

Transforming CSC Leadership: **DEVELOPING THE CSC LEADERSHIP BRAND**¹

CSC now advocates Coaching for integrity and excellence as its leadership brand. CSC leaders, using collaborative approaches, are now well-positioned to influence, encourage and support other government agencies to improve their HRMD practices through coaching.



BACKGROUND

Civil Service Commission (CSC), as it started implementing programs under its five-year roadmap for effective and efficient human resource management and development, recognised the need to fully engage its leaders in carrying out the reforms. CSC directors after all, are at the forefront of service delivery and make daily decisions directly affecting organization outcomes. The CSC directors’ role has also evolved overtime from simply getting the job done to delivering results aligned with the public reform agenda outlined in the CSC roadmap. To succeed, CSC leaders therefore needed to learn how to balance big picture concerns with the need to perform everyday tasks. Because of this, CSC focused on improving competencies of its leaders to deliver results. In 2011, partnered with PAHRODF, CSC launched the intervention - Leaping Forward, Transforming CSC Leadership: Developing the CSC Leadership Brand Including the CSC Coaching Practices to Lead the Implementation of the CSC Roadmap. ■

INTERVENTION OVERVIEW

The intervention was primarily meant to build the competencies of CSC directors to create a leadership brand, transform from being regulatory to developmental, and develop leaders in CSC who can inspire and sustain leadership competencies that are transferrable to future leaders of the commission. It was, therefore, not only meant to sustainably enhance directors’ specific skills, but also to impress upon them CSC’s

¹ The full title of the intervention is: Leaping Forward, Transforming CSC Leadership: Developing the CSC Leadership Brand Including the CSC Coaching Practices to Lead the Implementation of the CSC Roadmap

public reform agenda. The intervention included four workshops where CSC directors were expected to learn rapidly emerging technologies for developing leaders – networking, mentoring and peer coaching among others. These leaders were then expected to conduct executive coaching by the end of the intervention. Selected directors were also expected to do a pilot run of at least two leadership programs to division chiefs. ■

COMMITTED RESULTS



IMPLEMENTATION PROGRESS

The Commission currently advocates a leadership brand: Coaching for integrity and excellence – which includes seven specific leadership competencies: thinking strategically, leading change, building commitment, partnering and networking, managing performance, developing people and coaching for results. CSC as a coach, the brand directly linked to how CSC would like to be viewed by its stakeholders, is now embedded in the organisation's leadership practices. CSC leaders, using a collaborative and partnership approach, are also well positioned to influence, encourage and support other government agencies to improve through coaching. CSC directors also now use their coaching skills to help customers implement the Strategic Performance Management System. There is also internal capacity to create a coaching culture

supported by directors and supplemented with the organisation's coaching guidebook. The intervention also helped identify mission critical leadership competency gaps, as well as several organizational outcomes. This informed the development of the CSI's learning and development programs. ■

ASSESSMENT



Relevance

The intervention is relevant. It is anchored on the OA and is strongly supported by the CSC Chairman showing its importance to CSC. It responds to the need for the Commission to have a Leadership brand (whereas before it had none) that is not generic and would reflect its transformation from being regulatory to developmental.



Effectiveness

The intervention encouraged CSC leaders to be more open to change and be more energized in the way they do things. Their ideas have also improved as if coming from seasoned HR professionals. The directors are also communicating better, even with personnel from other work units. With the Leadership Brand, directors are also now more conscious about the attributes that they should exhibit as they now have a common identity. The intervention is therefore effective. However, its effectiveness may be enhanced with better coordination with other interventions, especially as the participation of these directors is also critical to the success of other interventions.



Impact

The intervention is expected to deliver its desired impact. Having better leaders is critical to the improved service delivery of CSC.



Sustainability

Intervention outcomes are sustainable as shown in the sustainability action plan. The interventions included training of trainers to cascade learning down to the level of division chiefs and the rank and file personnel. It also developed a Coaching Handbook that includes the tools necessary to sustain the results of the intervention. ■

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Regional Director
Karin Zerna
CSC Region 7

FACTS AND FIGURES

INVESTMENT



NUMBER OF CORE PARTICIPANTS



PARTICIPANTS FROM DIRECTORS II-IV LEVEL NATIONWIDE

61 division chiefs, senior PS and personnel specialist participated in the three (3) pilot runs of the “Cascading the CSC Leadership and Coaching Brand” Program

Duration	March 2012 - November 2011
# of REAPs	112
Produced Output	<ul style="list-style-type: none"> • Coaching Guidebook • Perception survey • Case studies on CSC Leadership • 132 Kouzes and Posner individual leadership profiles • Approved leadership and coaching competencies and brand (with marketing materials)

EMERGING LESSONS AND GOOD PRACTICES

- 1 It is crucial for organisations to develop a leadership brand, as it guides leaders on how they should behave to be successful and remain relevant in their respective organisations.
- 2 Developing and implementing a communication and change management plan around the leadership brand is critical for creating buy in and sustaining the results of the intervention.
- 3 Using a comprehensive and robust mixed methodology to understand stakeholders’ perceptions, is critical in developing a leadership brand and in making it credible and sustainable.

RECOMMENDATIONS

- 1** Coaching should be institutionalised. Coaching tools and methodologies should be integrated into the organisation's key performance indicators and strategic performance management system.
- 2** Considering the size of CSC, the Commission should consider training additional coaches who can perform two functions: as trainers and as coaches. Some coaches may conduct coaching workshops while other coaches may be tasked to actually coach leaders trying to implement the leadership brand.

Developing Competencies and Influencing Bureaucracy

The re-entry action plan (REAP) of Director Karin Zerna, Regional Director of CSC Region 7, focused on an area that she felt she needed to improve on based on her competency assessment: partnership building.

Through her REAP, she created a Multi-sectorial Government Council (MSGC), which would answer the Civil Service Commission's (CSC) need to inform and engage key agencies and stakeholders.

Having the MSGC in place, according to Director Zerna, would enable CSC to tap the services of individuals and groups that could help CSC meet its targets and convince other government agencies to appreciate and accept the commission's change initiatives.

Director Zerna is part of the Transforming CSC Leadership: Developing the CSC Leadership Brand intervention implemented by PAHRODF in 2011. The intervention was meant to build the competencies of CSC directors and develop leaders in CSC who can inspire and sustain leadership competencies that are transferrable to future leaders of the commission. It was, therefore, not only meant to sustainably enhance directors' specific skills, but also to impress upon them CSC's public reform agenda.

Implementing her REAP, according to Director Zerna, has been relatively easy. In fact, she was able to do it within a month after the intervention. “In the implementation of the REAP, there was really no problem in so far as identification of who would be invited to be members of our MSGC. All we needed was to send out invitations, prepare the agenda and we made sure that we introduced what CSC is all about to all our potential members of MSGC.”

With MSGC’s presence, Director Zerna is hopeful that CSC would get more support especially with what they have committed to deliver within the year. For example, she shared that CSC’s accomplishments don’t seem to be picked up by media. “Not all our activities find its way to the news. CSC is not controversial. So we asked the media personalities whom we invited and who have agreed to be members of MSGC to help us with features about CSC and what we are doing, especially the change initiatives we are implementing.”

THE BUILDING BLOCKS

Transforming CSC Leadership: Developing the CSC Leadership Brand is part of PAHRODF’s package of interventions aimed at helping the Civil Service Commission (CSC) achieve its vision of being Asia’s center of excellence in Human Resource and Organisation Development by 2030.

With PAHRODF’s invaluable assistance, the commission was able to identify what it lacks through an organisational assessment. This enabled CSC to create a roadmap towards capacitating its leaders particularly regional directors like Director Zerna.

Director Zerna said PAHRODF, from the onset, made it clear that the Facility was there to provide support needed to develop the competencies of CSC employees, and to help cascade these learnings to the entire bureaucracy. According to Director Zerna, PAH-

RODF emphasised that CSC is the central human resource agency of the government, and that the commission can do a lot in terms of government services.

As a result, CSC employees felt confident about what they do, which was evident in the way they have been dealing with client agencies and other government employees. Meanwhile, stakeholders now see CSC as the agency to turn to when they are in need of assistance on certain competencies.

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