayani ang Bawat Kawani*" had never been stronger and louder. It fired up CSC's leadership to fully adopt the Performance Governance System (PGS) which it already started in late 2010. The PGS is an organisational performance tracking tool. It aims to translate agency goals into quantifiable performance measures. Through the PGS, the CSC drew up strategic targets that served as roadmap toward its goal of becoming Asia's leading center of excellence in strategic human resource and organisation development by 2030.



CSC Chairman Francisco T. Duque III receives the Governance Silver Trailblazer Award from the Institute of Solidarity in Asia.

Without much tussle, the CSC moved from *Initiation* to *Compliance* then to *Proficiency* stage, the third of the four-stage process in PGS. As a result of the heightened motivation to revitalise the organisation, the CSC bagged the Governance Trailblazer Seal thrice.

Unfortunately, the top management's almost instinctive connection to its vision was not exactly greeted with equal fervor by its officers. The Performance Governance Scorecard was formally introduced to the CSC's Directorate in early 2011. While the regional directors did not decry the targets, they were alienated as much as overwhelmed by it, believing that they were never part of its formulation nor consulted in the program development. It later surfaced as a point of disagreement between central and regional offices probably due to the unnerving effect of the Scorecard.

While the desired results or numbers set in the Scorecard were as clear as crystal, how to move from point A to point B was not as certain to many regional officers who had little opportunity to be involved in drawing up the scoreboard. For them, the disconnect lied not on the outcome but on the hurriedness and the ambiguity in the process. Yet, despite the evident internal fissures and manifest silo mentality in the organization, the regional directors, like faithful soldiers as they are, complied as they were told.

Meanwhile, the PGS served as the foundation for the five





succeeding HR initiatives namely the Strategic Performance Management System (SPMS), the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM), Competency-Based Recruitment and Qualification Standards (CBRQS), the Leadership and Coaching Program (L&C Program), and the Competency-Based Learning Program (CBLP).

Competency has been commonly defined as one's state of being qualified to do a certain job. In modern HR, such state has been defined in incredible detail as a set of skills, knowledge and behavior that supports the performance of a job. Given the benefit of such a development in HR practice, the time-honoured qualification standards of education, eligibility, experience and training were expanded to include core, technical and leadership competencies, which were circumscribed by the CBRQS, L&C Program, and the CBLDP. Thus, the HRMO competency-based program developed years back has evolved to cover both first and second levels of the career service and is multipronged in approach - from recruitment and assessment, performance appraisal to coaching and training.

On the other hand, the PMS-OPES was re-examined and later on became the springboard in developing the SPMS, a mechanism that puts premium on priority outcomes of the organisation according to the national plan. The system makes this possible by linking individual or employee performance targets with the office and organisational goals using a rating scale and performance contract forms that are easier to administer. The Results-Based Performance Management System (RBPMS) was strategically linked with the SPMS to associate the achievement of desired goals with performance rewards.

Finally, to complete the six initiatives, the PRIME-HRM integrated the best of its predecessors, the CSCAAP in 1991 and the PMAAP in 2004 (Personnel Management Assessment and Assistance Program). Under the PRIME HRM, agencies are assessed, assisted and awarded based on their HRM systems and competency levels. It also serves as a tool to recognise best HR practices and put it to good use through an exchange of expertise.

Back in 2011, both the SPMS and PRIME HRM (then Personnel Management Assessment and Assistance Program) were matters of controversy in that year's Scorecard. The targets for both were set early in the year even if the programs were still in the drawing board till



mid-2011. This brought much tension to the process owners and dilemma among regional directors who were left without much choice but to work double time to meet the targets. Add to this the anxiety of facing clients who are perplexed in replacing the PMS-OPES just when agencies have started to digest it and install the program in the organisation. As if helped by some invisible hand, majority of the regional offices surprisingly reached their targeted number of accredited agencies and number of agencies with approved SPMS despite complaints of time constraint and the lack of hand-holding.

When the other HR initiatives were introduced in 2012, the same tough questions on quality and accuracy in meeting the Scorecard targets came to fore. Did the desired change happen true to form or was it the same old way of doing things brought about by mere compliance? Were the HR initiatives implemented systematically to respond well to the call for change? Or did CSC simply wing it and went through the motion of a 'ouido' or so-called change process?

The lesson over the course of 2011 and 2012 is clear. Good intentions proved not enough in implementing change. There had to be enabling measures that will build and sustain a strong commitment towards reaching institutional goals. A more systematic change management process is necessary to make definitive strides in tearing down walls that hinder CSC from becoming what it envisions to be - in 2015, as Philippines' best; in 2022 as Southeast Asia's best; and, in 2030, as Asia's center for excellence in strategic HR and OD.

No matter how far you  
are from changing the world and  
finding solutions to the almost humanly  
impossible problems on earth, sometimes  
focusing on what is important and those  
within your influence is enough to  
make a difference.



# The Starfish Story

By City Year

A young girl was walking along a beach upon which thousands of starfish had been washed up during a terrible storm. When she came to each starfish, she would pick it up, and throw it back into the ocean. People watched her with amusement.

She had been doing this for some time when a man approached her and said, "Little girl, why are you doing this? Look at this beach! You can't save all these starfish. You can't begin to make a difference!"

The girl seemed crushed, suddenly deflated. But after a few moments, she bent down, picked up another starfish, and hurled it as far as she could into the ocean. Then she looked up at the man and replied,

"Well, I made a difference to that one!"

The old man looked at the girl inquisitively and thought about what she had done and said. Inspired, he joined the little girl in throwing starfish back into the sea. Soon others joined, and all the starfish were saved.

- adapted from the *Star Thrower* by Loren C. Eiseley



## Reflection

What kind of walls were you able to see along the way that needed tearing down?

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Looking back, how did you make a difference in CSC's change journey? What was your starfish like?

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## Chapter 2

### **The Four Cs of Change: The CSC Braves the Turbulent Sea Called Change**

There is nothing more difficult to take in hand,  
more perilous to conduct, or more uncertain in its success,  
than to take the lead in the introduction of a new order of things –

-Niccolo Machiavelli  
(The Prince, 1532)



C

hange, they say, is a process, not an event. It is not a destination, but a journey.

When the Civil Service Commission recognised the need to manage the introduction and implementation of the new HR initiatives, it adopted a change management framework that would help the institution navigate the rough seas of apathy, traditional mindset and practices, silo mentality, one-way communication flow and resistance inside the organisation.

In January 15, 2013, the Learning Service Provider facilitated and introduced a change management framework consisting of four elements: Awareness and Acceptance, Preparation for Change, Action and Sustainability or APAS. Crafted by Jose Agustin Cuenco, the APAS framework was derived from the different Change Management Frameworks of Kotter, Garvin, Hemp, Chan&Maugborge and Beer simplified into four steps .

The leadership saw and understood that, for the HR initiatives to achieve their objectives, the institution had to go through a deliberate, systematic, strategic and unrelentingly patient process of cultural transformation. This meant having the people accept the inevitability of leaving behind old ways of doing or looking at things; getting them ready and capable to own, embrace and promote the change and its value; seeing them take initiative and action to execute the change; and, lastly, installing mechanisms and systems to sustain the benefits of change.

One of the deliverables of the Change Management Project was for the CSC to create its own change management framework. Having its own framework was important to ensure that the Commission understood, believed, supported and carried out the framework.

In the course of the meetings of the Executive Committee and Operational Change Management Teams, individual and collective experiences were shared which then served as important inputs to the final change management framework. It was essential that the framework reflects what the Commission had gone through in its change management journey.







Finally, in September 2013, the Executive Committee, Operational Team Members, and Regional Directors gathered to draw up and finalise the CSC Change Management Framework with assistance of the LSP Coaches and LSP Team Leader Turok Florentin. Thus, the birth of CSC's own Change Management Framework – the Four Cs of Change. The Four Cs (4Cs) of Change stand for Committing to Change, Capacitating for Change, Collaborating and Contributing to Change and Celebrating and Continuing Change. This framework will be used by the CSC in implementing change management initiatives in the entire bureaucracy.

CSC's story on change management

### First C:

#### Commitment to Change, Getting People's Acceptance

The first stage of the change management process is invariably the most arduous. It involves selling the idea and the need for

change. It means getting people out of their comfort zones and into unknown, unfamiliar and uncomfortable territory. In any organisation, whether it be in public or private sector, people have resisted change because it creates fear of loss of control over their work conditions which they have, for the longest time, mastered. People in organisations resist change because of apprehensions that the new program will only mean additional work for them. People resist



### Participatory Action Research

- ☑ Participatory Action Research is a systematic inquiry, with the collaboration of those affected by the issues, for purposes of education, taking action and effecting change.
- ☑ PAR recognizes that CSC officials and employees are capable of analyzing the situation and developing solutions to the challenges that face them.
- ☑ By the end of PAR workshops, the participants would have been able to personally relate to and internalize the CSC vision and mission, be updated on the HR initiatives and themselves identify how to measure and monitor the success of HR initiatives, what changes were needed to attain the goals of the HR initiatives,
- ☑ PAR encourages participants to reflect and define what is new, what is interesting, what is unclear to forge greater commitment to the ongoing change management process.
- ☑ The PAR in CSC used such engaging and iterative technologies to surface authentic feelings and opinions and enable the participants to process these. These included as the DICE Assessment, Open Space Technology, 4Es, Reviews, Validation and Action Planning.

change because they feel threatened that the replacement of old procedures will reveal their lack of competence to carry out new ones.

In the CSC, getting people's acceptance and commitment to embark on the difficult journey to change began with a douse of cold water.

In the first quarter of 2013, the CSC underwent the Participatory Action Research (PAR) involving officials and rank and file employees. This was facilitated by the Learning Service Provider (LSP).

The PAR validated the results of the Organisational Assessment and Climate Survey in 2011 which diagnosed the organisational capacity of CSC in such aspects as human resource organisational capacity in human resource management and development, knowledge management and improvement, stakeholder relations, planning and policy, gender and development, and leadership and management. It rated key aspects of the organisational capacity and people's competencies from non-existent which entailed major areas for improvement; rudimentary to purposive which meant minor area for improvement; enforced to aligned which indicated an area of adequacy; refined to sustained which is an area of strength.

Before the Organisational Assessment,



This ready acceptance of the top leadership, and its agility to champion change, was vital to the change management experience in the CSC.

Climate Survey, the results of which were confirmed in the PAR, there was a general feeling of confidence, if not superiority, among people in CSC at all levels from the top management down to the rank and file. After all, the institution is more than a century's old; it has been led and continued to be led by brilliant, reformist and modernist officials; and it has made itself continuously relevant by following or seeking trends and adopting best practices in human resource development.

The results of the Organisational Assessment, as validated in the PAR, shook the organization to the core.

The results revealed the institution's several areas of weaknesses or inadequacies that were heretofore untold, undefined, unrecognized.

The immediate reaction in the organisation ranged from shock, denial, hurt to outright anger.

True to form, the CSC's top management soon recovered from the initial shock and immediately took the bull by the horns. The top leadership of the institution, the Commission, was the first to accept and commit to change.

This ready acceptance of the top leadership, and its agility to champion change, was vital to the change management experience in the CSC. It did not only open the institution to doors for external technical assistance that provided support for the more efficient and purposive implementation of the HR initiatives, it also readily set the tone and defined priorities of the whole institution.

An orientation on leading change among the top leadership was done in January. The orientation cemented their already expressed commitment, made their support for the formal change management program, and clarified their roles and expectations in the change management process.

The level of acceptance of other key stakeholders would prove more challenging. The acceptance of the need for change ranged from positive with some anxiety, anxious, neutral



and negative.

To get people to a yes and have them share the change agenda set by the top management, two separate activities were done. These were achieved by targeting two sectors. The first sector, which would eventually be identified as the critical mass, involved the senior officials at the level of Director IV. The mobilisation workshop was designed to have the senior officials themselves assess the current state of the HR Initiatives; to level off their understanding not only about the HR initiatives but also about the change process; and to transfer the PAR concepts and technologies and harness their built-in competencies in training to cascade and undertake the PAR to other employees in the central and regional offices.

The participants of the January PAR would make up the change management team and they themselves would take the lead in applying the change management framework in managing their respective HR initiatives.

The buy-in for the rest of the institution would come in the form of organisation-wide PAR that was done over a one-month period. This involved doing the iterative but interactive technologies of DICE, Open Space Technology, 4Es, Reviews, Validation and Action Planning that rivaled traditional and one-way format of consultation activities. To surface authentic feelings and comments of rank and file employees, the participants were asked simple but interesting questions that elicited reflective and candid responses. It was no-holds-barred process.

### info box

A facilitated discussion can tease out where ideas overlap and demonstrate where common ground exists and can be strengthened.



The PAR workshops were designed to enable the participants to understand that the context for all the change initiatives - which people initially associated with negative feelings like burden - was the positive inspiring goals for the institution as articulated in the CSC's vision and mission. The workshops sought out to surface observations and feelings towards the ongoing implementation of the HR initiatives.

Workshops were conducted with an assurance that eased the objection of people to change because this entailed more work. The workshops forwarded the notion that "Change management projects do not mean more work. On the contrary, they serve as lubricant in making change happen."

The PAR results in the region brought out instructive issues such as the common sentiment of people in the regional offices in which they feel disconnected or left out in decision-making, program design activities, and developmental opportunities. It revealed the all-too real presence of silo between the central office and regional and field offices.

Notwithstanding the fact that the regional PARs started on a guarded, if not cynical, mood, they almost always ended with a hopeful note where a lot of the participants would say that the workshop made them look forward to the change.

What would intertwine the first stage of CSC's journey to change was a deliberate effort to celebrate milestones. This is the stage that is often marked with frustration. However, the celebration of small successes served to keep the momentum and to reduce skepticism about the resolve for change.

The PAR workshops generated other instructive issues such as the identification of areas on which subsequent stages need to give special attention to.

Results on the assessment of the people's readiness to change would inform the approaches and the change messages for various audiences to be communicated in order to gain acceptance and forge commitments from the various key stakeholders.



The following are comments showing the range of feelings towards the HR initiatives:

We are the foot soldiers.  
But we are not involved in crafting programs. We are the ones who get shot (by agencies).

We lack the time and resources and structure.

Na naman? (Again?).

Isa pong pahirap yan. (That is additional work load).

Bakit ngayon lang?  
(Why only now?)  
We need more time to prepare the agencies.

It is good that we get technical assistance from PAHRODF, so that we are given opportunities and access (to trainings and other professional development interventions).

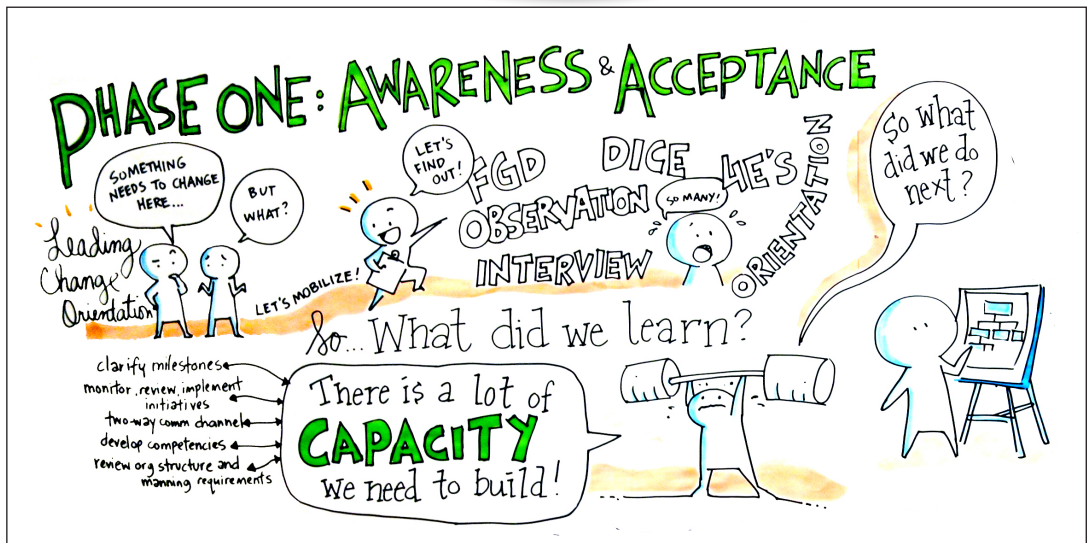
Previous communication efforts before the change management program were dispersed and fragmented. After a number of diffused and separate communication strategies by the team of each HR initiative, the CSC would later adopt the **One Sight, One Sound** theme that would cut across initiatives and teams.

The communication department of the CSC was tasked to coordinate the positive chaos that resulted from too many things happening at the same time. To get people to accept change, it was important to craft positive key change messages that address the individual employee's questions such as: What is in it for me? What can I contribute? Or what do we want them to do? It was deemed important that the people were able to relate to the change message for it to be understood, agreed to and later accepted.



Little victories inspire  
greater confidence;  
creates even more commitment  
to keep going. When it comes to change,  
big victories are the results of  
lots of little wins.

- Torben Rick



### Second C:

#### Capacitating for Change, Making People Ready and Capable

The second stage involves preparing the institution for the cultural transformation by aligning the capacities of its people to the new ways of perceiving things and doing them. It also means adopting new structures, systems and processes to support the change.

Crucial to this stage was the formal organisation of change management teams composed of change agents who will advocate and manage the change management process.

#### info box

The **Executive Committee** leads the change management, defines the necessary changes, sets priorities, resolves conflicts and ensures integration and synergy among the various teams. It ensures that all efforts and interventions of the change management team are integrated, aligned and synergistic.

The **Operational Change Management Team** provides the technical expertise in analyzing, designing the specific HR initiative, including interventions. It regularly monitors and reviews efforts being done to implement the initiative. It ensures cohesive approach within the initiative.

The **Regional Change Management Team** integrates all HR initiatives at the regional level. It serves as point organization for the OCMT. It provides inputs and insights from the perspective of regional offices. It also cascades information from the central office and provides feedback on reactions and repercussions of the change initiatives.

In CSC, multi-level and cross-functional groups were organized to manage change. This includes the Executive Committee, the Operational Change Management Team, Regional Change Management Team, Technical Working Groups.

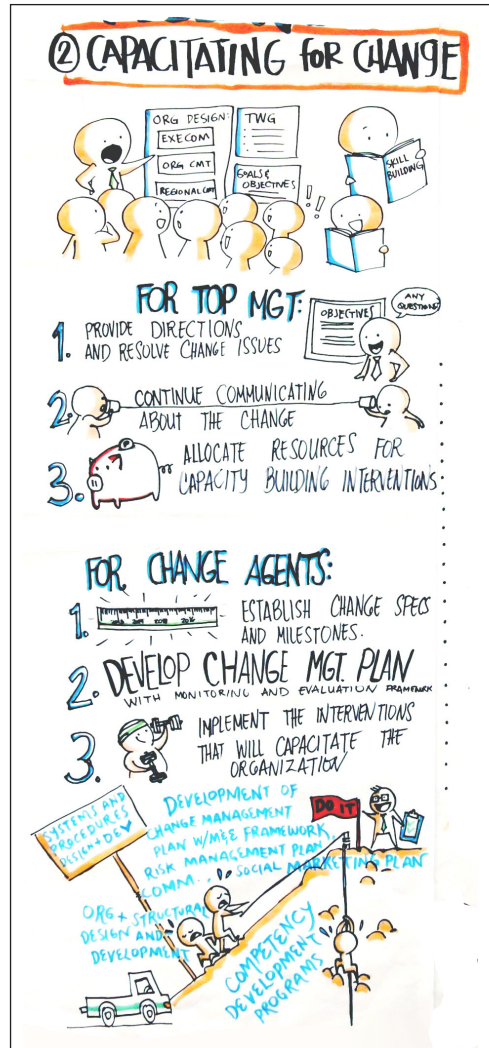
Members of the Team were assigned roles such as process owners and coaches. The structures, processes, protocols, roles and dynamics of these groups and their impact on the change management process in the CSC will be



discussed fully in Chapter 3.

The LSP assigned coaches for each OCMT not so much to “teach the tricks of the trade”, but to institutionalise the practice of coaching to the change agents/process owners. Crucial to the coaching activities was the effort to customise a change management plan and risk management plan for their respective HR initiatives. In so doing, they develop the habit of reflective, systematic and purposive change management strategy that would optimise resources and facilitate execution.

The LSP also set out to coach the various members of CMTs in organisational diagnosis, strategic HR, and Change management (foundation courses) and conduct specialized trainings to select members of CMT on organisational diagnosis, process documentation, monitoring and evaluation, reporting for continuous improvements, marketing advocacy social media and communication, and



organisation design.

### **Third C:**

#### **Contributing and Collaborating for Change**

The CSC organised teams within units and across units/departments to work together to ensure cross-functional and diagonal coordination and collaboration.

Chairman Duque early on set the emphasis on collaboration and cooperation when he said that the meetings among the directors and teams should be institutionalised to break down the culture of verticality. In the meetings a need to integrate as offices relate to one another.

The Joint Technical Working Group was created to jointly support related initiatives that shall take the lead in designing, developing and implementing integrated interventions across the HR initiatives. It is organised to support the implementation of the various HR initiatives by identifying areas and opportunities to jointly implement activities and intervention. It is also tasked to design and develop joint interventions and activities that will address the common issues, concerns and activities of identified stakeholders in order to minimize resource utilisation, eliminate conflicts in schedules and maximise area coverage.

The Joint TWG coordinates and seeks inputs from and validate interventions with the CMTs in order to identify common stakeholders and their respective issues and concerns across the HR initiatives.

The world  
hates change yet it is  
the only thing that has  
brought progress.

-Charles Kettering



## The Four Cs of Change: The CSC Braves the Turbulent Sea Called Change



By April 2013, the members of the various change management teams underwent a Teambuilding activity and a workshop on Strategic HR and OD. This activity not only updated the knowledge of CSC's key change agents on the benchmark and best practices for strategic HROD, it was also designed to serve as an activity to coalesce efforts and ensure







collaboration among key agents.

#### **Fourth C:**

### **Celebrating and Continuing Change**

At this stage, the changes in the culture, mindsets, practices, processes are institutionalised and embedded in the organisation.

To embed the learned habits and protocols in order to institutionalise change, the CSC set out to document change journeys, conferences and meetings. This will capture and immortalise lessons learned and recommendations for continued learning and improvement of the change management process.

CSC and PAHRODF officials hold an illustrated copy of the Change Management Framework. All CSC offices have displayed the framework in their work stations.





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## Reflection

There are \_\_\_ Cs of Change. What are these, in their proper stages?

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The change management process is the \_\_\_\_\_ to make the HR initiatives more \_\_\_\_\_ and \_\_\_\_\_.

In your own experience, why would I resist change?

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Why would other people in your organization resist change?

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It is important to undergo an organizational assessment like PAR because \_\_\_\_\_  
\_\_\_\_\_.

Let us celebrate milestone in the change management process because \_\_\_\_\_ victories  
inspire \_\_\_\_\_ confidence, creates more \_\_\_\_\_ to \_\_\_\_\_.

In the second stage, there is a need to align \_\_\_\_\_ capacities of people to \_\_\_\_\_  
ways of doing things.

To institutionalize new ways of doing things and sustain the gains of change initiatives, we  
need to \_\_\_\_\_ them.



## Chapter 3

### Shaping The Journey Through Self-Discovery

“Now the general who wins a battle makes many calculations in his temple before the battle is fought. The general who loses a battle makes but few calculations beforehand. Thus do many calculations lead to victory, and few calculations to defeat: how much more no calculation at all! It is by attention to this point that I can foresee who is likely to win or lose.”

~ Sun Tzu, The Art of War

# W

hat jumpstarted CSC's change journey was the PAR Workshop, which diagnosed the organization's level of commitment to its Vision. To many, the workshop was the golden opportunity they have long been waiting for. For the first time, those in the regions felt the Commission's desire to listen to what ordinary employees in remote offices had in mind with the goings-on in the organization. Even the Pinag-Ilang Tinig, Isip at Gawa ng CSC (PINTIG), CSC's recognised and accredited employee's union, welcomed the top management's gesture of seeking out them out and helping them understand the direction that the organization was headed for. Both officers and rank and file in the regional and central office thought the journey was off to a good start.

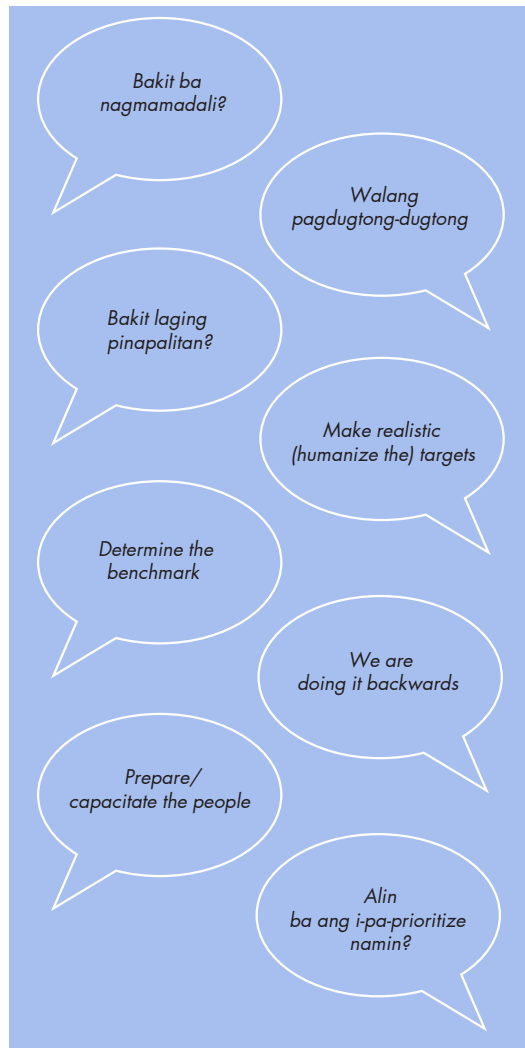
During the workshop, the participants boldly raised issues of overwhelming and unclear goals; competency gaps in implementing the programs and rolling-out the HR initiatives to other agencies; closed communication lines; non-consultation of stakeholders, and lack of



preparation and coordination.

The workshop revealed how the regional offices felt when the HR initiatives were introduced one after the other. For them, the change felt like an earthquake. Throughout the discussions however, the employees' dedication to the institution was never lost. However, the opportunity to be open to top management was taken seriously such that matters that CSC employees used to hum and buss about in the corridors for quite a time surfaced. Though the workshop mined varied and pulse-pounding reactions, in the end, the participants came out feeling liberated because what needed to be said were said. The PAR did its purpose; it spilled the beans.

The past efforts of the central offices/ process owners to implement their respective HR initiatives did not really propel the internal stakeholders to meaningful action. While the DICE, factors that determine whether a change program will fly or die, showed that majority of the HR initiatives were in the Win Zone (but bordering the Woe Zone), the engagement was not gripping enough to cause performance results that are beyond compliance. Thus, Chair Duque's marching order was to drill it down until CSC reaches the Wow Zone. This initiative also supported the clamor to open the communication lines and empower the internal stakeholders so that they would meaningfully contribute in the



When capacitated, people have a sense of sure-footedness and are confident in implementing the change, anticipating its consequences, and influencing its course towards the achievement of goals.

change process.

The rational side of change in an organisation is that it can be planned to counter the odds of success. Any change process can become complex considering the human instinct to stay within one's comfort for fear of the unknown. But through preparation, such anxiety can be transformed into positive energy that can propel an individual and an organisation to achieve the desired change. When capacitated, people have a sense of sure-footedness and are confident in implementing the change, anticipating its consequences, and influencing its course towards the achievement of goals.

With the PAR results at hand, CSC moved to the next phase and endeavored to prepare, prepare, and prepare.

### **Organizing the Change Management Structure**

As part of the change management plan of mobilising the CSC, the integrating structure for the entire change process was created. This involved a hierarchy of cross-functional teams that would foster collaboration and coordination in the implementation of change throughout the organisation. Specifically, the structure consisted of: the Executive Committee (ExeCom); Operational Change Management Team (OCMT); Regional Change Management Team (RCMT); and, the Joint Technical Working Group (JTWG).

The ExeCom orchestrated the change process and made sure that the HR Initiatives work together towards a common direction through monitoring and modeling. Part of its functions are problem solving and conflict resolution. True enough, *"sa ExeCom nagkaroon kami ng opportunity na mag-away at magpaliwanagan"* ("Through the ExeCom, we had the opportunity to disagree and to clarify matters.") says a CSC Director.

The ExeCom is similar to the RO's management team that regularly meets to review the Office's progress on programs, something that did not occur naturally to the central office. Unintentional as it may have seemed, the silo phenomenon happening in the central offices was real and felt. CSCROs wondered whether COs get to talk to each other. The uncoordinated actions, despite the fact that they are just doors away from each other,



exemplified the departmentalized mindset. Thus, the ExeCom was formed.

The OCMT on the other hand focused on providing technical expertise, monitoring and coordinating the specific activities. Each HR Initiative had its own OCMT with a designated coach from the LSP who not only serve as guide in making sure that the HR Initiatives moved as planned; they were the companions of the process owners, a fellow traveler in the change journey.

To manage the HR initiatives in an integrated manner at the regional level, the Regional CMT was organized. The RCMT is responsible for integrating the HR initiatives in the regions and acting as the communication link of the RO and CO.

Finally, to complete the structure, the JTWG serves as the secretariat of the ExeCom. It takes the lead in designing, developing, and implementing integrated interventions across the HR Initiatives subject to the approval of the ExeCom.

### ***Organisational Design to Support the Strategy***

The organisational design of each HR initiative was also studied using scientific approaches to ensure that competencies are aligned with the goal; roles are made clearer; and the structure is made responsive to what the HR initiative is trying to accomplish. It opened the eyes of the process owners who attended the Organisation Review and Redesign Workshop. They learned not to limit themselves with work systems that do not bring the desired results. "Unless we do something deliberate about it, we will just reinforce what is happening now" says the LSP's Team Leader. A consultative approach was underscored as design principle to ensure that the needs of the organisation are properly addressed.

Further, recognising the need for coordinated action in bringing the programs down to the regional offices, the Assistant Commissioner's Office for Special Concerns became the clearing house for anything and everything that will be brought to the regions. For many years now, the regional offices complained about the lack of coordination in the central office. This structural intervention is expected to result in improved communication between the central



and regional offices.

### **Defining CSC HR**

For three years now, CSC has been sending scholars to Australia to specialize in the HR field. This was made possible through its partnership with the Australian Government thru PAHRODF. The scholars are the new breed of HR experts expected to infuse the much needed skills and talents in CSC. For purposes of the change management process, they formed a focus group to discuss to brainstorm and develop a standard definition of HR terms that will be used in the Commission. They were likewise tasked to propose strategies that will enable the institution to lead a pack of HR and OD centers.



The response ranged from the mundane to scholarly, from practical to theoretical answers. Nonetheless, everyone agreed that the current state of HR in CSC leaves something to be desired but it is well on its way to shifting from

Here's to the crazy ones, the misfits,  
the rebels, the troublemakers, the round pegs in the  
square holes... the ones who see things differently -- they're not  
fond of rules... You can quote them, disagree with them, glorify or  
vilify them, but the only thing you can't do is ignore them because they  
change things... they push the human race forward, and while some may see  
them as the crazy ones, we see genius, because the ones who are crazy  
enough to think that they can change the world, are the ones who do.

-Steve Jobs



transactional HRM to developmental and strategic HR and OD.

The group had a shared optimism that CSC is now embracing braving new and innovative HR technologies. It has awakened to the fact that being a square peg in a round hole is the way to go for it to break out from its transactional mode. All agreed as well that the sign that CSC is becoming what it envisions to be is when public service delivery is at its best.

To further appreciate the need to shift to more dynamic and strategic mindset, team building workshops were done wherein the change management plan was discussed. Through collaboration, the participants were coached to characterise CSC's strategic HR and to identify the mission-based strategies needed to make the Philippine Civil Service a premier human resource in Asia.

### ***Communicating Effectively***



Influencing people to change their mindsets and behavior into accepting the HR Initiatives requires an effective communication and marketing plan. As a change enabler, the plan clarified the intended impact of each HR initiative and focused the change effort towards a defined environment. Unlike before wherein CSC exercised its authority almost imposingly both internally and bureaucracy-wide, the CSC has now learned to look at the perceived benefit of each HR Initiative in order to entice its target market to show demonstrable behaviors of acceptance.

For each of the HR Initiative, a communication and social marketing plan was developed through the workshop "Adopting a Marketing Mindset". Marketing has never been done before in CSC and is considered as one of the valuable take away of the organisation in the whole process.

Through the plan, the abstraction of implementation was lessened, which was quite apparent in CSC's old way of cascading programs. The old system involved giving regional directors memoranda, circulars and piles of documents as "pabaon" after the yearly directorates conference. Now, CSC has learned that handholding makes key messages more



digestible and generates greater recall among CSC employees.

### ***Embedding a Monitoring and Evaluation System***

For the HR Initiatives to be truly strategic, results-based management, monitoring and evaluation, and risk management were taught during the monitoring and evaluation (M & E) workshop. It made CSC talk about results - clear and crisp results. These skills set and tools, once embedded in CSC's systems, practice and culture, enhanced the way change management process is being implemented in the organization. The M&E Plan developed per HR initiative is meant to clarify what needed to be monitored to enhance effectiveness and efficiency.

Part of the process in developing the M&E framework was to develop a problem tree for each initiative with a corresponding objective tree. In this exercise, CSC employees were trained to develop the capability to identify problems that hinder effective program implementation and correspondingly, and find alternatives to properly address them.

### ***Capacitating for Program Implementation***

Change management is never without capacity building because it is through capacitating that players in the change program that they gain confidence in doing the new tasks expected of them. A sure sign that capacity building was not part of the old approach is the clamor of many during the PAR workshop. "Teach us!" bellowed the employees. Hence, the second phase entailed extensive training to capacitate the implementers of the HR Initiatives.

In PRIME-HRM, employees of the Policies and Systems Evaluation Division, the audit teams in every region will undergo two levels of skills training in HR audit. The Office for Human Resource Management and Development and the Civil Service Institute, process owners of CBRQS, CBLD and Leadership and Coaching Program, respectively were enrolled in the Ateneo de Manila University's Center for Organization Research and Development to

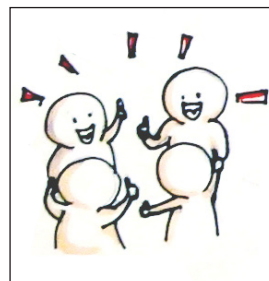


sharpen their skills relative to the programs' requirements.

CSC employees were also taught new technologies like the world cafe, open space technology, six thinking hats, DICE and PAR as tools to facilitate implementing the change management plan for each initiative.

### ***The Aha Moment!***

Amazed by her realization, a process owner discovered what the CSC has been doing the wrong way for a long time now. By not giving feedback to the regional offices on things that have happened after each consultation, CSC employees felt disenfranchised from the decision-making process. Hence, the perceived notion that they were never consulted in program and policy development. With this eureka experience, she vowed not to miss giving feedback after each regional consultation.henceforth.



There are things that have to be unlearned and there are new things that have to be learned that will allow CSC to manage change more effectively. The change program, even if it came in CSC midstream, has taught CSC Directors how to communicate on difficult issues without being "pikon-talo".

Telling the staff what to do is the old way. The participatory and consultative approach is the new way. Now, everyone knows that a memorandum is not the be all and end all in communicating changes in program and policy. Communication must be purposive, with defined messages for defined audiences. Further, the importance of monitoring the change program's performance has never been more pronounced.

By going through the second phase of the change management process, the CSC realised that any change should not make employees feel as if someone had pulled a rabbit out of a hat. The change program should be introduced by capacitating people for them to own the change and to show signs of readiness of getting their hands dirty.

No plan is perfect. "Even the best-laid plans of mice and men often go awry", as John Steinbeck once said. The change process as a whole may not bring the results right away, but it is a process that the organisation had to undergo however painful. It was like birthing or letting a child experience the consequence of a wrong decision. The big changes may not be within sight right now but in a sense, many are able to relate with the goal and associate feelings of what it was like when CSC finally modeled its HR initiatives.

Truly, the change management process was a self-discovery for CSC and its people. "I am a work in progress" says an OCMT member. The LSP coach finds this as a powerful realisation for anyone desiring to be a change agent: We shape the journey, even as the journey shapes us.



## Reflection

How did CSC's journey shape you? What is your own aha experience?



## Chapter 4

### **Breaking Barriers: CSC Offices Get Out of Their Silos**

If you want to be incrementally better, be competitive.  
If you want to be exponentially better, be cooperative.  
-Unknown

In a teambuilding activity called Colouring the Picture, a number of CSC teams were each given a picture to paint in the most glorious colours. The winning team in the first round would get more coloring pens from the limited stock to further improve its assigned panel. After three such rounds, the teams were asked to put the panels together. The teams found out that the panels were key parts of a single picture. The put-together picture showed different palettes and various shades and looked unmatched, if not jarring. Everyone was then asked to share their colouring pens and work as one team to improve the whole picture.



The resulting picture looked perfect.

One participant shared an insight from this exercise, "Had we coordinated with each other, the picture would have been seamless." Another would echo the expression of exasperation when problems crop up, "*Hindi kasi nagusap!* (It's because you did not talk to each other!)

The stories of lack of coordination; failure to communicate; one-upmanship among offices; offices competing for resources particularly competent or reliable staff; offices conducting separate meetings on a related agenda or a similar issue; offices somehow at cross-purposes; offices adopting different strategies for the same objective play out like a broken record.

Nowhere is this lack of coordination and communication more pronounced than in the way the various staff offices in the CSC Central Office (CO) require the same or similar data from the regional offices – at separate times and in different report formats and with deadlines set at yesterday.

This burdens the regional offices, utterly.

Already saddled with multiple tasks of policy enforcement and monitoring, project implementation, training administration, stakeholder management, frontline services and regular field audits, the

## DID YOU KNOW ?

A regional office (RO) in CSC operates like a mini-Commission in its area of responsibility. An RO, with an average of 60 people, services an average of 150 government offices that include national government agencies and local government units in the province, city and municipalities.

As a mini-Commission, it adjudicates administrative cases that occur in the area; it introduces and monitors policies, standards and programs set by the central office; it conducts trainings for its clientele; it monitors compliance of agencies under its coverage; it receives applications and conducts examinations in its area; it processes any complaints, requests, problems from a usually irate or impatient public regarding CSC matters, policies and rules.

It does all this while managing its internal administrative and financial affairs.



regional offices have come to consider the endless and duplicating requests for reports/data more a dreadful chore rather than a reciprocal support to the CO functions.

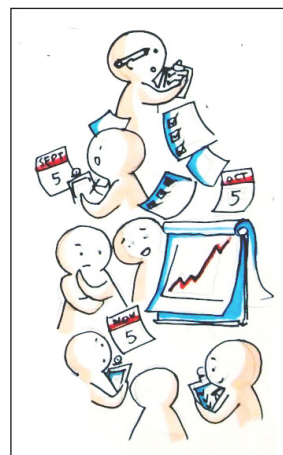
From the perspective of regional offices, the offices in CSC headquarters are oblivious or insensitive to their difficulty. Absorbed in their respective tasks and driven by deadlines, the heads of CO offices appear to be deaf to feedback regarding duplicating requests.

This situation forms silos and spawns strained relations between the regional office and central office - with one thinking the other is deliberately making life hard and the other thinking one is intentionally obstinate.

The silo between regional and central offices would prove to be a major challenge in the change journey of the institution. It seemed to have festered and remained unresolved long enough such that the idea of new programs, i.e. HR initiatives, was initially seen by a number of regional offices as another imposition from central office, another cross to carry, another paper-consuming activity to go through the motions for.

This silo became a significant hurdle in getting the acceptance of regional offices, which played vital roles in the success of the HR initiatives. Being the ones in the frontlines, the people in the RO would eventually become the main actors in implementing and sustaining these initiatives.

In formal conferences, the issue of silo is often skimmed over due partly to a cultural propensity for conflict avoidance as well as due to the good personal friendships among head office and regional office directors.



### WHAT IS A SILO?

A tower or pit on a farm used to store grain

A system, process, department that operates in isolation from others.  
(<http://oxforddictionaries.com>)





### REVIEW from Chapter 2

The PAR employ no-holds bar processes such as Open Space technology and Law of two feet where people - regardless of status, position or age – go around the room to choose topics, freely give their opinions and propose their own ideas to solve office problems.

In CSC, there are a number of cases where a regional director was once based or was a staff director in the central office, a situation mirrored in other government agencies. This cross-pollination, at best, dulls the negative effects of silo. At its worst, however, it most likely resulted in the directors denying that silo did exist.

It took the regional PARs and other leveling activities in the change management process to reveal and bring to the surface the all-too real problem of silos.

The engaging processes of PAR emboldened the respondents which involved

the surprisingly candid rank and file in the regions. To the question *"Saan nahihirapan ang mga empleyado at ano sa tingin ninyo ang dapat gawin?"* (What are the factors that make things difficult for you and how do you think this should addressed?), the respondents across regions identified the silo between CO and RO as a "must address" issue.

It would seem that a significant number of people in the region feel left out in policy-making, program design and standard-setting done unilaterally at the central office. Yet, they are later required to "face the battle" for the whole Commission when the programs or policies have to be disseminated to or enforced on external stakeholders.

In their defense, the central office people would say that, before finalizing a policy or a program design, they did send written



memoranda requesting regional offices for their comments and inputs - an effort, the CO people say, the RO people either ignored or did not accord the corresponding importance and attention. This lack of honest-to-goodness communication just tightened the lid on the silo between them because the CO offices opted to rely on their own appreciation of RO context and needs.



Thus, silo mentality in the CSC would be manifested in each group, believing that the other group is either indifferent to one's plight or is not supportive of one's data needs, opting to go at it alone and fending for oneself.

The lack of communication and coordination between CO and RO offices often led to top management getting conflicting signals. For instance, assumptions made by the CO offices regarding targets for the RO offices did not reflect the real picture in the field, hence were thought to be set either too high or too low. The RO offices, either used or resigned themselves to the practice of CO in making up their mind, and found ways to adapt.

The picture was definitely not pretty.

In subsequent meetings and leveling activities under the change management process, it became apparent to the Execom that a mechanism has to be put in place to address the silo between CO and RO. This resolve to find solutions to the RO-CO silo was signed off during the HR symposium in Cebu City in July where regional and CO officials of CSC converged with officials of other agencies as an initial step to introduce the HR initiatives to external stakeholders.

To address the issue of duplicating requests for data and reports by several CO functional units, the top management strengthened the Office for Assistant Commissioner for Special Concerns and mandated it to be the hub to consolidate, process and traffic all requests/communications for data to and from CO and RO. The Office is headed by an Assistant Commissioner, which is a rank higher than the Directors IV or heads of offices in both CO and RO, who sees himself/herself as the voice and champion for the regional offices in central office decision-making, having been a regional director himself/herself prior to his promotion.

When the issue of silo was publicly acknowledged, the collective act of finding solutions to it energised discussions in meetings and workshops held for the change management program. The group discussions on the CO-RO silo were not initially always pleasant as naturally, the groups argued their own side.

A veteran in the bureaucracy herself and one of the top management, Commissioner Nieves Osorio said that aside from structural alignments, silo can actually be addressed by merely being thoughtful and simply improving basic work processes in the central office. During the Teambuilding workshop in April 2013, she said that people in the CO can enhance their data mining skills and systems to enable them to plot and categorize data already available in the CO, mine these before burdening the regional offices with requests for data that have been there all along.

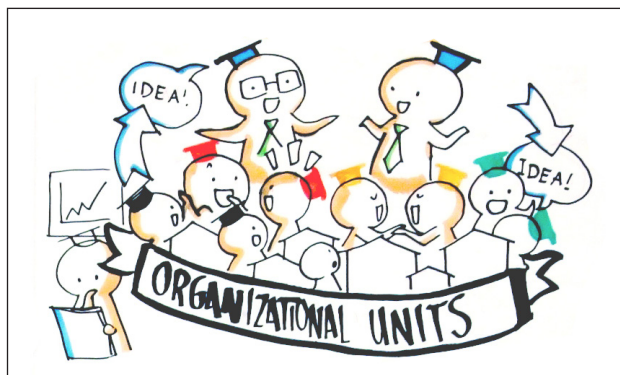
The most important trip you may take in life is meeting people halfway.

-Henry Boye



Silo mentality is no less prevalent in the central office among the functional units.

Due to their respective program priorities competing for talents, time, and attention, silos were formed among functional units in the CO. In fact, the CO-RO silo stemmed largely from the perceived lack of coordination and failure to substantially communicate among CO functional units, but which affected the regional offices.



Offices in the CO had been unable to share knowledge and information despite the fact that they are just a door or a floor away from each other, a dysfunction that not only weighed down on regional offices but created a host of stressful, if not wasteful organisation-wide inefficiencies.

Prior to the change management process, the approach to program or policy development and design was highly compartmentalised. Program or policy nuancing was concentrated only in the office where the program management was lodged, leaving all other units unfamiliar or even ignorant of the background, rationale, purpose, details of the program or policy. As a result, CSC employees outside the functional unit were not knowledgeable or confident enough to respond to queries from the public about the policy and program. The negative effect ricocheted back to the office in charge of the project. The office primarily in charge of the program would be flooded with queries and requests for clarification from internal and

external stakeholders that could have been already fielded and acted upon by other offices had there been more involvement and information-sharing.

There were also overlapping and duplication of efforts across offices resulting in competition for time and attention, particularly of management. Each office in the CO tended to make and release their own program updates and related directives, without consulting, much less running it by other offices that would be affected by these directives. The uncoordinated and simultaneous issuance would inadvertently conflict with, negate or cancel out the efforts of each group. It would also often cause confusion among internal stakeholders, rather than promote enlightenment and clarification.

The lack of coordination and communication also strained relations and triggered misunderstandings which further widened the gap between offices and cyclically reinforced the silo mentality. It discouraged trust and openness that would have precisely broken down barriers. The offices were often primarily governed by "to each one's own" rather than "we're all in this together, let's work towards the one big picture" philosophy.

The secret is to gang up on  
the problem; not on each other.

~ Thomas Stallkamp

The change management structures that were organized at the beginning of CSC change journey sought to ensure horizontal alignment, collaboration and harmonisation of individual office efforts. Members of each team for each HR initiative were represented and sat in all teams for all HR initiatives.

The composition of the Operational Change Management Team (OCMT) was multi-level and cross-functional. It also included the CSC's employees' union. Only the regional director of National Capital Region (NCR) was made member of the Executive Committee and in



“We felt that we mattered.”  
“Even though the HR initiatives are not within the area of expertise, it meant a lot to us that we sat in these high-level teams”.

PINTIG, the association of rand and file employees in CSC)

Operational Change Management Teams, because of her geographical proximity to the central office. *(please see separate article on CSC-NCR Director Lydia A. Castillo who shares a best practice in Community of Practice. )*

The OCMT for HR initiative was still led by the head of the office primarily in charge of the initiative. In the process, problem-solving and decision-making in the management of each HR initiative was enriched by the infusion of new or different perspectives.

The organisation of cross-functional teams was initially seen as another layer in decision-making and problem-solving, which would only slow down response time in project management. Execom and CMT meetings lasted an average of three hours and were conducted weekly.

The regularity and intensity of the change management meetings entailed time and commitment from the members, admittedly a chore to some at the start. However, the investment in time and commitment seemed to have paid off, with many of the members realising the value of collaboration through the CMT structure.



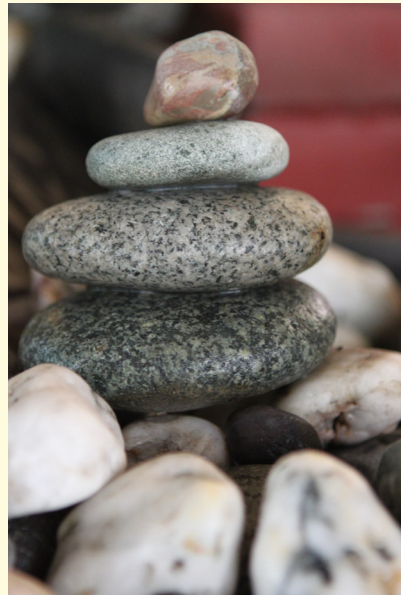
## An Anecdote

Steve Jobs recalled about a neighbor who taught him the value of teamwork.

When he was a kid, the old man called him to his garage to show him a rock tumbler, which was made of motor and coffee can. The old man put in there old ugly rocks from the backyard, put some liquid and little bit of grit powder, closed the can up, turned the motor on and told Jobs to come back the following day. Jobs said that the can made a racket as the stones went around.

Jobs went back the next day, "We opened the can. And we took out these amazingly beautiful polished rocks. The same common stones that had gone in through rubbing against each other, creating a little bit of friction, creating a little bit of noise, had come out these beautiful polished rocks."

Jobs reflected, "Through a team, through a group of incredibly talented people bumping up against each other, having arguments, having fights sometimes, making some noise, and working together they polish each other and they polish the ideas, and what comes out are these beautiful polished stones."

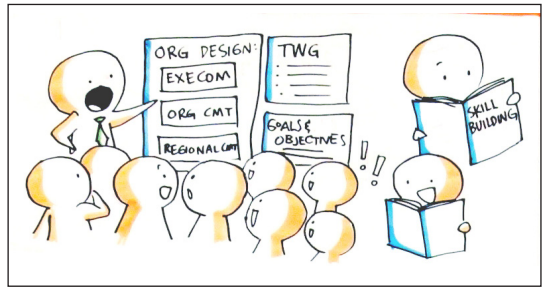




The change management team provided the structure and the avenue to facilitate and ensure cooperation and collaboration among offices. In the words of one member, it forced them to talk to each other and share information.

Before, without the CMT, it was easy for CO office heads to be an island to oneself and to ignore other units. With the CMT, each process owner had to update the other process owners of one's plans, activities, schedules, data requirements and invariably about problems encountered in one's program implementation.

The regular information-sharing process did go through a rough patch. Some were naturally defensive and protective about their own program priorities ("nagkakapikunan", "nagkakatampuhan"). A number, worried about the increasing bulk of papers to review and sign back in the office, were mentally absent while physically present and simply went through the motions.



It took a while for the defenses to come down, passionate as each was to their respective "babies" or programs. It took a while for the OCMT members to realize that the time and effort spent hashing issues out in the meetings and workshops were well-worth it.

With the innate commitment of the CSC people to go the distance and the positive leadership that supported collaboration rather than competition, the members of change management teams of each HR initiative slowly got used to sharing knowledge, listening to and learning from each other's individual experience, collective problem-solving, and finding commonalities and intersections for possible resource-sharing, rather than differences and divergence.

## Reflection

1. A \_\_\_\_\_ is a condition in an organization where an office works in \_\_\_\_\_ from the others.
2. What are the indicators that silo is present in your agency or department?  
\_\_\_\_\_
3. Can you identify instances where silo exists in your office?

*If you want to go fast, go alone.  
If you want to go far, go together.*

*- African proverb*

4. If I were the head of office, what would I do to break the silo?  
\_\_\_\_\_
5. What can I personally do now to contribute in breaking the silo?  
\_\_\_\_\_
6. In any government agency, it is important to involve the \_\_\_\_\_ in \_\_\_\_\_ aspects and stages of decision-making because they are the lieutenants.
7. What kind of philosophy was prevalent among CO functional units prior to the change management program?  
\_\_\_\_\_
8. Can you re-tell Jobs' childhood anecdote on teamwork to another group?  
\_\_\_\_\_
9. Collaboration takes \_\_\_\_\_ and \_\_\_\_\_, but it will be all \_\_\_\_\_ it.



## Chapter 5

### **Setting Dreams on Fire, Celebrating Successes, Creating Ripples: CSC Creates the Future**

If you want to build a ship, don't drum up the people  
to gather wood, divide the work and give orders.  
Instead, teach them to yearn of the vast and endless sea.

- Antoine de Saint Exupery

**W**hen Chairperson Francisco T. Duque Jr. came in the CSC, he saw that the institution had so much promise. But, it was not living up to it.

Chair Duque observed that the CSC was not maximizing its potential as a key player in good governance and nation-building. He noted that CSC was busy with its quasi-judicial, maintenance and regulatory functions that developmental initiatives were not given the corresponding time, energy and effort. The well-spring of external opportunities for assistance in organisation development and capacity-building programs were largely untapped.



Along with equally outward-looking Commissioners<sup>1</sup>, Commissioners Mary Anne Fernandez-Mendoza, Robert Martinez and then, Nieves Osorio, who shared the vision of the CSC becoming Asia's Leading Center of Excellence in Human Resource and Organization Development by 2030, Chair Duque set the fire up for what he called a cultural transformation that would bring the CSC to its 2030 vision.

This cultural transformation involved changes not only in the direction and priorities of the institution. More importantly, it required paradigm shifts and changes in behavior, structures and technologies at the organisational, group and individual levels. This transformation would be manifested in the removal of silos, improved work relationship and communication among top management and senior officials, and among peers, units and employees.

Changing the culture in any organisation is never easy. But to Chair Duque, known for his eagerness and can-do attitude, the possibilities for a better and brighter future were endless. And energizing.

This energy would see him through every early Monday morning during flag ceremony, excitedly updating CSC employees about the small and big successes of the HR initiatives. He believed that it was not enough that the top management and senior officials shared his vision for CSC as Asia's Leading Center of Excellence. It was vital that the rank and file also share, embrace and are themselves energized by this vision. The energy would also see CSC enthusiastically opening doors for partners to come in and support the CSC's reform agenda.

### THE VISION

By 2030, the Philippine CSC shall be Asia's Center of Excellence and Knowledge Center in Organizational Development (OD) and Human Resource (HR), a major provider of cutting-edge public sector HR and OD practices. It will be sought after by the private sector and other ASEAN Civil Service for its technical expertise. It will be the hub of all sectors of society in setting the National HR agenda.

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<sup>1</sup>During CSC's change journey, there were three Commissioners who joined Chair Duque at the helm: Commissioner Fernandez-Mendoza (retired on February 2013), Commissioner Martinez (joined CSC July 2012) and Commissioner Osorio (joined CSC April 2013)



CULTURAL TRANSFORMATION	
FROM	TO
Transactional mindsets and practices	Developmental and strategic mindsets and practices
One-way, hierarchical communication	Two-way, consultative communication
Silo mindset	Collaborative and cross-functional
Resistant and critical	Engaged
Lack of systematic feedback on change initiatives	Continuous improvements on change initiatives

The entry of the PAHRODF in fact paved greater ways to accelerate the implementation of human resource initiatives. It brought in an eight-month change management program that set up systematic and thoughtful processes and structures to implement the initiatives more effectively, and ensure its sustainability.

The benefits of the eight-month formal change management program in the CSC and the results of the HR initiatives are not immediately evident. All great things, like organisational transformation, never happen overnight after all.

This is not to say that the collective efforts have been for naught. There are palpable gains that changes are indeed taking root in the organization.

In the Awareness, Availment and Satisfaction Ratings of Selected Government Agencies survey conducted by Pulse Asia, the CSC came out highest in client satisfaction with a rating of 98%. In the Compliance revalida under the Performance Governance Scorecard (PGS) in October 2011, the CSC earned a score of 9.03 out of ten, the highest among government

If you are working on something exciting that you really care about, you don't have to be pushed.  
The vision pulls you.  
~Steve Jobs



Thomas Edison dreamt  
of a lamp that could be operated by  
electricity, began where he stood to put his  
dream into action, and despite more than ten  
thousand failures, he stood by that dream until  
he made it a physical reality.

- Napoleon Hills

offices validated. Chair Duque, ever the positive leader believes that while these recognition signify progress – which definitely merit collective celebration. But his vision was much larger.

In any big organization, small pockets of transformation may not be readily visible, may be ignored, and therefore remain unacknowledged, especially when people don't pause, take stock and take notice. It is vital that in any change management process, one of the must-do things is to take stock of developments through a periodic monitoring and evaluation exercise.

During the concluding workshop of the change program in October 2013, a well-represented CSC collectively took stock. The participants listed down close to a hundred new things that have happened in the organization that, in the flurry of activities, would have

- Wins provide feedback to change leaders about the validity of their visions and strategies.
  - Wins give those working hard to achieve a vision a pat on the back, an emotional uplift.
  - Wins build faith in the effort, attracting those who are not yet actively helping.
  - Wins take power away from cynics.
- (From Change Management and the Power of Small Wins, by Torben Rick)



remained unnoticed. The conference was part of the monitoring and evaluation process installed to ensure the sustainability of the change process. In this exercise, subtle changes in the structure, processes, approaches, the ways people in CSC relate and communicate to each other and, most importantly the shift in the mindsets, were pleasantly revealed.

We are what we repeatedly  
do. Excellence is not at act,  
but a habit.

~ Aristotle

To sustain these and to ensure that the CSC remains on course, the learned monitoring and evaluation competencies are important. The PGS provides a mechanism to measure continuous organisational improvement. Through its monitoring and evaluation tools, the PGS enables the organisation to make mid-course corrections in order to focus resources towards the objectives.

The PGS also generates information about internal processes that need fixing or holes that need plugging. Through regular monitoring and evaluation activities, the CSC learned to anticipate old problems turning up through effective results-based and solutions-focused approach, which is slowly becoming embedded in the organisational culture. The PGS likewise yields information about short-term milestones, which give the organisation a reason for collective celebration every now and then.

To create ripples and exponential improvements in an organisation of 1,300 people spread out nationwide, CSC's top leadership identified and invested in change advocates at all levels of the hierarchy.

The grooming of change advocates was part of the process to sustain the change efforts and ensure that transformation permeates throughout the organization.

The investment in people came by many ways. One, by empowering senior officials, middle managers and rank and file representatives and involving them in all aspects of decision-making, problem-solving and program design. Two, by providing CSC employees competence-building programs and exposure to international best practices.





The top leadership exacted returns of investment from them through a strategy called Re-entry Action Plan (REAP).

All officials and employees who were given the opportunity to undergo local or international training programs were required to design their own REAP and commit to implement it. This way, the burden change efforts were not centralised to a few. The yoke was pulled by many, making the workload lighter and the rate of progress faster.



### The Ripple Effect

*"When we focus our energy towards constructing a passionate, meaningful life, we are tossing a pebble into the world, creating a beautiful ripple effect of inspiration. When one person follows a dream, tries something new or takes a daring leap, everyone nearby feels that energy, and before too long they are making their own daring leaps and inspiring yet another circle."*

*~Christine Mason Miller*



## Re-Entry Action Plan

**The Re-Entry Action Plan (REAP) is a mechanism in the change management process that compels the application by the participant of the learning from attending capacity-building program.**

The REAP promotes commitment building from both the employees and the supervisors to address the identified development concern of their organizations. This means that the development of the plan requires iterative consultation during its preparation.

REAP is a unique feature of the Philippine program, which enables recipients from the Philippines to develop and implement meaningful programs that contribute to Philippine development.

Scholars are required to submit a REAP, outlining how they will use their education and acquired skills from Australia in contributing to development programs in their workplace/sector areas/communities upon return to the Philippines. (<http://australiaawardsphilippines.org/about/re-entry-action-plan#sthash.>)



### Spreading Good Virus

The Doctor in the house infected the residents with a certain virus. Below is an excerpt of the interview with Chairperson Francisco T. Duque Jr. on how he led the CSC in its change journey.

**Q: How would you describe the experience of the change management in CSC?**

Chair Duque: It was challenging and exciting. I felt that the people in CSC had so much potential and were just waiting to be unfolded, led and harnessed. So without sacrificing the quasi-judicial functions, we started investing in human resource development. We sent people to trainings. We put up the Civil Service Institute. We engaged our development partners to support the transformation agenda.

**Q: What was your personal philosophy in leading the change?**

Chair Duque: I see myself as a change agent, as a catalyst. I see my position not as an entitlement, but a responsibility to do something great for the organization. I visualize what better state I can bring the organization, the people to. I want to energize everyone to reach that vision. My diagnostic skills as a health care practitioner influences my leadership style. I look at human and organizational issues the same way I look at a patient. I do things to ensure the desired outcome, which is that the person must come out healthy, robust. It is important for a leader to set aside personal agenda, to check one's ego and leave it somewhere. Leading change is its own reward, especially when you see other people embracing it. It is gratifying to see progress in people.

**Q: What made things easy for you?**

Chair Duque: It was encouraging that a lot of people in CSC are receptive and cooperative. We send many people to trainings. We gave people opportunities (to participate, to get involved in shaping the dream, to improve themselves). I am gratified that they reciprocate, that they deliver. I see signs that they take pride in being part of the dream.



*Chairman Francisco T. Duque III*

## Spreading Good Virus

**Q: What key lessons should other leaders pick up from your experience in leading change in CSC?**

Chair Duque: It is important that as leader, you have to be clear about what your vision for the organization is. You have to make people see and share that vision. You have to communicate constantly. I got people to understand and accept the changes by being methodical. Every Monday morning, I make sure I stand before all employees during the flag ceremony to report to them what is happening in our reform agenda and what else needs to be done. It has become a culture in the CSC to be informed, to be transparent. I want people to know and be equipped with information, so that they can themselves be enablers, be change facilitators. I communicate constantly to rally them behind the change agenda. As a leader, you have to always be visible. You cannot lead from a swivel chair.



**Q: What were the difficulties in leading change?**

Chair Duque: Because of all the initiatives, there were a lot of things happening. And I am leader who pushes my people to the limits because I've seen their potentials. There were complaints from some, like there were so many things that have to be done, so many meetings to attend, so many reports to submit. But I tell them that there is a more difficult form of stress, the mechanical stress. This comes from knowing that, even though you are in the office every day and complete the mandatory eight hours, you have not contributed to the outcomes that the organization has set itself. This is the non-gratifying stress that comes from knowing that you are doing less than what you can actually do.

**Q: Sustainability of programs is always a concern when a government agency changes leadership. What should one do to ensure sustainability of the HR initiatives when your term ends?**

Chair Duque: I am trying to infect my two Commissioners (who will stay after his term) to buy into the change agenda, the change philosophy. I hope that the DNA for transformation seeps in their persona. After all, it is results that mark organizational greatness. I tell the senior officials to document and institutionalize success stories that can become the gospel for HR OD practices to show the next Chairperson that it is working, that it took so much investment in time and effort.

In the past, I have done so much in the agencies I led because I consciously identified the best practices of my predecessors. I put bits and pieces together to come up with the reform agenda. Great ideas have long existed before me. I try not to reinvent the wheel.



### Best Practice

#### **The CSCRO No. IV's Multi-Sectoral Advisory Council (MSAC) and CSC-NCR's Let's Talk: A Convergence of Stakeholders' Ideas**

In her flight back from Australia to Manila after attending the training program to benchmark HR practices, Regional Director Lydia A. Castillo's mind whirled with possibilities of making her office better.

Anchored on Etienne Wenger's "Community of Practice" principle, Director Castillo began to plan a program that will engage stakeholders to provide expert opinion and advice on program execution, serve as channel through which strategic initiatives are undertaken on a sustained and institutionalized manner, share ideas on how CSC can advance its priorities.

"Community of practice" is a group of people who share a concern or passion for something they do and learn how to do it better as they interact regularly.



*Director IV Lydia A. Castillo*

Incidentally, Director Castillo's "Community of Practice" principle complemented the idea of the setting-up of a Multi-Sectoral Advisory Council (MSAC), one of the requirements under the Performance Governance System. The MSAC is intended to promote shared responsibility, increased accountability and collaborative partnership.

CSCRO No. 4 organized and regularly dialogued with MSAC to introduce CSC's initiatives, increase stakeholders' awareness of opportunities, elicit their feedback, capture their perceptions and concerns, stir their interest, establish liaison, groom new change leaders and forge commitments to CSC's reform agenda and initiatives. The MSAC spawns quality relationships with stakeholders that laid the foundation for strategic networking.

She did not stop at creating one regional MSAC, although it would have been compliant and convenient. She wanted to embed collaborative learning and sharing that led to generation of more innovative ideas. RO IV created wider ripples in all the ten provinces.

The success of the MSAC in CSCRO No. 4 was replicated in CSC-NCR when Director Castillo was reassigned to head the biggest regional office in CSC through a regular dialogue initiative dubbed as "Let's Talk: A Convergence of Stakeholders' Ideas."

## My Dream Page

1. What will the CSC be by 2030?

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2. My personal transformation is:

MY PERSONAL TRANSFORMATION	
FROM	TO
My mindset: _____	_____
My practice: _____	_____
My way of communicating: _____	_____
My way of relating to people in my organization: _____	_____

3. As a member of the CSC organization, what should I be doing myself to realize this dream:

By 2015, I will have \_\_\_\_\_

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## My Dream Page

By 2020, I hope that \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

By 2025, I see that \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In 2030, my role in CSC's Center of Excellence will be  
\_\_\_\_\_  
\_\_\_\_\_

By the time I retire, I wish that \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. In my sphere of influence, how do I spread the infection for change?  
\_\_\_\_\_  
\_\_\_\_\_
5. Why is it vital to celebrate even the smallest of successes?  
\_\_\_\_\_  
\_\_\_\_\_



## My Dream Page

6. Why should an organization install a monitoring and evaluation (MNE) mechanism?

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As applied in personal and professional life, what is the "ripple effect"? \_\_\_\_\_

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List down the way you can personally create a ripple effect in your own office?

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There are seven days a  
week, and someday is not one of them.



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From bus to bullet train:

## The CSC Change Management Journey



The journey started out with a hobbling bus representing the Commission's performance of the traditional functions of a human resource organization. An organizational assessment set off a flurry of events and activities which led CSC officials and employees into thinking about what the CSC is doing, where do they want CSC to go and how will reach its destination. Steered by its vision of becoming the best human resource and organisation development agency in the country by 2015 and in Asia by 2030, CSC embarked on the change management journey. Through the grooves and turns, there were the attendant resistance and pressure, humps and bumps. But there too were "aha" moments, periods of positive realizations and re-discovery. The journey continues, guided by its own framework and fuelled by six human resource initiatives that will accelerate CSC's transition and transformation.