

CIVIL SERVICE COMMISSION

PARTNERSHIP HIGHLIGHTS 2010-2013



BACKGROUND

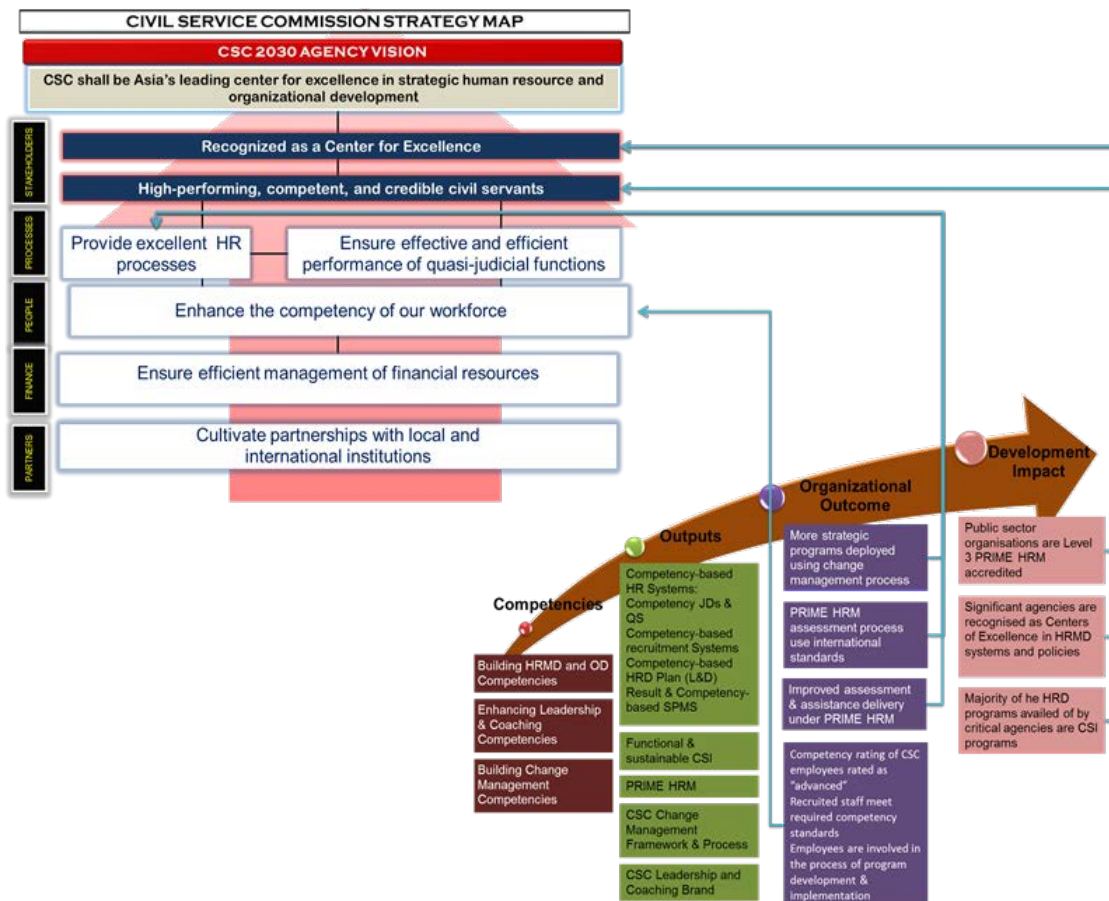
Civil Service Commission (CSC) is a quasi-judicial agency and the central human resource institution and adviser to the President on human resources (HR) concerns. Established in 1900, it administers civil service examinations and set standards for appointment in government service. CSC is one of PAHRODF's core partner organisations. It significantly influences HR and organisation development (OD) practices of Philippine government agencies - including the partners of various other Australian Government programs in the country. This maximises use of Facility resources and its multiplier effect, as well as its development impact. PAHRODF has been helping improve CSC's capacity, competency and change readiness to transform from being regulatory, policing and transactional to becoming a developmental and strategic human resource management agency. This will help CSC become more effective at service delivery and help PAHRODF and the Australian Government assist the Philippine Government attain governance that is more accountable, transparent, effective and inclusive. ■

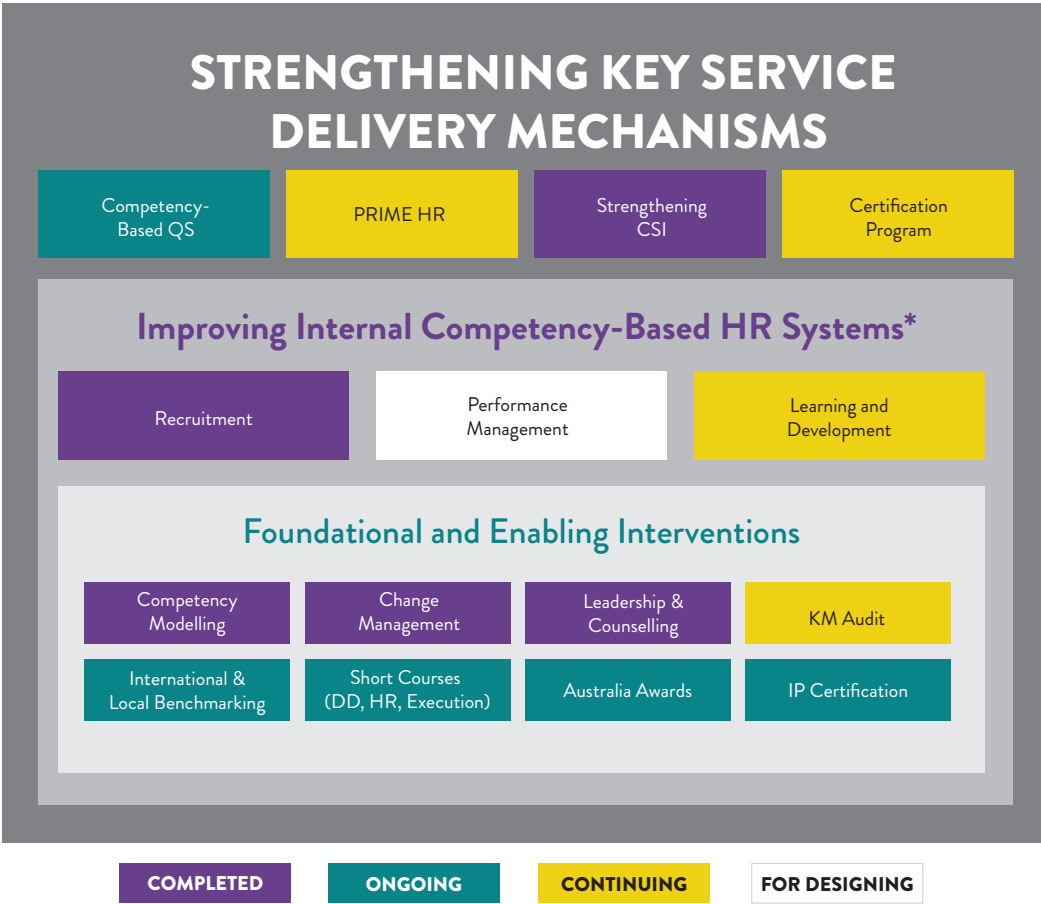
RESULTS FRAMEWORK

CSC's strategic priorities and objectives support the enhanced Statement of Commitment by helping build accountable and inclusive public institutions. These are translated into the CSC Strategy Map as part of its performance governance system (PGS). CSC identified seven objectives:

- 1 Be recognised as Center for Excellence in HR and OD
- 2 Develop high performing, competent, and credible civil servants
- 3 Provide excellent HR processes
- 4 Ensure fairness and efficiency in performing quasi-judicial functions
- 5 Enhance the competency of CSC workforce
- 6 Ensure efficient management of financial resources
- 7 Cultivate partnerships with local and international institutions.

PAHRODF and CSC identified the general workplace development objectives (WDO) necessary to deliver these strategic priorities as shown the link between the WDOs and the CSC Strategy Map below.





HROD PLAN 2011-2015

PAHRODF adopted a building-blocks approach to help CSC deliver better services to the Philippine bureaucracy. Beginning with foundational and enabling interventions to help improve CSC's human resource management & development (HRMD) systems. With these in place, the Facility is currently helping strengthen two of CSC's key delivery mechanisms: the Program to Institutionalise Meritocracy and Excellence in HRM (PRIME-HRM), and the Civil Service Institute (CSI). PRIME-HRM will help CSC influence the way government agencies conduct HRMD and help them adapt international best practices into their systems. CSI, the institute that the Facility helped strengthen and empower to be strategic and responsive, will develop a cadre of leaders and HRM officers in the bureaucracy. ■

FACTS AND FIGURES

TOTAL NUMBER
OF INTERVENTIONS



TOTAL NUMBER OF EMPLOYEES



as of September 2014

TOTAL NUMBER OF SCHOLARS



July 2011 to June 2014

TOTAL NUMBER OF CORE PARTICIPANTS



Investment

AUD2,300,000

Total Number of REAPs

94

Intervention

47

Scholarship

47

Featured Outputs

- CSC Core, Organisation, Leadership & Functional Competencies
- CSC Leadership and Coaching Brand
- CSC Change Management Guidebook
- CSC Change Journey Story Book
- CSC Coaching Guidebook
- Competency-based Recruitment, Selection & Placement User Guide for CSC
- Competency Development Manual/Guidebook
- CSC Competency-based Learning & Development Plan and System
- Competency-based L&D Guidebook (for the public sector)
- Competency-based Recruitment, Selection & Placement Guidebook (for the public sector)
- CSI business model, brand, structure and functional competencies

PARTNER INSIGHTS

"The Facility came at a very right time. It conducted an OA in 2011 to identify the projects that will help CSC achieve its vision. It provided the necessary interventions to achieve our vision and mission."



**Director
Edith Dela Peña,
OHRMD**

"The services of the Commission have improved tremendously on account of the HR/OD interventions: it upped the productivity of the workforce and capabilities of staff to pursue transformation initiatives. While these outcomes would have happened, they would not happen at an accelerated pace as what has been observed because of the interventions of the Facility."



**Chairman
Francisco Duque III,
MD, MSc
CSC**

"The Commission has become more effective in managing transformation. From being transactional, regulatory and overly focused on systems and procedures, CSC has become more strategic, especially in terms of HR/OD capacity, more results-based, and it has moved its focus from overly regulatory and quasi-judicial to more HR/OD developmental. "



**Chairman
Francisco Duque III,
MD, MSc
CSC**

"The Facility capacitates, gives support, and teaches us how to do things so that once they are out we will know how to enhance what we started. The Facility teaches us how to fish... it does not just give us fish."



**Director
Ena Esleta
HRPSO**

JOURNEY TO CHANGING PARADIGMS

2011-2012



DISCOVERY

PAHRODF introduced CSC top management to international & local private sector best HRM practices

- Management & employees determined the current realities of CSC through the organisational assessment, thus creating “constructive dissatisfaction” of its capacity and competency
- Top Management observed first hand, the HRM best practices in Australia and identified “best fit” practices it can use for CSC
- Embracing the concept of competency-based HRM systems, CSC developed its competency model by formulating its core, organisation, leadership (leadership brand) and technical competencies
- Top Management observed first hand, how local private sector and Singaporean public sector organisations transformed their HRM systems and practices through application of strategic and competency-based HRM systems

2012-2013



INTERNAL PREPARATION

PAHRODF helped CSC improve the capacities and competencies of its leaders and staff to manage change.

- CSC developed the CSC Leadership and Coaching for Result Brand
- Applying its developed competencies, CSC enhanced its qualification standards, recruitment, selection and placement system and learning and development system
- Strengthened the Civil Service Institute by developing a new business model (including a CSI brand, logo and tag line, among others), as well as new products, processes, competencies and structure. This also deepened their feeling of pride for CSI and CSC
- To better manage its transformational change CSC: 1) created for the first time an executive committee to ensure collaboration and better communication among directors and the Commission, and 2) developed its own change management framework, the 4Cs: Commitment to Change, Capacitating for Change, Contributing and Collaborating for Change and Celebrating Change. The 4Cs is a framework that CSC will use to implement its HR initiatives in the bureaucracy and minimise the “compliance” mentality of government agencies, which does not sustain improvements in HR systems and practices.

2013-2014



SERVICE IMPROVEMENT

PAHRODF helped CSC improve its delivery of services to its internal and external services.

- For the first time in its 110 years of existence, CSC organised HR symposium where more than 1,000 public sector HR practitioners converged and shared HR practices
- Strengthened PRIME HRM by developing & classifying HRM global standards (systems and practice) into 4 maturity levels and developing corresponding assessment tools. This was done with engagement from both public and private sector HR practitioners
- CSC developed the Leadership Certification Program for Division Chiefs - a program that is envisioned to substitute for a post-grad degree in qualifying for a division chief position in the bureaucracy
- Implemented training to re-tool CSC Directors (central, regional & field) on Strategic HRMD & the CSC Change Management framework & process.

Intervention Summary

Top Management Benchmarking of HR Best Practices in Australia



BASELINE

CSC was performing quasi-judicial and transactional rather than strategic and developmental functions.



TARGET RESULT

Relevant best HR practices in Australia adapted in CSC to help the organisation perform more strategic and developmental HR functions.



CURRENT STATUS

COMPLETED

- Participants identified relevant best HR practices in Australia that can be adapted in CSC to perform more strategic and developmental HR functions. Participants completed the following REAPs meant to help CSC adapt these best practices in CSC context: ISO accreditation, multi-sectoral participation in CSC, and development of public sector leadership competencies in partnership with Philippine Society for Training and Development (PSTD)
- CSC received ISO certification for: a) case adjudication, b) examination, and c) appointments processing.
- CSC is replicating “Embracing Community of Practice Through Multi-Sectoral Governance Coalition” in other regions.
- It started the enhancement of its accreditation program through its new program, PRIME HRM.

Develop a CSC Leadership Brand including Coaching Practices



BASELINE

Leadership competencies for CSC were not identified



TARGET RESULT

Leadership competencies for CSC developed called CSC Leadership & Coaching for Result Brand



CURRENT STATUS

COMPLETED

- With help from PAHRODF, CSC developed the set of leadership competencies for CSC Directors. This was approved by the Commission.
- CSC is using the set of leadership competencies developed earlier with PAHRODF assistance, e.g., the qualification standards in the current CSC Certification Program. It has also identified mission critical leadership competency gaps. At an individual level, most participants are now using their “coaching skills” to assist their respective customers implement the CSC mandated Strategic Performance Management System (SPMS).

Development of Competency Models (and Profiles) of Positions of CSC



BASELINE

Competency models and profiles for CSC non existent



TARGET RESULT

Core, organisation, leadership & technical competencies for CSC developed



CURRENT STATUS

COMPLETED

- The Commission approved the set of core, organisation, technical and leadership competencies for CSC. CSC developed competency-based job descriptions using competency-based qualification standards and approved the conduct of competency-based recruitment, selection & placement.
- CSC is already using the competency models and profiles developed with help from PAHRODF. 75% of the 1,329 plantilla positions now use competency-based job descriptions; and assessment of mission critical competencies for different levels in CSC are now competency based. CSC recruitment, selection and placement processes now use the approved competencies. The 71 members of the personnel selection board trained in Targeted Selection, while the competency-based recruitment system has been pilot-tested. PRIME HRM is now using the validated technical HRMD competencies as part of the standards

Develop and Deploy a Culture Transformation in CSC

Change Management for the Performance Governance System and other HR Initiatives



BASELINE

Absence of enabling mechanisms / systems to ensure effective and efficient implementation of HR initiatives; Limited understanding & appreciation of PGS & HR initiatives at the regional level; Lack of internal interventions that enrich and validate data for new initiatives, both for internal and external bureaucracies; Limited interaction and engagement of lower ranking directors & division chiefs in the development of new programs and projects



TARGET RESULT

Culture transformation in CSC developed and deployed as shown by:

- Improved work relationship between and among CSC priority thrust units;
- Aligned and clearly understood, appreciated, accepted and implemented PGS strategy maps and measurements, at the unit and individual levels;
- Improved internal HR systems accepted and used by employees through effective change management process and communication strategies;
- CSC employees own, deploy and practice leadership and coaching brands;
- Cross-functional and diagonal teams form part of new cultural norm in CSC;
- Change management strategy institutionalised and used.



CURRENT STATUS

COMPLETED

- CSC created an executive committee (EXECOM) to coordinate offices and improve relationship among units; the EXECOM meets regularly.
- CSC created cross-functional change management teams to remove silos;
- CSC developed a mechanism that subjects all initiatives to joint orientation and feedback from internal staff and external partners, to help improve implementation of initiatives and empower stakeholders.
- CSC received the Proficiency level of the PGS from the Institute for Solidarity in Asia (ISA);
- Employees are beginning to understand, appreciate and accept the PGS strategy maps and measurements through the conduct of nationwide joint orientations and participatory action research (PAR) workshops;
- CSC developed its own change management framework called the 4Cs, which consist: Committing to Change; Capacitating for Change; Contributing and Collaborating for Change; and Celebrating and Continuing Change;
- Cross-functional teams and process owners developed change management plans of HR initiatives using the new CSC change management framework.

Program for Learning and Development



BASELINE

Absence of learning and development system, HRD Plan and a pool of “master trainers”



TARGET RESULT

- CSC Learning and development needs are responsive to competency gaps, particularly mission critical competencies per level of the organisation
- Learning and development system and standards for public sector ensures responsive programs that address specific needs of government employees;
- CSC Directors and division chiefs perform their role in HRD function of the organisation while CSC employees meet approved competency standards;
- CSC HRD planning system aligned with regular planning and budgeting;
- Government offices engage pool of CSI master trainers from the head office and from the mini-CSIs in CSC Regional Offices;
- Central and regional offices use single quality standards in managing LSPs.



CURRENT STATUS

COMPLETED

CSC finally has its own HRD Plan (L&D) and system including its corresponding budget. It now has a pool of “master trainers”. Its external training services are now ISO certified. An offshoot of this intervention is the on-going online competency assessment that will improve the 180 degree assessment to 360 degree; faster timing, and employees will also have “control” over their career in their improved online individual development plan

Strengthening CSC Key Service Delivery Mechanisms:

Strengthening CSC PRIME HR (Phase 1 Assessment stage)



BASELINE

CSC does not have the needed competencies to assess agencies accurately nor provide technical assistance to help agencies attain excellence in HR processes / systems; It does not have globally accepted HRM standards and common assessment methodology and tools



TARGET RESULT

CSC will have the globally accepted HRM standards, practices and competencies for use by the bureaucracy in improving HR policies and practices for better governance; CSC has the necessary competencies to assess agencies accurately and to provide technical assistance to help agencies attain excellence in HR processes / systems.



CURRENT STATUS

COMPLETED

- Some PSED staff of regional offices have started briefing their clients on PRIME HRM, and some have started the initial assessment of targeted government offices.
- CSC pilot tested common assessment methodologies. CSC is using the tools to assess targeted government offices.
- CSC approved the global standards, practices & competencies for the following major HR systems: (i) recruitment, selection and placement, (ii) HRD planning (learning and development), (iii) performance management system, and (iv) reward and recognition. The standards were developed in consultation with public and private sector HR practitioners.

Strengthening CSC Key Service Delivery Mechanisms

Strengthening CSI



BASELINE

- CSI does not have a business model and its organisation structure is not responsive to latest training and development trends.
- CSI is seen more as a “secretariat” than a provider of responsive and best practice HR/OD programs



TARGET RESULT

CSI has a business model and organisation structure that is responsive to latest training and development trends.



CURRENT STATUS

COMPLETED

CSI is already implementing the new business model as follows:

- It oriented regional offices on the new CSI business model including roles and program delineation between CSI and regional offices.
- It integrated the new CSI brand into on-going public courses.
- New training collaterals now bear the new CSI logo.

CSI structure is now geared for the latest training and development trends:


- Provision of External Training Services is ISO certified.
- CSI conducted 17 regular programs (public offering from the 2013 training plan) and three customised programs for the public sector with an average number of training participants of 35 per program;
- Trained CSI staff under the L&D intervention

CONTACT INFORMATION


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